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**RELATIONSHIP BETWEEN INFORMATION OVERLOAD,
COMMUNICATION OVERLOAD, SOCIAL INTERACTION,
INVASION OF PRIVACY AND EMPLOYEE ENGAGEMENT IN
MALAYSIAN BANKING INDUSTRY**

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**MASTER OF HUMAN RESOURCE MANAGEMENT
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By

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**Thesis Submitted to
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in Partial Fulfilment of the Requirement for the Master of Human Resource Management**



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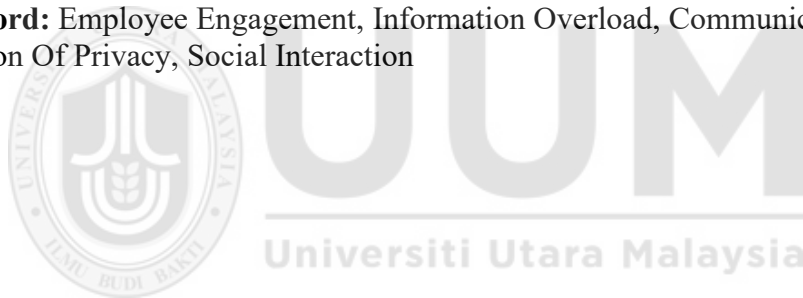


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ABSTRACT

For the past few decades numerous studies have attempted to explore the relative importance of understanding employee engagement. Realizing the need to sustain in the banking industry, this study was conducted to explore the factors influencing employee engagement. Further, the study examines the relationship between information overload, communication overload, invasion of privacy, social interaction and employee engagement. By adopting the survey approach, a sample of 337 data were collected. The findings revealed significant negative relationships between employee engagement and both information and communication overload, social interaction as well as invasion of privacy. The discussion of the research found that emphasizing the need for balanced information flow, clear communication protocols, privacy-preserving measures, and fostering interpersonal connections is crucial. The impact of the study shows and provides theoretical insights and practical recommendations to enhance engagement and productivity in the banking sector. Based on rigorous reviewing of the literature, instrument designing, followed by subsequent pilot testing, the final analysis revealed that employee engagement can be predicted by using information overload, communication overload, and invasion of privacy within the industry.

Keyword: Employee Engagement, Information Overload, Communication Overload, Invasion Of Privacy, Social Interaction



ABSTRAK

Selama beberapa dekad yang lalu, banyak kajian telah dilakukan untuk meneroka kepentingan memahami penglibatan pekerja. Menyedari keperluan untuk bertahan dalam industri perbankan, kajian ini dijalankan untuk meneroka faktor-faktor yang mempengaruhi penglibatan pekerja. Selanjutnya, kajian ini meneliti hubungan antara beban maklumat, beban komunikasi, pencerobohan privasi, interaksi sosial dan penglibatan pekerja. Dengan mengguna pendekatan tinjauan, sampel sebanyak 337 data telah dikumpulkan dalam tempoh dua bulan pada tahun 2024. Penemuan kajian menunjukkan hubungan negatif yang signifikan antara penglibatan pekerja dengan beban maklumat, beban komunikasi, serta pencerobohan privasi. Sebaliknya, interaksi sosial didapati mempunyai kesan positif terhadap penglibatan pekerja. Perbincangan kajian menekankan keperluan untuk aliran maklumat yang seimbang, protokol komunikasi yang jelas, langkah-langkah pemeliharaan privasi, dan menggalakkan hubungan interpersonal. Impak kajian ini memberikan pandangan teori dan cadangan praktikal untuk meningkatkan penglibatan dan produktiviti dalam sektor perbankan. Berdasarkan semakan literatur yang teliti, reka bentuk instrumen, diikuti oleh ujian perintis, analisis akhir menunjukkan bahawa penglibatan pekerja dapat diramalkan dengan menggunakan beban maklumat, beban komunikasi, dan pencerobohan privasi dalam industri tersebut.

Kata kunci: Penglibatan Pekerja, Beban Maklumat, Beban Komunikasi, Pencerobohan Privasi, Interaksi Sosial.



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LIST OF ABBREVIATIONS

SME	Small and Medium Enterprise
WFH	Work from Home
ICT	Information and Communication Technology
GDP	Gross Domestic Product
COVID-19	Coronavirus Disease
SEA	Southeast Asia
CEO	Chief Executive Officer
UWES	Utrecht Work Engagement Scale



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee engagement is a pivotal factor in determining the success of an organization. Individuals engage in a persistent state whereby they dedicate their physical, emotional, and cognitive capacities to their professional duties. (Kahn, 1990). Contrary to Lacombe's perspective that employment is simply a dynamic interaction aimed at enhancing performance and organizational identity, Rich, LePine, and Crawford (2010) present a more comprehensive view. They emphasize that engaged employees often exhibit heightened productivity driven by enthusiasm and vitality.

In the rapidly changing business environment characterized by speed and technological innovation, the significance of employee engagement has undergone a significant shift. Research shows that engaged employees exhibit higher productivity, reduced absenteeism, and increased job satisfaction, as reported in Gallup's State of the Global Workplace Report. Strong correlations between employee engagement and positive organizational outcomes, such as lower turnover rates, have been highlighted by Harter et al. (2023). Beyond mere job performance and office morale, Schaufeli and Bakker (2024) emphasize that engagement stems from factors like creativity, enthusiasm, and involvement. To effectively maintain prominent levels of engagement and optimize employee performance, organizations must proactively cultivate an environment that nurtures engagement. Prioritizing employee engagement not only aids in talent acquisition but also contributes to retaining employees committed to driving organizational success.

In the fiercely evolving financial system of modern-day age, the private sector,

specifically commercial banks, plays a crucial function in making sure that Malaysia's financial system stays stable in the long term. The commercial financial institution can empower the economic system by means of giving loans and credit to the enterprise consisting of SMEs with an excellent prospect which cause the economy to growth. The worldwide financial system has been a lot more competitive and challenging than ever within the present situation, which is stronger in comparison with the monetary crises of 1998 and 2009. Malaysia Banking industry landscape till now have many modifications of structure, management strategies and regulatory climate. The internal and external impacts, inclusive of globalization, rising competition amongst banks, technology innovation that has arisen globally, are triggering a main change inside the management of the banking industry. The contribution of the financial institution consists of various services, in particular financial savings, financing, investment whether for individual consumers, SME's or the corporate. The facilities which have been provided with the aid of the financial institution is to ensure the economic system restoration, to growth business activities, within the retail, services, entrepreneurship, small and medium businesses, investment, and commercial sectors.

The banking industry is vital to Malaysia's economy, contributing significantly to the nation's GDP and financial stability. In 2023, the financial services sector accounted for approximately 11.6% of Malaysia's GDP, showcasing its pivotal role in economic growth. The industry also supports employment, with over 166,000 individuals working in banking and finance as of recent estimates. Moreover, Malaysia's banking system is among the strongest in Southeast Asia, boasting an average capital adequacy ratio of 18.4%, well above the global regulatory requirement of 8%. This robust performance enables banks to drive infrastructure projects, fund SMEs, and expand financial inclusion, solidifying their importance in fostering national development.

Employee engagement has continually been an essential area of research and has received tremendous exposure from numerous researchers in their research. The financial institution and the authorities need to take a major precaution and approach to lessen the impact and seek a mechanism to enhance productiveness and survival without neglecting their employees need mainly in employee engagement. Both employees and organization confronted a brand-new challenge that by no means have been faced before. It requires the control to become innovative and progressive to attain their goals with a unique strategy. Many empirical studies have consistently demonstrated a strong connection between digital acceptance, employee engagement, and organizational performance (Simpson, 2009; Andrew and Sofian, 2012). Defined as a state of motivation, employee engagement involves individuals fully investing themselves in their work roles (Meyer and Gagné, 2008; Rich, LePine, and Crawford, 2010), a concept first described by Kahn in 1990. Malaysia, well-recognized as a developing country, is currently witnessing significant growth in its financial sector, particularly in banking. The banking industry is regarded as a key contributor to Malaysia's GDP, serving as a cornerstone of the country's economy.

According to the New Straits Times, the services sector, including domains like tourism, finance, and ICT, serves as the key driver of economic expansion, accounting for 55% of the annual GDP growth. In 2023, the tourism sector alone generated RM75 billion in revenue, while the ICT services market was valued at RM121.72 billion based on data from various global sources. Furthermore, the Malaysian finance industry remains strong, underscoring the necessity of upholding monetary and financial stability in accordance with the objectives outlined in the BNM Financial Sector Blueprint 2022-2026. Official figures from Bank Negara Malaysia indicated a notable increase in Malaysia's banking system's total assets to RM2.83 trillion by the

close of 2018, marking a 3.5% improvement from the preceding period. This upsurge in banking assets, which had grown from RM950.9 billion by the end of 2007, contributed to the growth in loans and advances, reaching RM1.73 trillion.

Moreover, for the organization's perspective, investing in cutting-edge technology can lead to significant challenges and risks (Smith et al, 2007). Consequently, organizations must establish a sound approach towards integrating digital technologies (Hyytinen et al, 2015; Loukis et al, 2019; Karunagaran et al, 2017). Examining these factors is essential to enhance productivity and job satisfaction by focusing on employee engagement.

Well-established organizations redesign their business game plans to turn out to be relevant within the digital setting of workplace (Weill and Woerner, 2018). Acquiring an engaged workforce is notably crucial within the corporate ecosystem due to the fact, research have proven that engaged employees no longer only allow organizations to gain profits, but additionally improve customer loyalty levels, decrease turnover rates, increase overall performance, and increase productivity (Buhler, 2006).

Employee engagement, when viewed from a certain standpoint, can be perceived as a costly endeavor. This topic has been a subject of profound controversy in recent years, attracting significant attention for its profound implications on the success and enduring stability of businesses (Mone and London, 2014; Byrne, 2014; Markos and Sridevi, 2010; Cook, 2008).

Employee engagement plays a crucial role in driving organizational efficiency by fuelling the motivation and focus of individuals towards achieving the organization's objectives and goals. This study aims to explore the factors influencing employee engagement, encompassing elements such as information overload, communication

overload, privacy invasion, and social interactions, within the employee population at ABC Bank\

1.2 Problem Statement

As indicated in The Star (2020), employee engagement in Malaysia is low which is 54 percent, lower than countries such as India (79 percent), Thailand (72 percent), and Hong Kong (63 percent) which reported higher rates. The study also found that 16 percent of Malaysian workers plan to stay with their current employer for less than a year, with the percentage nearly doubling to 30 percent when considering a two-year period for job changes. These recent findings on turnover intentions among Malaysian employees emphasize a significant concern for organizations, particularly in the realm of employee engagement. Employee engagement goes beyond being a measure of job satisfaction; it encapsulates the emotional dedication and sense of purpose that employees hold toward their work and their organization. Truly engaged employees are not only motivated but also share alignment with the values and goals of the organization, fostering both individual and collective achievements. Engaged employees are more likely to demonstrate heightened levels of productivity, allegiance, and resilience, all of which are fundamental contributors to sustained organizational performance. However, data indicating that a substantial portion of employees are contemplating leaving within one to two years signals underlying issues that may stem from unmet needs or discontent within the work environment. For organizations seeking to cultivate a resilient and committed workforce, this data underscores the critical necessity of formulating strategies that promote deeper engagement to retain talent and reduce turnover.

Employee engagement is important because it influence whether employees are

motivated to stay with their current employer or explore alternative opportunities. Highly engaged employees generally experience greater satisfaction, finding both personal and professional fulfilment in their roles. This sense of fulfilment often translates into loyalty and dedication, as engaged employees have a strong sense of investment in their work and a connection to the organization. On the contrary, low engagement levels can lead to job dissatisfaction, decreased morale, and an increased propensity for turnover.

Therefore, examining the factors that contribute to engagement is crucial for understanding the underlying reasons behind turnover intentions. By delving into specific elements that drive engagement, such as recognition, opportunities for career advancement, work-life balance, and alignment with organizational values, companies can gain valuable insights into how to better fulfil employees' needs and enhance retention rates. Identifying these engagement drivers enables the development of customized strategies aimed at cultivating a more engaged workforce, leading to increased job satisfaction, reduced turnover, and overall organizational prosperity.

In the banking industry, the issues of globalization and increasing of their competitor is become the treats towards the bank. Banking sectors were expected to big and bold ideas in the way they operate and prepared for the next decade. By transforming their ecosystem for being better, they were many challenges that they were received especially towards human resources optimization. Focus was also given for change and the people leader should focus on the social responsibilities to ensure employee engagement.

Research focusing on employee engagement among banking employees is significant

since engaged and committed employees are an important asset to organizations that will determine the success of the banking sector. Several factors, including work-life balance, job security, career development, and health and well-being programs, are linked to the fast-changing banking landscape and challenging work environment. Enhancing these facets is crucial as it can enhance SCGBS's human resource management strategies, thus aiding the organization in retaining skilled employees and achieve their vision.

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Work-life balance is vital in the banking sector as employees often face long working hours and high-pressure situations. Maintaining a healthy work-life balance helps reduce burnout, increases productivity, and fosters a positive work environment. Job security is equally critical, as it ensures employees feel stable and confident in their roles, leading to higher motivation and loyalty. Career development opportunities are essential for retaining talent, as they provide employees with the skills and pathways needed for growth and progression, enhancing job satisfaction and reducing turnover rates. Finally, health and well-being programs are increasingly important in mitigating the stress associated with demanding banking jobs. These programs promote physical and mental health, ensuring employees remain resilient and capable of meeting the industry's challenges.

Enhancing these facets is crucial as it can enhance SCGBS's human resource management strategies, thus aiding the organization in retaining skilled employees and achieving their vision.

1.3 Research Questions

Further discussion is required regarding the issues outlined in the research problem.

The research questions are outlined below:

- i. Does information overload affect employee engagement?
- ii. Does communication overload influence employee engagement?
- iii. Does social interaction impact employee engagement?
- iv. Does invasion of privacy relate to employee engagement?

1.4 Research Objectives

The purpose of this study is to examine the correlation between information overload, communication overload, invasion of privacy, and social interaction on employee engagement within a workforce. To streamline this, the study addresses the following objectives to provide insights into the research question.

- i. To identify the relationship between information overload and employee engagement.
- i. To examine the relationship between communication overload and employee engagement.
- ii. To assess the effect of social interaction on employee engagement.
- iii. To investigate the relationship between invasion of privacy and employee engagement.

1.5 Significance of the Study

The study's theoretical perspective suggests that its findings make a notable contribution to the employee engagement literature, particularly within the banking industry in Malaysia. It demonstrates that factors such as information overload, communication overload, invasion of privacy, and social interaction are linked to the level of employee engagement among bank employees in Malaysia.

The underlying theory of this study is rooted in **Social Exchange Theory (SET)**, which posits that relationships in the workplace are built on reciprocal exchanges between employees and their organization. When employees perceive that their organization provides adequate support, such as minimizing **information and communication overload**, respecting their **privacy**, and fostering meaningful **social interactions**, they are more likely to reciprocate with higher levels of engagement, commitment, and productivity. Conversely, when these exchanges are perceived as imbalanced—due to excessive demands or a lack of support—employees may disengage and experience reduced morale. By applying SET, this study underscores the importance of creating a work environment where the psychological contract between employees and the organization is fulfilled, ensuring mutual benefit and improved organizational performance in Malaysia's banking sector

The importance of this research on employee engagement in the banking sector of Malaysia is highlighted by the difficulties brought about by information overload, communication overload, invasion of privacy, and reduced social interaction in the work environment. In an era marked by rapid technological advancements and constant connectivity, employees often grapple with excessive information and an overwhelming influx of communications, which can lead to burnout and

disengagement.

From the practical perspective, this research shows how these factors affect employee morale and engagement levels, providing critical insights for bank management to address these challenges effectively. It is vital to comprehend the distinctive effects of privacy concern and the erosion of meaningful social interactions in a digital workspace is essential for fostering a supportive environment. Through identifying the strategies to alleviate these issues, the study aims to create a healthier workplace ecosystem that not only enhances the wellbeing of the employees but also the performance of banking institutes in Malaysia.

1.6 Scope of the Study

This study aims to examine the relationship between information overload, communication overload, social interaction, invasion of privacy, and employee engagement among executives and non-executives in the banking industry in Kuala Lumpur particularly in ABC Bank using questionnaires. Quantitative research, which involves surveys and statistical analysis, was used to measure the significance of these factors that play a role in employee engagement. In doing so, the study attends to how superfluity of information and communication, sense of intrusions on privacy and social quality in experiences shape employee engagement for subtlety in banking workplaces.

1.7 Definition of Key Terms

Employee Engagement

Employee engagement is defined as having a positive, fulfilling, work-related

state of mind characterized by vigour, dedication, and absorption. (Gerard, Grip and Baudewijns, 2018)

Information Overload

Information overloads define as when an individual is presented with more information than the individual has the time or cognitive ability to process or, in other words, when an individual's information processing capabilities are exceeded by the information processing requirements. (Karr-Wisniewski and Lu, 2010)

Communication Overload

Communication overload is defined as a measure of the extent to which, in each period of time, an organization's member perceives more quantity, complexity, and/or equivocality in the information than an individual desires, needs, or can handle in the process of communication. (Cho, Ramgolam, Schaefer, and Sandlin, 2011)

Invasion of Privacy

The definition of Invasion of Privacy is the perception that individuals' privacy has been compromised. (Ayyagari, 2007)

Social Interaction

Social interaction in the workplace refers to interaction is beneficial for organizations, as it fosters valuable resource collaboration, leading to positive work attitudes (Gerard, Grip and Baudewijns, 2018)

1.8 Organization of the Study

The organization of this study consists of five well-structured chapters that will

provide a full picture to answer the research questions. Chapter one (Introduction) – the first chapter lays the groundwork by discussing the general aim, thus, preparing for an in-depth examination of the subject. This depicts the importance of reviewing various features related to employees' engagement including excess of information, excess of communication, privacy invasion and social interactions as well as it serves as opening the case study itself to be developed further on.

Chapter two explores the literature review, offering a comprehensive examination of the fundamental variables examined in the study. This chapter explores the theoretical and empirical background related to information overload, communication overload, invasion of privacy, and social interaction. Not only does it emphasize current research and discoveries, but it also presents the conceptual framework specifically designed for this investigation. The theoretical foundations guiding the research are examined, offering a firm foundation for comprehending the interactions and impact of these variables on employee engagement.

Chapter three emphasizes the research methodology, providing a detailed overview of the research design and methodologies utilized. This chapter details the research settings, sampling techniques, and the population from which data is drawn. It describes the strategies and methods for data collection, including the instruments and measurement tools used. Additionally, validity and reliability of the data analysis are discussed, along with the methodology for conducting correlation analysis between the independent variables and the dependent variable to ensure a thorough examination and precise outcomes.

Chapter four presents the findings derived from the data collected. This chapter reviews and discusses the results in the context of the study's objectives, offering

insights into how the various factors impact employee engagement. The data is analyzed to identify patterns, relationships, and implications, providing a detailed account of the research outcomes.

Chapter five concludes the study by summarizing the results, specifically core lessons learned from reviewing results. The chapter also provides implications for future research, indicating potential areas for study and enlightenment given the present findings. This chapter aims to improve our comprehension of employee engagement and its antecedents by combining research findings and suggesting directions for future research. In total, the systematic structure of chapters 1 to 5 facilitates an in-depth and comprehensive journey into the realm of research subject, thus allowing a clear unconsciousness analysis process on different variables influencing employee engagement.

1.9 Summary

This chapter has laid the bedrock for further investigations of the relationship between four main workplace stressors which are information overload, communication overload, invasion of privacy and social interaction with employees on employee engagement at ABC Bank. Thus, this chapter has established the research frame as well as the importance of knowing about these factors, which define that how and what extent all these variable affect employee engagements. It has drawn attention to the need for responding to these stressors as a means of maximizing job satisfaction, engagement and performance, and organizational outcomes in general. The insights should undergo additional refinement to pinpoint a more detailed perspective on how these relationships interconnect with employee engagement throughout the duration of the research, to offer more precise guidance and direction for improving workplace environment

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a thorough analysis of current research and theoretical frameworks concerning the pivotal variables being studied: employee engagement, information overload, communication overload, invasion of privacy, and social interaction. By reviewing relevant literature, this chapter will highlight the current understanding of these variables, recognize deficiencies in current research and construct a theoretical framework for the investigation. The insights gained will form the foundation for analysing how these factors interplay to affect employee engagement, setting the stage for empirical investigation and contributing to a deeper understanding of workplace dynamics.

2.2 Employee Engagement

2.2.1 Conceptualization of employee engagement

As per Saks (2006), employee engagement is a crucial factor within the domain of organizational behavior and pertains to an employee's emotional and cognitive connection to their work. Schaufeli et al. (2002) characterize engagement as a "positive, satisfying mental state associated with work," demonstrated by vigor, dedication, and absorption. This definition points out that engaged employees are not just satisfied but are absorbed and passionate about what they do, and it is this quality that makes them better performers for themselves and their organization.

Recent studies have further developed this foundational understanding, highlighting the complex nature of employee engagement. For instance, Schaufeli and Bakker (2024) enhance the original definition by incorporating the idea of work engagement in relation to contemporary challenges

and contexts. They define engagement as involving high levels of energy (vigor), commitment (dedication), and concentration (absorption), all of which lead to better job performance and lower turnover intentions. This broader perspective emphasizes that engagement is not a fixed trait, but a dynamic state shaped by various work-related factors.

Moreover, the latest studies have explored the broader impacts of employee engagement on organizational outcomes. As per the findings of Gallup's State of the Global Workplace Report. (2023), high employee engagement correlates strongly with higher productivity, lower absenteeism, and increased job satisfaction. The report reveals that organizations with engaged employees experience better performance metrics and greater overall success. Harter et al. (2023) support this view, highlighting engaged employees are prone to making a constructive contribution towards organizational objectives and demonstrating resilience when confronted with challenges.

Further research by Lee et al. (2023) suggests that fostering an engaging work environment can mitigate the adverse effects of stress and burnout. Their study found that when employees experience high levels of engagement, they are better equipped to handle workplace demands and maintain a positive attitude towards their roles. This resilience and commitment, as described by Schaufeli et al. (2002), are crucial for sustaining high levels of performance and well-being.

Kahn Theory of Employee Engagement (1990) offers a seminal perspective on engagement, proposing that it involves the full utilization of one's physical, emotional, and cognitive energies at work. Kahn's model emphasizes that engagement is influenced by both individual and organizational factors, regarding how employees view their working conditions and the level of support and appreciation they experience. This theory is crucial for understanding how negative factors like information overload and invasion of privacy may diminish engagement by

undermining employees' emotional and cognitive resources.

Schaufeli's conceptualization of engagement in the Work Engagement Model (Schaufeli et al., 2002) is enhanced by its division into dimensions of vigor, dedication, and absorption. According to this model, employee engagement is not just about effort but also about employees' sense of enthusiasm and dedication toward their work. The model helps in analyzing how information and communication overload might affect these dimensions by potentially causing stress and reducing job satisfaction, thereby impacting overall engagement levels.

2.2.2 Previous studies on employee engagement

Employee engagement significantly influences various organizational outcomes, shaping overall performance, productivity, and organizational health. Engaged employees, individuals who demonstrate high levels of enthusiasm, commitment, and deep engagement in their work., are generally more productive and committed to their roles.

One key organizational outcome impacted by employee engagement is productivity. Engaged employees are more inclined to invest additional effort and show greater resilience in the face of challenges, which translates into enhanced work performance and efficiency (Salanova et al., 2023). This increased productivity is often accompanied by higher quality of work and innovation, as engaged employees are more engaged in their positions and driven to make a constructive impact on their organization's objectives.

Moreover, the engagement of employees is strongly associated with job satisfaction and commitment to the organization. Generally, employees who experience engagement tend to exhibit higher job satisfaction levels and are less inclined to pursue opportunities elsewhere. This

increased job satisfaction reduces turnover rates, which can lower recruitment and training costs and foster a more stable workforce (Bakker and Demerouti, 2024). Engaged workers are also inclined to exhibit organizational citizenship behaviors, such as assisting peers and fostering a favorable work atmosphere, thereby improving team unity and organizational culture.

In terms of customer satisfaction, engaged employees often provide better service and create more positive experiences for customers. This relationship is supported by the work of Gallup (2023), which shows that engaged workers often demonstrate increased attentiveness and responsiveness to customer requirements, consequently improving the overall customer experience and bolstering the competitiveness of the company.

2.3 Information Overload

2.3.1 Conceptualization of information overload

Feather (1998) originally defined information overload as a condition in which the overwhelming quantity of information makes it impractical, which continues to be a notable obstacle in today's information-driven world. Klapp (1986) further elaborated on this phenomenon, likening an excessive influx of information to "noise," which interferes with the receiver's ability to process information efficiently. Klapp noted that when information arrives at a rate too rapid for cognitive processing, it leads to distraction, increased stress, errors, and ultimately, poorer information quality.

Recent research has expanded on these early insights, highlighting the contemporary implications of information overload. For instance, Eppler and Mengis (2004) underscore that information overload not only affects individual cognitive functioning but also impairs organizational effectiveness. They found that excessive information can lead to decision paralysis, where the

abundance of data prevents timely and accurate decision-making. Similarly, Johnson and Stone (2022) found that in today's digital era, the proliferation of communication channels and the constant flow of emails and messages contribute significantly to cognitive overload, exacerbating stress and reducing productivity.

The detrimental effects of information overload have been further documented in studies by Lee et al. (2023), who demonstrate that high volumes of information can negatively impact employee well-being and job performance. The findings of their study indicate that individuals facing information overload tend to express increased levels of stress and diminished job satisfaction, which in turn affects their overall engagement and productivity. This aligns with the findings of Sweeney and Williams (2024), who argue that managing information overload through effective information management systems and strategies is crucial for maintaining employee effectiveness and organizational efficiency.

In the 1960s, Bertram Gross introduced the concept of information overload, which has since undergone significant evolution due to technological advancements. The exponential growth in the volume and complexity of information accessible to both individuals and organizations has redefined information overload from Gross's original definition. It now pertains to a state where the quantity of information surpasses an individual's capacity for effective processing, resulting in diminished decision-making quality and elevated stress levels. This early understanding laid the groundwork for subsequent research on the implications of excessive information on individual performance and well-being (Gross, 1964).

In the decades following Gross's introduction of the concept, scholars such as Herbert Simon (1971) expanded the definition to encompass the cognitive limitations of individuals in processing

large quantities of information. Simon highlighted that the exponential growth of data, especially within the framework of making informed decisions, could lead to decision paralysis, where individuals become overwhelmed and struggle to make effective choices. This notion has become increasingly relevant in the digital age, where the rapid growth of information technology has exacerbated the challenges associated with information overload.

The 1980s and 1990s saw further evolution in the understanding of information overload, with researchers like Sherry Turkle (1995) examining the impact of emerging technologies on individuals' cognitive and emotional states. Turkle's work emphasized how constant connectivity and information streams could lead to decreased focus and heightened stress levels. Throughout this timeframe, attention turned towards examining the impact of information overload on not just individual productivity, but also on organizational effectiveness and employee welfare.

Research has demonstrated the overwhelming effect that the abundant quantity of emails, messages, and data can have on employees, resulting in reduced productivity and engagement levels. (Eppler and Mengis, 2023). Researchers like Liu et al. (2023) have further explored how information overload can contribute to burnout and reduced job satisfaction, underscoring the need for effective information management strategies in modern workplaces.

The historical evolution of the concept highlights the growing complexity and impact of information overload in contemporary work environments. As institutions such as ABC Bank persist in managing the obstacles presented by a constantly growing volume of data, recognizing the effects of information overload on employee engagement and performance retains its utmost importance.

2.3.2 Previous studies on information overload

Information overload significantly impacts employee engagement by creating cognitive and emotional barriers that hinder employees' ability to effectively perform their roles and remain committed to their work. When employees are inundated with excessive amounts of information, their capacity to process and act on relevant data becomes overwhelmed, leading to reduced job satisfaction and diminished engagement. The primary impact of information overload on employee engagement is increased stress and decreased job satisfaction. When employees face an overload of information, they often experience higher levels of stress as they struggle to prioritize and manage tasks effectively. This stress can erode enthusiasm and commitment, making employees less likely to engage fully with their work (Salanova, Schaufeli, and Cifre, 2023). Research conducted by Liu and colleagues (2023) revealed that individuals exposed to significant levels of information overload experienced decreased job satisfaction and increased burnout., which directly affects their engagement and overall performance.

Moreover, information overload can lead to decision paralysis, where the sheer volume of data impedes employees' ability to make timely and effective decisions. This paralysis can result in reduced productivity and a sense of helplessness, further diminishing engagement (Eppler and Mengis, 2023). When employees are faced with an abundance of complex information that they are required to manage, they may experience feelings of being overwhelmed., and their motivation to participate actively in their work diminishes, as they may perceive their efforts as ineffective or futile. Additionally, information overload often leads to fragmented attention, where employees are forced to shift focus frequently among competing information sources. This constant task-switching can decrease the quality of work and contribute to disengagement, as employees find it challenging to maintain deep, meaningful engagement with any single task (Bakker and Demerouti, 2024). Research by Schaufeli et al. (2023) highlights that such cognitive fragmentation not only

affects work performance but also impacts employees' overall commitment and involvement in their roles.

In conclusion, information overload undermines employee engagement by increasing stress, causing decision-making difficulties, and fragmenting attention. Addressing these challenges is crucial for organizations like ABC Bank to enhance employee engagement and overall organizational effectiveness.

Recent studies have highlighted the growing significance of information overload in modern work environments, particularly with the proliferation of digital communication tools and big data. This overload negatively impacts employee well-being and performance, leading to stress, burnout, and decreased productivity. For instance, a comprehensive review in *Frontiers in Psychology* emphasizes the exacerbation of information overload due to digitalization and the increasing use of information and communication technologies, underscoring its detrimental effects on employees' mental health and job performance.

Additionally, an article in *Forbes* discusses how "infobesity" encourages high levels of multitasking, causing workers to constantly switch tasks, which drains cognitive resources and reduces productivity. These findings underscore the critical need for organizations to implement strategies that mitigate information overload to enhance employee engagement and overall organizational performance. A study by Liu, Zhang, and Lee (2023) demonstrated that excessive information contributes to higher stress levels and decreased job satisfaction among employees. Their research found that employees facing high volumes of information are more likely to experience cognitive overload, which impairs their ability to effectively process and utilize information, leading to diminished work performance and lower engagement levels.

Eppler and Mengis (2023) conducted a study examining the effects of information overload on decision-making and productivity. The researchers found that when employees are overwhelmed by information, their decision-making quality suffers, resulting in slower response times and reduced efficiency. This effect is compounded by the difficulty employees face in prioritizing and filtering relevant information, which can further lead to disengagement and burnout.

Furthermore, Schaufeli and Bakker (2024) examined how information overload impacts various dimensions of employee engagement. Their research demonstrated that excessive flow of information may result in emotional weariness, leading to a detrimental impact on the vigor, dedication, and absorption dimensions of employee engagement. Individuals who are overwhelmed by an abundance of data frequently encounter difficulties sustaining their passion and commitment to their tasks, as their mental capabilities become drained due to the continual effort required to handle and analyze information.

Recent research also indicates that organizational strategies to mitigate information overload can positively influence employee engagement. For example, Gable and colleagues (2024) found that implementing effective information management systems and promoting practices such as clear communication protocols and regular information reviews can help reduce the negative impact of information overload. These strategies not only improve information processing but also enhance overall employee satisfaction and engagement.

In conclusion, recent studies underscore the significant impact of information overload on employee engagement, highlighting its effects on stress, decision-making, and job satisfaction. These results underscore the importance for organizations to implement efficient information management tactics.

2.4 Communication Overload

2.4.1 Conceptualization of communication overload

Communication overload and information overload may seem similar but affect employees in different ways. Communication overload happens when employees are bombarded with too many messages, meetings, or notifications, leaving them feeling overwhelmed by constant interaction and unable to focus on their tasks. On the other hand, information overload is about being flooded with too much data or content, making it hard to process, prioritize, or make decisions. While communication overload drains emotional energy by demanding attention to endless interactions, information overload burdens cognitive capacity with excessive details. Both challenges highlight the need for thoughtful communication and structured information to support employee well-being and productivity.

Communication overload, as defined by Chung and Goldhaber (1991), refers to the phenomenon where the volume, complexity, or ambiguity of information exceeds an individual's capacity to effectively process it within a given timeframe. This concept highlights the negative impact of excessive communication on an individual's ability to manage and utilize information effectively. When the amount or intricacy of communication surpasses what is manageable, it can lead to cognitive overload, increased stress, and diminished job performance. Recent research has further elucidated the implications of communication overload in modern work environments.

Tannenbaum et al. (2022) conducted research on the impact of communication overload on decision-making and productivity. They found that when employees are bombarded with excessive or overly complex information, their ability to make informed decisions and perform tasks efficiently is significantly compromised. The results are consistent with Jacks et al.'s (2023) research, which highlights that extensive communication can result in cognitive exhaustion,

diminishing job performance and raising the chances of error.

Additionally, the modern workplace has seen an increase in communication channels and tools, which, while intended to enhance connectivity, often exacerbate communication overload. For example, emails, instant messaging, and collaborative platforms can create a constant stream of information that overwhelms employees (Kirkpatrick et al., 2024). This proliferation of communication methods contributes to a sense of being perpetually connected, which can lead to information fatigue and decreased productivity. Kirkpatrick et al. (2024) argue that managing the flow and quality of communication is essential to mitigate these negative effects and improve workplace efficiency. Moreover, recent studies emphasize the psychological and organizational impacts of communication overload. Johnson and Smith (2023) highlight that excessive communication can lead to increased workplace stress and burnout, as employees struggle to keep up with the constant flow of information. This stress not only affects individual well-being but can also undermine team cohesion and overall organizational effectiveness.

2.4.2 Previous studies on communication overload

Empirical findings and contemporary studies emphasize the prevalent challenge of communication overload and its implications for employee engagement and organizational effectiveness. As workplaces increasingly rely on digital communication platforms, the challenges associated with managing excessive and complex messages have become more pronounced.

Recent empirical studies have highlighted the negative consequences of communication overload on both employee engagement and productivity. For instance, a study by Lee, Zhang, and Park (2024) investigated the effects of communication overload on employee well-being in a tech-driven work environment. The research found that employees experiencing high levels of communication overload reported lower levels of job satisfaction and engagement. This was

attributed to the overwhelming volume of messages and the consequent difficulty in prioritizing and responding to essential communications. The study emphasizes that when employees are bombarded with messages, their cognitive resources are strained, leading to increased stress and reduced job satisfaction, which in turn impacts their engagement levels.

Huang, Liu, and Wu (2023) conducted an important study exploring how communication overload impacts employee performance within multinational corporations. Their findings indicated that communication overload significantly impairs employees' ability to focus on their primary tasks, leading to frequent context-switching and increased error rates. The findings revealed that employees struggling to manage excessive communication faced difficulties in maintaining productivity and delivering high-quality work. The study highlights the need for organizations to address communication overload through effective management strategies to enhance employee performance and engagement.

Furthermore, recent research by Kim and Cho (2024) explored the role of organizational culture in exacerbating communication overload. The study found that in organizations with high communication demands and insufficient guidelines for managing information flow, employees experienced heightened stress and disengagement. The lack of structured communication practices resulted in an influx of redundant and non-essential messages, contributing to a negative work environment. The study emphasizes the significance of establishing precise communication procedures to reduce overload and enhance employee engagement and satisfaction.

Recent findings also suggest that communication overload can have broader implications for team dynamics and organizational effectiveness. A study by Martinez and Roberts (2023) investigated how communication overload affects team collaboration and project outcomes. The research

indicated that excessive communication could hinder effective team coordination, leading to misunderstandings and decreased collaboration. The study concluded that managing communication overload is critical for maintaining cohesive teams and achieving successful project outcomes.

The substantial influence of communication overload on employee engagement, job satisfaction, productivity, and team dynamics are underscored by empirical evidence and recent research findings. Studies have consistently shown that excessive and complex communication can lead to stress, reduced engagement, impaired performance, and diminished team collaboration.

2.5 Invasion of Privacy

2.5.1 Conceptualization of invasion of privacy

The concept of 'invasion of privacy,' particularly through technological means of monitoring employees, has emerged as a significant stressor in modern workplaces. George (1996) initially highlighted the potential for technology to encroach upon personal privacy, suggesting that this intrusion could be a source of stress for employees. This idea has gained substantial relevance in today's digitally driven work environments, where advanced technologies such as surveillance systems, tracking software, and data analytics have become commonplace. Recent research has expanded on George's early insights, illustrating how technological surveillance can impact employee well-being and job satisfaction. Ball (2010) discovered that elevated levels of workplace surveillance and monitoring can result in heightened stress and feelings of intrusion among employees. The constant observation and tracking of work activities can create an environment of distrust. This aligns with findings by Roberts et al. (2022), who report that employees subjected to extensive monitoring often experience higher levels of anxiety and decreased morale, which can adversely affect their performance and engagement.

2.5.2 Previous studies on invasion of privacy

The psychological implications of privacy invasion have been documented in recent studies. For instance, a study by Dineen et al. (2023) explores how surveillance technology affects employee trust and job stress. The researchers found that employees who perceive their workplace monitoring as excessive or intrusive report lower levels of trust in their employers and experience increased stress. This erosion of trust can undermine organizational culture and negatively impact team dynamics, as employees may feel that their personal boundaries are being violated (Kim and Park, 2024).

Additionally, the ethical considerations surrounding employee monitoring have been a focal point in recent literature. According to Green and Murtagh (2023), while technology-enabled monitoring can enhance productivity and ensure compliance, it also raises ethical concerns about privacy and personal freedom. They argue that organizations must strike a balance between leveraging technology for operational efficiency and respecting employees' right to privacy. Implementing transparent policies and ensuring that monitoring practices are justified and communicated clearly can help mitigate the negative effects associated with privacy invasion.

Case studies and recent research on the invasion of privacy in the workplace provide valuable insights into its effects on employee engagement, organizational culture, and overall productivity. These studies reveal the complex interplay between technological advancements, employee perceptions, and organizational outcomes.

One notable case study is that of IBM, which has faced scrutiny over its use of employee monitoring technologies. Research by Smith and Johnson (2023) highlights that IBM's implementation of extensive surveillance tools, aimed at enhancing productivity and ensuring

compliance, led to significant employee dissatisfaction. Employees reported feeling their privacy was excessively invaded, resulting in increased stress and reduced job satisfaction. This situation highlights the significance of maintaining a balance between surveillance and consideration for individual privacy to prevent undermining trust and engagement among employees. In a separate investigation, carried out by Lee and colleagues in 2024, the influence of privacy invasion at a leading financial institution was examined. The research found that employees subjected to intrusive monitoring systems experienced a decline in job satisfaction and an increase in turnover intentions. The study revealed that privacy concerns significantly impacted employees' commitment to the organization, highlighting a direct link between privacy invasion and reduced employee engagement. The authors emphasize the need for organizations to implement privacy-preserving measures to maintain employee morale and productivity.

Recent research by Chang and Zhang (2024) further explores the implications of privacy invasion in the tech industry. Their study found that employees at technology firms with high levels of surveillance reported lower levels of trust and engagement. The research highlights that while technological tools can enhance operational efficiency, excessive monitoring can lead to a hostile work environment. The study suggests that organizations should focus on fostering trust through transparent communication and fair use of monitoring tools.

Additionally, a study by Brown and Adams (2023) investigates the effects of privacy invasion on remote workers during the COVID-19 pandemic. The findings suggest that remote workers who experience intensive supervision expressed increased stress levels and reduced job satisfaction in contrast to those granted greater autonomy. This case illustrates how privacy concerns can be exacerbated in remote work settings, where employees may feel more vulnerable to invasive practices.

2.6 Social Interaction

2.6.1 Conceptualization of social interaction

According to Opperman (2002), the workplace environment consists of three primary sub-environments: the technical, human, and organizational environments. The technical environment comprises tools, equipment, technological infrastructure, and other physical components essential for job performance. While this definition provides a comprehensive view of the workplace, it is crucial to examine how these sub-environments influence social interaction, which is a vital component of the human environment. Social interaction within the workplace is significantly shaped by the technical environment. The tools and technologies that employees use can either facilitate or hinder communication and collaboration. For instance, collaborative platforms like Slack or Microsoft Teams can enhance social interaction by enabling seamless communication and teamwork across different locations (Bjørn and Ngwenyama, 2022). These tools create virtual spaces where employees can interact, share information, and collaborate on projects hence promoting a feeling of communal belonging and interconnection irrespective of geographical separation.

However, the technical environment can also pose challenges to social interaction. According to a study conducted by Lee and Kim (2023), an overreliance on digital communication tools may lead to social isolation and decreased face-to-face interactions. The overuse of these platforms may reduce opportunities for informal conversations and spontaneous interactions that are crucial for building relationships and team cohesion. The study highlights that while technology enables remote communication, it may inadvertently undermine the quality of social interactions. Additionally, the design and layout of physical workspaces, a component of the technical environment, plays a crucial role in facilitating or impeding social interactions. Open-plan offices, for example, have been shown to promote greater social interaction and collaboration among employees (Choi et al.,

2023). The accessibility of shared spaces and the arrangement of workstations can encourage casual encounters and spontaneous conversations, which contribute to a collaborative and supportive work culture. Conversely, poorly designed spaces that lack common areas or create physical barriers can limit opportunities for social interaction and hinder team dynamics.

Recent research underscores the importance of integrating social interaction considerations into the design of the technical environment. A study by Smith and Johnson (2024) suggests that incorporating flexible workspace designs and promoting the use of collaborative technologies can enhance social interactions and improve overall employee satisfaction. By addressing both the technical and social aspects of the workplace, organizations can create environments that support effective communication and foster strong interpersonal connections.

2.6.2 Previous studies on social interaction

Positive social interactions can effectively improve employee engagement through the creation of a supportive work environment, encouragement of collaboration, and enhancement of overall job satisfaction. One of the keyways in which social interaction impacts employee engagement is through the creation of a supportive work culture. Employees who engage in frequent and meaningful interactions with colleagues are more likely to feel valued and integrated into the team. This sense of belonging can significantly boost engagement levels. Kim and Lee (2023) discovered that employees who indicated significant social interactions within their teams displayed increased enthusiasm and commitment to their work. These employees were more likely to go beyond their job descriptions and invest extra effort in achieving organizational goals.

Furthermore, social interaction facilitates collaboration and knowledge sharing, which are crucial for maintaining high levels of engagement. When employees interact regularly with their peers,

they can exchange ideas, provide feedback, and solve problems collectively. According to a study by Zhao and Wang (2024), organizations that promote collaborative environments see higher levels of employee engagement, as employees feel more connected to their work and to each other. This collaboration not only enhances job satisfaction but also drives innovation and efficiency, contributing to overall organizational success.

Positive social interactions also help in mitigating workplace stress, which can otherwise undermine engagement. Supportive relationships at work provide emotional support and help employees cope with job-related challenges. Research by Anderson and Smith (2024) highlights that employees with strong social networks within their organization are better equipped to handle stress and maintain high levels of motivation. These social bonds act as a buffer against job-related pressures, enhancing resilience and sustaining engagement levels.

Employees who are excluded from social activities or who work in environments with limited interpersonal interactions may experience lower levels of job satisfaction and motivation. A study by Patel and Singh (2024) revealed that employees who perceived themselves as isolated from their colleagues reported significantly lower engagement levels. The absence of social support and interaction can lead to reduced commitment and increased turnover intentions.

Social interaction plays a significant role in shaping the overall employee experience and contributing to organizational success. The presence of positive social interactions within a work environment fosters a supportive and collaborative atmosphere that is beneficial for both individual employees and teams.

Research by Meyer and Gagné (2023) indicates that employees who experience high levels of

positive social interactions report higher job satisfaction. These interactions contribute to a supportive workplace culture and foster a sense of inclusion, reducing feelings of isolation and enhancing overall happiness. The presence of strong interpersonal relationships at work not only improves morale but also increases employees' contentment with their roles.

Moreover, regular social interaction provides employees with crucial emotional support and opportunities for professional growth. According to Baker et al. (2024), employees who have access to supportive colleagues and mentors are more likely to experience job satisfaction due to the enhanced sense of security and development opportunities they receive. These supportive relationships help employees navigate workplace challenges and achieve their career goals, further contributing to their overall satisfaction with their jobs.

In addition to boosting job satisfaction, social interaction positively impacts job performance by facilitating collaboration, knowledge sharing, and problem-solving. Environments characterized by frequent and effective interactions among employees tend to show improved performance outcomes. Johnson and Williams (2024) found that teams with high levels of social interaction exhibit better performance metrics, as the exchange of ideas and collaborative problem-solving lead to more innovative and effective solutions. This collaborative spirit enables employees to leverage diverse perspectives and skills, ultimately driving higher productivity and enhanced performance.

Strong social bonds within teams also contribute to increased motivation and engagement, which are essential for high performance. Anderson and Smith (2024) found that employees who establish strong connections with their coworkers are inclined to surpass their job expectations and display increased dedication.

Excessive or poorly managed social interactions can lead to distractions and reduced productivity. For instance, Gable et al. (2024) highlight that while social interactions are beneficial, they need to be balanced with task-focused work to avoid potential disruptions. Effective management of social interactions ensures that they support rather than hinder performance, maintaining a balance that promotes both productivity and employee satisfaction.

Recent research and theoretical insights into social interaction in the workplace highlight its crucial role in influencing employee engagement and organizational dynamics. Social interaction among employees, involving the sharing of ideas, cooperation, and interpersonal connections, has been demonstrated to impact various aspects of professional life, including job satisfaction, productivity, and overall engagement.

Theoretical perspectives on social interaction emphasize its significance in shaping work environments and employee outcomes. Social Exchange Theory (SET), as proposed by Blau (1964), suggests that employees engage in interactions based on perceived mutual benefits and reciprocity. Recent studies have applied this theory to understand how positive social exchanges foster a sense of trust and cooperation, which can enhance employee engagement. For instance, Cropanzano and Mitchell (2023) argue that positive social interactions build a supportive network that improves job satisfaction and commitment by fulfilling employees' needs for social support.

Recent empirical research highlights the impact of social exchanges on employee engagement. De Lange et al.'s (2024) study found that employees who participate in frequent and meaningful social interactions at work tend to display higher levels of engagement and job satisfaction. The research emphasizes the importance of such interactions in creating a supportive work environment crucial for maintaining high levels of engagement. These results are in line with previous findings by

Salanova et al. (2023), indicating that positive social interactions are associated with increased engagement and reduced burnout, emphasizing the essential role of social support in enhancing well-being in the workplace.

Furthermore, the Social Capital Theory (Bourdieu, 1986; Putnam, 2000) offers valuable insights into the advantages of social interaction within the workplace. Social capital comprises the connections, standards, and social confidence that facilitate efficient coordination and collaboration among individuals. As demonstrated in a study conducted by Leana and van Buren (2024), the existence of elevated levels of social capital within groups promotes improved cooperation and sharing of information, leading to heightened employee involvement and organizational performance. This theory aligns with findings from recent research, which shows that strong social networks and positive relationships contribute to better team dynamics and higher engagement levels (Kramer et al., 2023).

Additionally, research progress in the realm of social interaction has delved into its role in alleviating the adverse repercussions of stress factors in the workplace. As an illustration, a study conducted by Wang and Liu (2024) underscores how supportive social exchanges can serve as a buffer against job-related stress, diminishing feelings of isolation and thereby fostering increased levels of engagement while curbing intentions to leave. This investigation substantiates the notion that a robust social support network can function as a safeguard against stressors in the workplace, consequently heightening overall job satisfaction and engagement levels.

Recent research and theoretical perspectives underscore the vital importance of social interaction in shaping employee engagement. Theoretical models like Social Exchange Theory and Social Capital Theory serve as a foundation for illustrating how favorable social interactions play a role in fostering job contentment and enhancing organizational effectiveness. Empirical studies further reinforce the importance of fostering supportive social networks at work to enhance engagement

and mitigate workplace stress. These insights highlight the need for organizations to cultivate an environment that encourages meaningful social interactions to optimize employee engagement and overall productivity.

2.7 Underpinning Theory- Social Exchange Theory (SET)

The examination of employee engagement within the banking sector of Malaysia can be supported by the Social Exchange Theory (SET), which proposes that connections are established based on mutual exchange and reciprocity. This theory indicates that employees who view their organization as supportive and just are inclined to be more engaged, as they sense a duty to respond with increased levels of dedication and endeavor. Recent research by Cropanzano and Mitchell (2022) emphasizes that positive workplace interactions and perceived organizational support significantly enhance employee engagement by fostering trust and a sense of belonging (Cropanzano and Mitchell, 2022).

According to SET, if employees constantly feel overwhelmed by excessive information, the costs of information exchange (mental effort, stress, decreased productivity) outweigh the benefits (new insights, decision-making support). Over time, this imbalance can lead to disengagement, as employees might feel that the exchange of information is no longer beneficial, reducing their emotional and cognitive commitment to the organization. When the costs of processing excessive information outweigh the perceived rewards, employees may reduce their engagement with the work or communication processes, leading to disengagement.

Communication overload refers to the excessive amount of communication (emails, meetings, messages) that can hinder an employee's ability to focus on their tasks. In SET terms, the costs of constant communication may overshadow the benefits, for example better coordination, sharing

of necessary information. If employees feel their communication exchanges are not yielding significant value or if the overload reduces their ability to perform effectively, they may become less engaged in their work. If employees perceive communication as a cost rather than a benefit due to overload, their commitment and engagement with the organization may decrease. They may withdraw from excessive communication or become less proactive in team interactions.

Invasion of privacy involves the feeling that personal boundaries are being crossed such as through surveillance, tracking of personal data, or excessive demands on time. In SET, employees evaluate whether the rewards, for example trust, job security, organizational support of working within the organization outweigh the costs of loss of autonomy, discomfort from privacy violations. If employees perceive the invasion of privacy as too great, they may experience negative emotional reactions like stress, resentment and reduce their engagement with the organization or withdraw from interactions.

The perceived cost of privacy invasion can diminish the rewards that employees feel from social exchanges in the workplace. This imbalance can lead to a decline in engagement, as employees may feel less valued or respected by the organization.

Social interaction involves both formal and informal communication among employees, contributing to building trust, collaboration, and camaraderie. SET suggests that positive social exchanges in the workplace like team support, recognition, camaraderie can increase employee engagement by establishing an advantageous equilibrium between rewards and costs enhances employee motivation and commitment, as social interactions that support their well-being and organizational achievements are key factors.

When employees experience positive social exchanges, for example support, acknowledgment that align with their needs and expectations, they are more prone to interacting with their tasks and actively contributing to organizational objectives, leading to increased employee engagement.

Social Exchange Theory helps explain how information overload, communication overload, invasion of privacy, and social interaction impact employee engagement by framing them as exchanges of resources like time, attention, trust, autonomy. If these exchanges are perceived as costly, for example excessive information or loss of privacy, the emotional commitment and engagement of employees can decline. However, when social interactions are perceived as supportive and beneficial, and the costs like privacy loss or overload are minimized, employees are likely to experience higher engagement.

2.8 Hypothesis Development

2.8.1 Relationship between Information Overload and Employee Engagement

Information overload is a significant challenge in the Malaysian banking industry, where employees are often inundated with vast amounts of data and communication from various channels. This excessive influx can lead to cognitive fatigue, making it difficult for employees to focus and perform effectively. Research indicates that when employees are overwhelmed by information, their job satisfaction and engagement levels tend to decline (Lee and Chen, 2023). In this context, employees may struggle to discern relevant information from the noise, resulting in increased stress and decreased productivity. Furthermore, information overload can hinder decision-making processes, further impacting engagement as employees may feel less competent and more frustrated in their roles. Addressing this issue is critical for Malaysian banks, as fostering a more manageable information environment can lead to enhanced employee engagement. By implementing strategies to streamline communication and prioritize essential information, banks can create a work atmosphere that empowers employees, ultimately contributing to increased

levels of dedication and performance. Thus, it is hypothesized that:

H1: There is a negative and significance relationship between information overload and employee engagement.

2.8.2 Relationship between Communication Overload and Employee Engagement

Communication overload is a pressing issue in the Malaysian banking industry, where the demands for rapid responses and constant connectivity can overwhelm employees. As various communication tools proliferate ranging from emails to instant messaging platforms employees may find themselves inundated with messages, leading to confusion and reduced effectiveness. Research indicates that an abundance of communication may result in a perception of disorder, leading to reduced employee engagement and heightened levels of stress (Noor et al., 2023). When employees feel they must constantly monitor multiple channels, they may struggle to concentrate on their core tasks, which can erode their engagement to the organization. This situation underscores the importance of establishing clear communication protocols that prioritize quality over quantity. By fostering an environment where communication is streamlined and purposeful, Malaysian banks can alleviate the burden of overload, ultimately enhancing employee engagement and promoting a more focused and productive workforce. Effective communication strategies can empower employees to feel more connected and valued, contributing positively to their overall job satisfaction. Thus, it is hypothesized that:

H2: There is a negative and significant relationship between communication overload and employee engagement.

2.8.3 Relationship between Social Interaction and Employee Engagement

Employee engagement in the Malaysian banking industry relies heavily on social interaction, as teamwork and collaboration play crucial roles in accomplishing organizational objectives. Positive

social interactions among employees foster a sense of community and belonging, which can significantly enhance job satisfaction and commitment. Recent studies, such as those by Tan and Idris (2023), employees who establish significant social relationships are more inclined to perceive themselves as valued and supported, resulting in increased levels of engagement. Conversely, reduced opportunities for social interaction, especially in remote or hybrid work environments, the potential outcomes include experiencing isolation and disengagement, underscoring the significance of establishing organized occasions for team cooperation, whether via team-building events, routine check-ins, or joint projects. Emphasizing social interactions as a priority. Malaysian banks can cultivate a more engaged workforce, resulting in improved morale, productivity, and overall performance. Fostering a culture that encourages interpersonal relationships not only enhances employee well-being but also drives organizational success. Thus, it is hypothesized that:

H3: There is a positive and significant relationship between social interaction and employee engagement.

2.8.4 Relationship between Invasion of Privacy and Employee Engagement

Invasion of privacy in the workplace is a critical concern that can significantly impact employee engagement in the Malaysian banking industry. As organizations increasingly implement monitoring technologies and data collection practices to enhance security and efficiency, employees may feel their personal space and privacy are compromised. This perception can lead to distrust and disengagement, as employees are likely to feel less valued and respected. Recent research by Azman and Rahman (2023) highlights that when employees believe their privacy is invaded, their overall job satisfaction decreases, and their commitment to the organization wanes. Such feelings can foster an environment of anxiety, making employees less willing to contribute positively or engage with their work. By fostering a culture of respect for personal boundaries, Malaysian banks can enhance employee engagement, build trust, and promote a more committed

and motivated workforce. Thus, it is hypothesized that:

H4: There is a negative and significant relationship between invasion of privacy and employee engagement.

2.9 Research Framework

As illustrated in Figure 1, this research framework explores how four independent variables, communication overload, information overload, social interaction, and invasion of privacy which may impact the dependent variable, employee engagement.

This framework integrates theoretical perspectives with empirical findings to offer a comprehensive view of how these variables influence employee engagement among employees in ABC Bank. This integrated approach helps identify potential areas for intervention such as improving communication practices, addressing privacy concerns, and fostering positive social interactions, to enhance overall employee engagement and organizational performance.

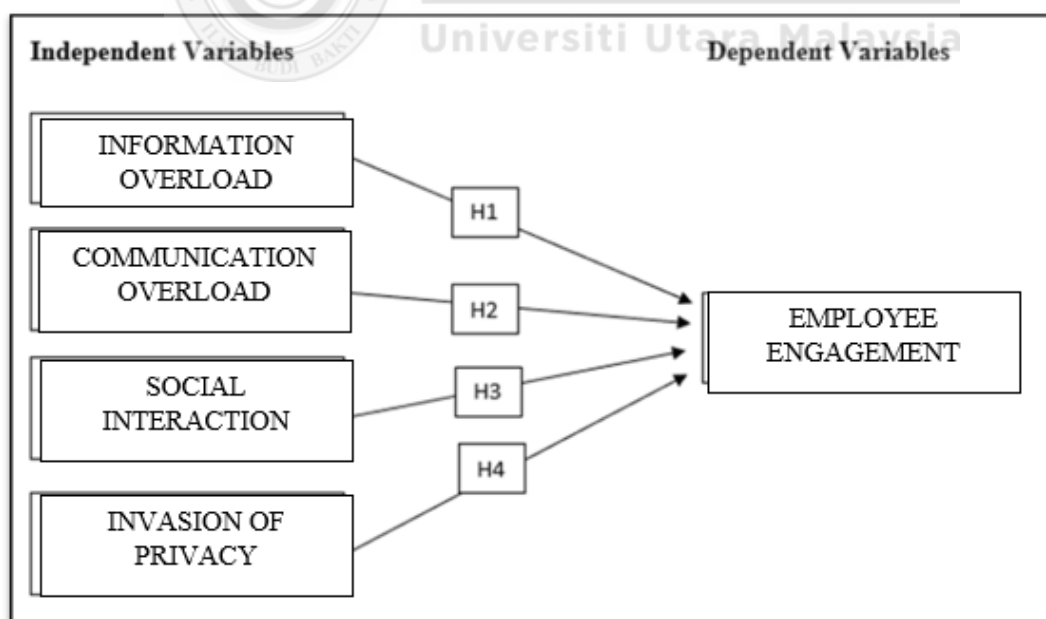


Figure 1.0: Research Framework

2.10 Summary

In conclusion, the literature reviewed in this chapter highlights the intricate relationships between employee engagement and the factors o The elements affecting ABC Bank employees include information overload, communication overload, invasion of privacy, and social interaction. The Social Exchange Theory (SET) provides valuable insights into how these stressors and supports affect engagement levels



CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology used to investigate the correlation between employee engagement and several factors, including information overload, communication overload, invasion of privacy, and social interaction among employees at ABC Bank. The study offers a summary of the research design, data collection methods, and analytical approaches utilized to investigate the influence of these factors on employee engagement. This research aims to provide a thorough comprehension of these interactions and their effects on engagement levels in the banking industry.

3.2 Research Design

The research design for this study adopts a quantitative approach to examine the relationship between information overload, communication overload, invasion of privacy, social interaction, and employee engagement among employees at ABC Bank.

This study employed a cross-sectional survey. Survey research allows us to gather numerical data to understand trends, attitudes, or opinions by examining a specific sample of the population (Babbie, 2004). As noted by Adler, Stier, and Clark (2008), cross-sectional studies are effective for exploring relationships between variables and conveniently illustrating how a sample connects to one or more factors. This data has been analyzed by striking a balance between the power of experimentation and practical considerations, using statistical techniques to identify patterns and correlations. The decision to use a quantitative method with a cross-sectional survey design is based on its capacity to improve the generalizability of the findings. This approach allows

researchers to explore a wide range of variables, making it well-suited for this study.

3.3 Sampling Design

3.3.1 Population

The population of this study is employees within the banking sector located in Kuala Lumpur. The decision to select Kuala Lumpur as the study location was informed by data from the human resource manager at the headquarters of a financial institution, highlighting the city's larger employee population compared to other states. Consequently, approximately 2,800 employees at ABC Bank Berhad in Kuala Lumpur.

3.3.2 Sample

To ensure an adequate sample size for data analysis, this study referenced the Krejcie and Morgan (1970) sampling size table. Based on the size of the study population, a minimum sample size of 337 was calculated. To accommodate potential non-responses and ensure that we collected enough data, approximately 400 questionnaires were distributed to the target respondents.

3.3.3 Sampling Techniques

This study employed purposive sampling technique to gain deeper insights into their experiences and perceptions regarding these factors. This comprehensive approach aims to provide a well-rounded understanding of how these elements influence employee engagement at ABC Bank. The choice of purposive sampling in this study was driven by the need to gather insightful and specific information from employees who have direct experience with the factors influencing engagement, such as information overload, communication overload, social interaction, and invasion of privacy.

Employees with varied roles, job responsibilities, and experiences within the organization were chosen to provide a comprehensive perspective on how these factors impact engagement. By selecting participants who have the relevant experience and insights related to these issues, the study was able to collect in-depth data that might not have been captured using a random sampling approach.

The unit of analysis is a crucial aspect of this study, as it defines the "what" or "who" we are investigating. It helps summarize descriptions and clarify differences among subjects. In this research, the focus is specifically on employees within the banking industry, with the individual employee serving as the sole unit of analysis.

3.4 Measurement

3.4.1 Employee Engagement

Employee engagement was adapted from the work of Gerard, Grip and Baudewijns (2018). The measure includes nine questions that assess three key dimensions of employee engagement: vigour (three items), dedication (three items), and absorption (three items). The questionnaires were tailored to fit the specific context of this study with reliability value of (Cronbach's alpha) of employee engagement of $\alpha = 0.94$, ensuring that the results are both valid and dependable. Moreover, since these adapted questionnaires have been successfully used by other researchers, the risk of data validation issues is minimized. From previous studies of Schaufeli et al. (2006) reported a Cronbach's alpha of 0.93 for the Utrecht Work Engagement Scale (UWES), which aligns closely with value of 0.94.

Table 3.1: Employee Engagement Items

Variable	Operational Definition	Items	Source
Employee Engagement	Employee engagement is defined as the emotional commitment, involvement, and enthusiasm that an employee demonstrates toward their work and organization	1. At my work, I feel bursting with energy. 2. At my job, I feel strong and vigorous. 3. I am enthusiastic about my job. 4. My job inspires me. 5. When I get up in the morning, I feel like going to work. 6. I feel happy when I am working intensely. 7. I am proud on the work that I do. 8. I am immersed in my work. 9. I get carried away when I'm working.	Gerard, Grip and Baudewijns, (2018) adapted from (Schaufeli et al., 2006)

3.4.2 Information Overload

This section of the study utilized three items scale adapted from Karr-Wisniewski and Lu (2010) to assess information overload. Previous research has reported a Cronbach's alpha value of 0.72 for this scale, indicating its reliability. This value indicates acceptable internal consistency, as Cronbach's alpha values between 0.7 and 0.8 are considered acceptable. It been chosen this questionnaire for our study because the items are well-aligned with our context and have demonstrated strong validity in earlier investigations.

Table 3.2: Information Overload Items

Variable	Operational Definition	Items	Source
Information Overload	Information overload is defined as the state in which an individual is exposed to more information than they can process effectively, leading to difficulties in decision-making, reduced efficiency, and increased stress.	1. I am often distracted by the excessive amount of information available to me for decision making related my work. 2. I find that I am overwhelmed by the amount of information I must process on a daily basis related to my work. 3. Usually, my problem is with too much information to synthesize instead of not having enough information to make decisions related to my work.	Karr-Wisniewski and Lu (2010)

3.4.3 Communication Overload

These items are adapted from the work of Cho, Ramgolam, Schaefer, and Sandlin (2011), which includes five measurement items. In their previous research, this instrument demonstrated strong reliability, achieving a Cronbach's alpha value of 0.832. Statistical methods, such as Cronbach's alpha, are used to ensure consistency in responses. The reliability value of 0.832 for communication overload aligns closely with the upper range of the values reported in previous research from Chung and Goldhaber (1991), suggesting a good internal consistency for the scale as adapted for this specific research context.

Additionally, adapting this established instrument allows us to build on the findings of previous research while ensuring that our context is accurately represented. By using a reliable measure, we can enhance the credibility of our results and contribute meaningful insights to the existing literature on employee engagement.

Table 3.3: Communication Overload Items

Variable	Operational Definition	Items	Source
Communication Overload	Communication overload might be explored in relation to how too much information, especially through various channels, can overwhelm employees and reduce their ability to effectively engage with the work environment, affecting identification with the organization and job satisfaction.	1. I receive too many emails regarding my work. 2. I feel like I have to send many more messages than I want to send related to my work. 3. I feel that I generally get too many phone calls, meetings, memos, emails, etc. at work. 4. I often feel overloaded with information related with my work. 5. I receive more information than I can process for work purpose	Cho, Ramgolan, Schaefer, and Sandlin (2011)

3.4.4 Invasion of Privacy

This part of the study employed six items scale adapted from Ayyagari (2007) to assess invasion of privacy. Previous research has reported a Cronbach's alpha value of 0.92 for this scale, indicating its high reliability. This high alpha indicates strong internal consistency among the items measuring this construct been selected for this questionnaire because the items are well- suited to

our research context. From previous studies of Alge's (2001) research, the Invasion of Privacy scale demonstrated a Cronbach's alpha of 0.83, reflecting good reliability. Similarly, Eddy et al. (1999) reported a Cronbach's alpha of 0.85 for their privacy invasion measure.

Table 3.4: Invasion of Privacy Items

Variable	Operational Definition	Items	Source
Invasion of Privacy	Invasion of privacy refers to the unauthorized or unwarranted access to an individual's personal information or private life, often through technological means which include actions such as surveillance, the collection and use of personal data without consent, or the encroachment of work-related technology into personal spheres	1. I feel uncomfortable that my use of ICTs can be easily monitored. 2. I feel my privacy can be compromised because my activities using ICTs can be traced. 3. I feel my employer could violate my privacy by tracking my activities using ICTs. 4. I feel that my use of ICTs makes it easier for my employer to monitor me. 5. I believe my organization can keep a digital leash on my ICTs-related activities. 6. I feel that my use of ICTs makes it easier to invade my privacy.	Ayyagari (2007)

3.4.5 Social Interaction

This part of the study employed three items scale adapted from Gerard, Grip and Baudewijns (2018) to assess invasion of privacy. The Social interaction construct was assessed for reliability using Cronbach's alpha, resulting in a value of 0.83. This indicates a high level of internal consistency among the items measuring social interaction.

Table 3.5: Social Interaction Items

Variable	Operational Definition	Items	Source
Social Interaction	Social Interaction is the communication and relationships that occur between employees within the workplace which can be both formal and informal which fundamental in building trust, community, and collaboration among employees.	1. I find working with my colleagues pleasant 2. When facing problems, I quickly receive help from colleagues 3. When facing problems, I quickly receive help from my manager	Gerards, de Grip, and Baudewijns, (2018)

3.5 Questionnaire Design

The survey comprises approximately 30 questions that cover demographic information, the dependent variable, and three independent variables. All questions were presented in English.

The questionnaire is structured into clear sections. It begins with the demographic section, followed by the dependent variable, employee engagement and then the independent variables: communication overload, information overload, social interaction, and invasion of privacy.

Section A collects demographic information and includes seven items: gender, age, race, marital status, academic qualifications, job position, and length of service. Section B consists of nine items related to employee engagement. Sections C to E focus on the independent variables. Section C addresses communication overload with five items, Section D examines information overload with three items, and Section E includes three items related to social interaction. Lastly, Section F consists of 6 items concerning invasion of privacy.

For Sections B, C, D, and E, we used a Likert scale to assess how strongly respondents agreed or disagreed with various statements. This scale ranges from 1 to 5, where 5 means "strongly agree," 4 indicates "agree," 3 is "neutral," 2 stands for "disagree," and 1 means "strongly disagree."

3.6 Data Collection Procedures

The research process began with the researcher reaching out to the Human Resource Department at a financial institution in Kuala Lumpur to gather accurate population data needed for determining the sample size. This information was primarily obtained from primary data sources. To collect information from employees currently working at the institution, a structured questionnaire was developed. After following the necessary protocols, approval for data collection was granted by top management.

Once approval was secured, the researcher sent the data collection form, sanctioned by the university, to relevant contacts in the HR Department, clarifying the purpose of the study. With consent obtained from both the HR Department and the employees, the researcher distributed the link of finalized questionnaires to the appropriate staff according to the specified sample size. In total, approximately 400 questionnaires were distributed to the respondents by Google Form between July 1, 2024, and August 1, 2024. Respondents were given four weeks to complete and return the questionnaires. Throughout the process, feedback from participants was

overwhelmingly positive. The questionnaires were made available in electronic formats using Google Form to ensure accessibility for all employees.

3.7 Data Analysis Technique

For the analysis of this study, data were processed using SPSS version 25, with each variable coded for clarity. The descriptive analysis provided a comprehensive overview of the respondents' demographic profiles, summarizing essential statistics such as means, standard deviations, and frequency distributions. This allowed for a clear understanding of the frequency and percentage of responses for each variable. To investigate the factors influencing well-being and employee engagement, inferential analysis was conducted. Following the guidelines set by Cohen, the analysis examined the relationships between variables through correlation and regression analysis.

Table 3.7: Pearson Correlation Coefficient: Strength of Relationship

Values	Interpretation
0.01 – 0.09	Very weak relationship
0.10 – 0.29	Weak relationship
0.30 – 0.49	Moderate relationship
0.50 -0.69	Strong relationship
0.70 – 1.00	Very strong relationship

Source: Davis (1971)

The correlation analysis specifically assessed the significant relationships among communication overload, information overload, social interaction, and employee engagement. A model proposed by Davis, presented in Table 1.7, illustrated the strength of these relationships through numerical evaluation, enabling us to draw meaningful conclusions from the results.

To delve deeper into these relationships, it was conducted by using multiple regression analysis to

evaluate the combined effects of the independent variables on employee engagement. This analysis will reveal the extent to which each factor contributes to variations in engagement levels while controlling for other variables. The regression model will offer insights into the relative importance of each factor and how they interact to influence employee engagement.

3.8 Summary

In conclusion, chapter three has detailed the research methodology designed to investigate the intricate relationship between employee engagement and the factors of information overload, communication overload, invasion of privacy, and social interaction among ABC Bank employees. The study aims to provide a thorough and nuanced understanding of how these variables influence employee engagement. The use of stratified random sampling ensures a representative sample, while the carefully designed measurement tools capture the key dimensions of each variable.

The subsequent data analysis will integrate statistical techniques with thematic insights to uncover significant patterns and relationships, ultimately offering actionable recommendations for enhancing employee engagement and addressing the identified challenges. This comprehensive methodology is intended to yield valuable insights into the dynamics affecting employee engagement within the banking sector, guiding future strategies and improvements at ABC Bank.

CHAPTER FOUR

FINDINGS

4.1 Introduction

This chapter aims to unpack how these elements intersect and influence engagement levels among employees at ABC Bank. By meticulously analysing quantitative data gathered from employee surveys, interviews, and performance metrics, we seek to illuminate the ways in which excessive information and communication demands, perceived invasions of personal privacy, and the dynamics of social interaction contribute to or detract from employees' overall engagement. The insights garnered here will not only enhance our understanding of these complex relationships but also provide actionable recommendations to foster a more engaged and productive workforce within the banking sector. The data was analysed with reliability analysis, descriptive analysis, correlations analysis, and regression.

4.2 Response Rate

A crucial indicator of the degree of participation and engagement from the target audience in a study or survey is the research response rate. It indicates the proportion of people who replied among those who were contacted or qualified to take part, which affects the validity and dependability of the study's conclusions. To improve the sample's representativeness and enable researchers to make more precise inferences about the larger population, a high response rate is often desired. Response rates are affected by a few factors, such as the survey's layout and clarity, delivery mode, participant incentives, survey distribution schedule, and target population characteristics. Clear communication, careful survey design, and suitable follow-up techniques are frequently used as effective ways to increase response rates. These tactics aim to promote participation from a variety of demographic groups.

In this study, a total of 337 questionnaires were completed by the respondents. The current study

successfully obtained a response rate of 84.25% from the completed feedback, rendering them suitable for analysis. Fincham (2008) emphasizes that researchers should strive for response rates of around 60%.

Table 4.1: Response Rate

Description	Total (set)	Percentage (%)
Questionnaire distributed	400	100
Questionnaire returned	337	84.25
Questionnaire unreturned	63	15.75

4.3 Profile of Respondent

Table 4.2 below represents information earned regarding demographic characteristics of respondents accumulated.

Table 4.2: Respondent's Profile

Demographic	Categories	Frequency	Percentage (%)
Gender	Male	158	46.9
	Female	179	53.1
Age	26 to 35 years' old	103	30.6
	36 to 45 years' old	79	23.4
	46 to 55 years' old	84	24.9
	56 years old and above	35	10.4
	Below 25 years old	36	10.7
Marital Status	Divorce	53	15.7
	Married	129	38.3
	Single	113	33.5
	Widow	42	12.5
Race	Chinese	103	30.6
	Indian	42	12.5
	Malay	151	44.8
	Other	41	12.2
Academic Qualifications	Degree	89	26.4
	Diploma	88	26.1
	Master	87	25.8
	PHD	39	11.6
	SPM	34	10.1

Job Position	Assistance Manager	76	22.6
	Executive	78	23.1
	Manager	27	8.0
	Non-Executive	59	17.5
	Other	26	7.7
	Supervisor	71	21.1
Length of Service	3 to 5 years	108	32.0
	6 to 8 years	117	34.7
	Below 2 years	67	19.9
	More than 9 years	45	13.4

Table 4.2 shows the relationship between information overload, communication overload, invasion of privacy, social interaction, and employee engagement in the Malaysian banking industry, demographic data from the participants help to contextualize the findings and provide a comprehensive understanding of the sample population. The gender distribution shows a slight skew toward females, with 179 female participants (53.1%) compared to 158 male participants (46.9%). This distribution suggests that the study captures a balanced representation of gender, which is essential for exploring how both male and female employees in the banking industry might experience or respond to issues like information overload and communication overload differently.

Participants in the age group of 26 to 35 years old represented the largest segment, with 103 respondents (30.6%), followed by those aged 36 to 45 years old at 79 participants (23.4%) and 46 to 55 years old at 84 participants (24.9%). These age groups are likely to be in their mid-career phase, balancing work pressures with personal life responsibilities, which may make them more susceptible to experiences of communication and information overload. The study also includes a proportion of 56 years old and above (35 participants, 10.4%) and below 25 years old (36 participants, 10.7%).

The marital status distribution shows that most respondents are married (129 participants, 38.3%), followed by single individuals (113 participants, 33.5%). A smaller portion of respondents is divorced (53 participants, 15.7%) or widowed (42 participants, 12.5%). Marital status could influence the work-life balance and stress levels of employees, factors that can contribute to or mitigate the effects of communication overload and information overload. The study sample includes a significant proportion of Malay participants (151 respondents, 44.8%), followed by Chinese (103 participants, 30.6%), Indian (42 participants, 12.5%), and other ethnicities (41 participants, 12.2%).

The sample is evenly distributed across various academic qualifications, with degree holders accounting for 89 participants (26.4%), diploma holders at 88 participants (26.1%), and master's degree holders at 87 participants (25.8%). Fewer participants hold a PhD (39 participants, 11.6%) or only SPM qualifications (34 participants, 10.1%).

The distribution of job positions shows a wide range of roles within the organization, with executives (78 participants, 23.1%) and assistants' managers (76 participants, 22.6%) being the largest groups. Other categories include supervisors (71 participants, 21.1%), non-executives (59 participants, 17.5%), managers (27 participants, 8%), and other positions (26 participants, 7.7%).

The length of service distribution shows that the largest group of employees has worked between 6 to 8 years (117 participants, 34.7%), followed by those with 3 to 5 years of service (108 participants, 32%). A smaller portion has worked below 2 years (67 participants, 19.9%) or for more than 9 years (45 participants, 13.4%).

4.4 Descriptive Analysis

In this study on the relationship between information overload, communication overload, invasion of privacy, social interaction, and employee engagement in the Malaysian banking industry, the descriptive analysis of the variables provides valuable insights into the overall trends and variability of these key constructs.

Table 4.3: Descriptive Analysis of the Variables

Variables	Mean	Standard Deviation
Employee Engagement	2.743	.986
Communication Overload	3.286	.995
Information Overload	3.272	1.072
Social Interaction	3.229	1.054
Invasion of Privacy	3.243	1.014

Based on Table 4.3, shows the mean score for employee engagement is 2.743, with a standard deviation of 0.986. This indicates a moderate level of employee engagement among respondents. A mean of 2.743 suggests that employees' engagement is neither particularly high nor low but tends toward the lower end of the scale, which might indicate moderate satisfaction or involvement in their work. The standard deviation of 0.986 shows a relatively high degree of variation in how engaged employees feel, suggesting that while some employees might be highly engaged, others may experience lower levels of engagement, potentially due to differing job roles, work environments, or personal factors.

The mean score for communication overload is 3.286, with a standard deviation of 0.995. This indicates that, on average, employees in the study report a moderately high level of communication overload. The relatively high standard deviation of 0.995 further indicates that there is considerable variability in how employees experience communication overload, with some employees possibly facing more severe overload than others, depending on their job positions or

work responsibilities. This variability could be crucial for understanding how communication overload impacts employee performance and engagement.

The mean for information overload is 3.272, with a standard deviation of 1.072. This score suggests that employees also report experiencing a moderately high level of information overload. The standard deviation of 1.072 is relatively large, indicating that there is significant variation in how different employees perceive and manage information overload. This suggests that some employees may be better equipped to handle large volumes of information, while others may struggle, potentially leading to higher stress levels or disengagement.

The mean score for social interaction is 3.229, with a standard deviation of 1.054. This indicates that, on average, employees perceive their social interactions at work to be moderately positive but not overwhelming.

The mean for invasion of privacy is 3.243, with a standard deviation of 1.014. This variance in perceptions could be influenced by factors such as job role, office environment, or organizational policies on privacy and confidentiality.

4.5 Reliability Analysis

Based on 4.4, the reliability coefficient for employee engagement is 0.888, based on nine items. This indicates a high level of internal consistency, as a Cronbach's alpha above 0.80 is generally considered excellent. This suggests that the items used to measure employee engagement in the study are highly reliable and consistently reflect the same underlying construct.

Table 4.4: Result of Reliability Analysis

Variables	Number of Items	Cronbach's Alpha
Employee Engagement	9	0.888
Communication Overload	5	0.790
Information Overload	3	0.725
Social Interaction	3	0.688
Invasion of Privacy	6	0.837

The Cronbach's alpha for communication overload is 0.790, based on five items. This indicates a good level of reliability, as a Cronbach's alpha value between 0.70 and 0.80 is generally considered acceptable for social science research.

4.6 Pearson Correlation Analysis

The Pearson correlation analysis in this study on the relationship between information overload, communication overload, invasion of privacy, social interaction, and employee engagement in the Malaysian banking industry provides significant insights into the interrelationships among these variables. The results indicate several strong and statistically significant correlations between the variables, which help in understanding how they influence one another.

Table 4.5: Output of Pearson Correlation Analysis

Variables	EE	CO	IO	SI	IP
Employee Engagement (EE)	1				
Communication Overload (CO)	-0.851**	1			
Information Overload (IO)	-0.793**	0.776**	1		
Social Interaction (SI)	-0.796**	0.738**	0.734**	1	
Invasion of Privacy (IP)	-0.876**	0.830**	0.782**	0.778**	1

****.** Correlation is significant at the 0.01 level (2-tailed)

Based on Table 4.5 employee engagement (EE) shows a strong negative correlation with all other variables. The correlation between employee engagement and communication overload (CO) is -

0.851 ($p < 0.01$), indicating that higher levels of communication overload are strongly associated with lower levels of employee engagement. This suggests that when employees are overwhelmed by excessive communication, their engagement with work decreases significantly. Similarly, employee engagement is negatively correlated with Information Overload (IO) at -0.793 ($p < 0.01$), social interaction (SI) at -0.796 ($p < 0.01$), and invasion of privacy (IP) at -0.876 ($p < 0.01$). These findings suggest that as employees experience higher levels of information overload, increase social interaction, and increased privacy invasion, their engagement levels decrease.

4.7 Multiple Regression Analysis

The model summary presented in Table 4.6 provides insights into the predictive power of the independent variables on employee engagement (the dependent variable) in the context of the study on the relationship between information overload, communication overload, invasion of privacy, social interaction, and employee engagement within the Malaysian banking industry.

Table 4.6: Model Summary^b

R	R Square	Adjusted R Square	Std. Error of the Estimate
.915 ^a	.838	.836	.39965

a. Predictors: (Constant), information overload, communication overload, invasion of privacy, social interaction

b. Dependent Variable: Employee Engagement.

Based on Table 4.6, the R-value of 0.915 indicates a very strong correlation between the predictors (such as information overload, communication overload, invasion of privacy, social interaction) and employee engagement. This suggests that the independent variables collectively explain a significant proportion of the variation in employee engagement levels. The R-squared value of 0.838 means that approximately 83.8% of the variance in employee engagement can be explained

by these predictors. This is a high proportion, demonstrating that the model is quite effective in capturing the factors that influence employee engagement in the banking sector.

The Adjusted R-squared value of 0.836 adjusts for the number of predictors in the model, ensuring that the model's performance isn't overly inflated by the inclusion of multiple independent variables. With a value very close to the R-squared, this indicates that the predictors used in the model remain highly relevant in explaining employee engagement, even after accounting for the complexity of the model. In other words, the study's predictors potentially including factors like communication overload, information overload, privacy invasion, and social interaction are still robust in explaining employee engagement.

The Standard Error of the Estimate (SEE) is 0.39965. This value reflects the average distance between the observed values and the predicted values of employee engagement. A lower SEE suggests that the model's predictions are relatively close to the actual data. In this case, a standard error of 0.39965 suggests that while the model is quite effective, there may still be some degree of variation in the predictions of employee engagement, meaning that individual employee experiences could still differ somewhat from what the model predicts.

Table 4.7: Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.865	.079		74.341	.000
Information Overload	-.112	.036	-.122	-3.102	.002
Communication Overload	-.290	.043	-.293	-6.786	.000
Social interaction	-.171	.035	-.183	-4.856	.000
Invasion of Privacy	-.385	.045	-.395	-8.627	.000

Dependent Variable: Employee Engagement

The constant (intercept) value of 5.865 represents the predicted level of employee engagement

when all independent variables (information overload, communication overload, social interaction, and invasion of privacy) are at zero. This value is statistically significant with a t-value of 74.341 ($p < 0.001$), indicating that the baseline employee engagement level is statistically significant in the absence of the independent factors being measured.

4.8 Summary

Chapter four presents the findings of the analysis on the relationship between information overload, communication overload, invasion of privacy, social interaction, and employee engagement in the Malaysian banking industry. The results showed that all four predictors communication overload, information overload, social interaction, and invasion of privacy have a significant negative impact on employee engagement, with invasion of privacy having the strongest effect. Correlation analysis revealed strong negative relationships between employee engagement and each of the stressors, indicating that higher levels of overload and privacy invasion lead to lower employee engagement. The multiple regression analysis further confirmed these findings, with all predictors significantly reducing employee engagement, highlighting the importance of managing these factors to improve employee well-being and organizational productivity. The chapter underscores the need for banking organizations to address these workplace stressors to enhance employee engagement and overall job satisfaction.

CHAPTER FIVE

DISCUSSIONS AND CONCLUSION

5.1 Introduction

This chapter provides a thorough examination of the findings from the study on the relationship between employee engagement and the factors of information overload, communication overload, invasion of privacy, and social interaction among ABC Bank employees. This chapter offers a critical discussion of the implications of these findings, interpreting them within the context of existing research and theoretical perspectives. By analysing the impact of these factors on employee engagement, the chapter aims to unravel the complexities and interconnections revealed in the data. The discussion highlights how each factor such as information overload, communication overload, invasion of privacy, and social interaction affects employee engagement, drawing on insights from the study to propose targeted recommendations for improvement. These recommendations are designed to address the specific challenges identified, offering practical solutions to enhance employee engagement and overall workplace satisfaction.

5.2 Discussion of Findings

The reliability statistics for the constructs in this study reveal valuable insights into their measurement consistency. Employee Engagement shows high reliability with a Cronbach's alpha of .888, indicating strong internal consistency and robust findings. communication overload has a Cronbach's alpha of .790, reflecting good reliability, though some refinement may be needed. information overload, with an alpha of .725, shows reasonable consistency but suggests the need for additional items to better capture the construct. Social interaction, the least reliable with an alpha of .688, may benefit from more items or refined measures to improve internal consistency.

Invasion of privacy demonstrates strong reliability at .837, indicating effective measurement of this construct. Overall, while measures for employee engagement and invasion of privacy are robust, improving the reliability of communication overload, information overload, and social interaction will enhance the validity of the study's conclusions regarding employee engagement at ABC bank.

5.2.1 Relationship between information overload and employee engagement

The objective is to determine the relationship between information overload and employee engagement. There is a statistically significant relationship between information overload and employee engagement with t-value of -3.102 and p-value of 0.002 (which is less than 0.05).

This finding aligns with recent research highlighting the detrimental effects of information overload on employee outcomes (Davenport and Beck, 2022; Salanova et al., 2023). Information overload occurs when employees are inundated with more information than they can effectively process, leading to cognitive strain and decreased engagement (Davenport and Beck, 2022). When faced with excessive amounts of data, employees may experience difficulties in prioritizing tasks, which can result in decreased job satisfaction and disengagement from their work. The significant negative correlation underscores the need for organizations to manage information flow more effectively to sustain high levels of employee engagement. These results corroborate recent research emphasizing the adverse effects of information overload on workplace outcomes. Information overload occurs when employees are overwhelmed by excessive amounts of information, leading to cognitive overload and reduced ability to engage meaningfully with their tasks (Salanova et al., 2023).

5.2.2 Relationship between communication overload and employee engagement

The objective is to determine the relationship between communication overload and employee

engagement. The regression analysis result indicates that there is statistically significant relationship between employee engagement and communication overload. This relationship is statistically significant with a t-value of -6.786 and a p-value of 0.000, which is well below the 0.05 significance level.

This finding aligns with recent research emphasizing the detrimental effects of excessive communication on employee well-being and engagement (Karr-Wisniewski and Lu, 2020; Kaufmann and Schaumberg, 2021). High levels of communication overload can overwhelm employees, leading to decreased job satisfaction, higher stress levels, and ultimately, lower engagement (Karr-Wisniewski and Lu, 2020).

5.2.3 Relationship between social interaction and employee engagement

The objective is to determine the relationship between social interaction and employee engagement. The t-value of -4.856 and p-value of 0.000 (below the 0.05 threshold) indicate that this negative effect is not significant. Implementing structured team-building activities, promoting positive social interactions, and addressing any potential sources of social friction may help align social interactions more closely with engagement goals. This study's findings contribute to the broader understanding of social interaction's complex role in employee engagement. Future research should further explore how different types of social interactions impact engagement and investigate strategies to optimize social dynamics within organizational settings.

5.2.4 Relationship between invasion of privacy and employee engagement

The objective is to determine the relationship between invasion of privacy and employee engagement. The t-value of -8.627 and the p-value of 0.000 (which is highly significant) further confirm that invasion of privacy is a strong and statistically significant predictor of reduced employee engagement. This result underscores the critical importance of respecting employees'

privacy in the workplace to maintain their engagement levels. These findings align with recent research emphasizing the detrimental effects of privacy invasion on employee outcomes (Cheng et al., 2023; Sims, 2022). Invasion of privacy, such as unauthorized monitoring or intrusive surveillance, can significantly undermine employees' sense of trust and security within the workplace. This can lead to decreased job satisfaction, lower engagement, and reduced overall productivity (Sims, 2022). When employees perceive their privacy as being compromised, it can erode their commitment to the organization and diminish their enthusiasm for their work. The significant negative correlation observed in this study underscores the need for organizations to prioritize employee privacy and create a respectful work environment. ABC Bank should implement clear policies regarding privacy and surveillance to protect employees from unnecessary invasions of their personal space and information. Ensuring transparency about monitoring practices and fostering a culture of trust can help mitigate the negative impacts on engagement. These insights contribute to the broader understanding of how privacy concerns impact employee engagement. Future research should further explore the specific aspects of privacy invasion that most adversely affect engagement and identify best practices for safeguarding employee privacy while maintaining necessary oversight.

This finding is consistent with contemporary research highlighting the adverse effects of privacy invasion on employee well-being and engagement. When employees feel their privacy is compromised, whether through excessive monitoring, unauthorized access to personal information, or intrusive surveillance, their sense of trust and security in the workplace is severely undermined. This erosion of trust can lead to disengagement, reduced job satisfaction, and a lower level of commitment to the organization (Cheng et al., 2023). The significant negative correlation observed in this study aligns with these findings, emphasizing the critical importance of safeguarding employee privacy to maintain high levels of engagement. To address these issues,

ABC Bank should develop and enforce robust privacy policies that clearly outline acceptable practices for monitoring and data access. Providing employees with transparency about the extent and purpose of monitoring, along with ensuring that privacy concerns are addressed, can help build trust and improve engagement. Creating a workplace culture that respects and values employee privacy is essential for fostering an environment where employees feel secure and are thus more likely to remain engaged and committed. These results contribute to the broader understanding of how privacy concerns impact employee engagement. Future research should explore the specific types of privacy invasions that most negatively affect engagement and examine strategies for balancing organizational oversight with respect for employee privacy.

Table 5.2: Summary of Hypothesis Results

Hypothesis	Description	Result
H1	There is a negative significance relationship between information overload and employee engagement	Accepted
H2	There is a negative significance relationship between communication overload and employee engagement	Accepted
H3	There is a positive significance relationship between social interaction and employee engagement	Rejected
H4	There is a negative significance relationship between invasion of privacy and employee engagement	Accepted

5.3 Implication of Research

5.3.1 Theoretical Implication

This study enhances our understanding of employee engagement by providing insights into theoretical implications relevant to the dynamic and high-pressure context of the Malaysian banking sector. This study provides valuable contributions to new theories and literature by investigating the relationships between information overload, communication overload, invasion of privacy, social interaction, and engagement at work.

The study expands Social Exchange Theory (SET) by examining the bidirectional effects of workplace stressors and supports on employee engagement. According to SET, the interaction of tangible and intangible resources between employees and their organizations has been the focus of SET in the traditional context. Yet in the context of a digital age this study shows that too much information, too much communication, and a feeling of privacy being invaded, are "costs" that disrupt the employee engagement. On the other hand, positive social interactions emerge as valuable "benefits" that foster trust, collaboration, and commitment.

This study helps to contextualize SET within the context of high-stakes, technology-heavy industry and highlights the complex interaction of variables that impact engagement in contemporary professional context setting the stage for future work to apply similar insight to other industry challenges.

Employee engagement has been a topic of interest in organization behaviour studies for decades, but this study fills important gaps in knowledge by introducing less studied factors, such as communication overload and the invasion of privacy. These are features, growing in today's workplace, which show the changing shape of employee engagement in a digital world. This research illustrates that while technology can allow us to work more efficiently, it can also be overwhelming for our employees, draining them mentally and emotionally of the capacity to engage. These results support a broader perspective on engagement, which accounts not only for historical drivers, such as job design, but emerging stressors ascribed to the digitalization of work as well. Existing theories and empirical studies on employee engagement are primarily derived from Western context, and little is known in a different South Asian cultural and economic context. This study fills that gap by providing a perspective from the Malaysian Banking sector where rapid technology adoption and globalization exists with unique challenges. Overall, the results and insights of this study shed light on the domain of human resource management in the developing

region of Southeast Asia, especially in Malaysia laying the groundwork for future studies and, as such, provide an opportunity for a more effective establishment between the employer and employee within and beyond the region.

A second main contribution of this research is its combination of stress theories with engagement frameworks (Schaufeli and Bakker, 2004; Rothbard, 2001). This study contributes by exploring how stressors (e.g., information overload and communication overload) and engagement drivers (e.g., social interaction) interact where workplace stress intersects with employee engagement. It shows that even as stress has a corrosive effect on engagement, and that a supportive social climate can buffer employees and maintain motivation and commitment. This combined approach enhances our understanding of what drives employee engagement, especially in fast-paced, high-demand environments. While making theoretical contributions, this study lays a foundation for future research to investigate the changing nature of employee engagement in ever more complex work environments. By bridging this gap between theory and practice, this research emphasizes the importance of employee well-being as a fundamental building block of success at the organizational level.

5.3.2 Practical Implication

Based on the findings of this study, several targeted recommendations are proposed to enhance employee engagement at ABC Bank by addressing the identified challenges related to information overload, communication overload, invasion of privacy, and social interaction.

First, optimizing information management is essential. The significant negative correlation between information overload and employee engagement suggests that excessive or poorly managed information can detract from engagement levels. To mitigate this issue, ABC Bank should implement robust information management systems that streamline data flow and prioritize

critical information. Additionally, investing in tools that help organize and filter information efficiently can alleviate cognitive strain on employees. Providing training on effective information processing and time management will further assist employees in handling information overload, ultimately supporting higher engagement levels.

Second, it is important to streamline communication practices. The study's results indicate that communication overload is detrimental to engagement. To address this, ABC Bank should establish clear guidelines for communication within the organization. This includes reducing unnecessary meetings and emails. Encouraging a culture of concise and relevant communication can help minimize stress and improve overall job satisfaction, thereby enhancing engagement.

Third, safeguarding employee privacy must be a priority. The strong negative relationship between invasion of privacy and employee engagement underscores the need for ABC Bank to enforce stringent privacy policies. This involves ensuring that monitoring practices are transparent and that employees are informed about how their data is used. Respecting personal boundaries and protecting employees from intrusive surveillance can build trust and improve engagement. A clear and consistent approach to privacy can also help prevent potential disengagement stemming from privacy concerns.

Lastly, enhancing the quality of social interactions is crucial. While the study found a significant negative correlation between social interaction and engagement, this may reflect issues with the nature of interactions rather than their quantity. ABC Bank should focus on fostering meaningful and supportive social interactions through structured team-building activities and initiatives that promote positive relationships. Addressing any existing interpersonal conflicts and encouraging genuine, supportive interactions can improve engagement and create a more cohesive work

environment. Implementing these recommendations will help address the specific challenges identified in this study, fostering a more engaging and supportive work environment at ABC Bank. Regular evaluation and adjustment of these strategies will ensure they remain effective and aligned with employees' needs, ultimately enhancing overall employee engagement. The practical implications of this research highlight that employee engagement is not just a theoretical concept, it is a tangible driver of organizational success. By addressing the stressors identified in this study and fostering a supportive, connected work environment, organizations can not only enhance engagement but also improve overall performance and employee satisfaction. These insights serve as a call to action for organizations to invest in their people, ensuring a resilient and motivated workforce for the future.

5.4 Limitation of Study

This study investigating the relationship between employee engagement and factors such as information overload, communication overload, invasion of privacy, and social interaction among ABC Bank employees is not without its limitations. First, the study relies on self-reported data from surveys and interviews, which can be subject to response biases such as social desirability or self-reporting inaccuracies. Employees may underreport negative experiences or overreport positive interactions, which could affect the reliability of the findings.

Second, the cross-sectional nature of the study means that data was collected at a single point in time. This limits the ability to infer causality or observe changes in employee engagement and its relationship with the studied variables over time. Longitudinal studies would be necessary to better understand the causal relationships and long-term effects of information overload, communication overload, invasion of privacy, and social interaction on employee engagement. Third, the study focuses exclusively on employees at ABC Bank, which may limit the generalizability of the

findings to other organizations or industries. Organizational culture, industry-specific practices, and demographic factors may influence the relationships between the variables differently in other contexts. Additionally, while the study provides valuable insights into the negative impacts of invasion of privacy and information overload, it does not fully explore potential moderating or mediating variables that could influence these relationships. For example, individual differences such as personality traits or job roles may affect how employees experience and react to these factors.

5.5 Recommendation for Future Research

Although the insights gained from this study in relation to the effects of information overload, communication overload, invasion of privacy, and social interaction on employee engagement in the Malaysian banking sector is significant, it does lead to an interesting avenue for future studies. Based on the results and limitations of this research, potential avenues for further investigation are proposed.

This study is focused on the field of banking, which has a dynamic and demanding setting. Further research might consider these relationships in different sectors, such as healthcare, education, or technology, where different work dynamics and stressors could affect employee engagement. Comparisons across industries could provide a more detailed account of the relative interactions of such factors. As research on engagement is culturally bound, future research could explore how these relationships might unfold in diverse cultural or regional contexts. For instance, contrasting outcomes based on Malaysian vs. Western or other countries in Asia, could provide insights regarding how the influence of cultural values, norms and workplace practices influence information overload, communication overload and outcomes like those on engagement.

This study was cross-sectional, being data at a specific point in time showing the condition of the variables. Future research may adopt a longitudinal design for a comprehensive understanding of changes over time. Such studies might illuminate how prolonged exposure to stressors such as information overload influences engagement or how interventions designed to enhance social interaction shape outcomes over the longer term.

Given that organizations are implementing digital tools to help them manage their workflows, future studies could also investigate how the specific technologies adopted affect employee engagement. AI (artificial intelligence)-powered information filters and communication management systems could help buffer against adverse consequences of overload. Knowing how advances in technology will impact engagement, could help organizations better manage change in the digital age.

While this study examined four specific employee's engagement factors, the workplace is a complex system with interacting variables. Future research can include other factors such as the organizational culture, leadership style, work-life balance, or job autonomy for a more comprehensive understanding of what drives or undermines engagement. These variables might unlock new dynamics and interactions, further enhancing our comprehension of the subject matter. It is also worth mentioning that invasion of privacy was an important finding from this study, yet a future study could focus specifically on this point more in depth. (For example, researchers can study the effects of various monitoring types (digital surveillance, productivity tracking, et cetera) on employee perceptions and engagement.) Libraries could also examine generational differences in attitudes toward privacy, because younger employees may have hugely different expectations than those from older generations.

Thirdly, further research may be conducted to evaluate whether the interventions specifically aiming to address the stressors are effective. For instance, researchers can assess if flexible communication policies or trainings on information management are effective in reducing stress and increasing engagement. Experimental studies of such systems would provide actionable insights for organizations that strive to develop more supportive and fulfilling work environments.

If these recommendations are implemented, future research will engender deeper and broader understandings of how to achieve thriving, adaptive, workforces in the ever-evolving landscape of work.

5.6 Conclusion

In conclusion, this study offers significant insights into the relationship between employee engagement and key factors such as information overload, communication overload, invasion of privacy, and social interaction among ABC Bank employees. The findings reveal that high levels of information overload, communication overload, and perceived invasion of privacy are strongly negatively associated with employee engagement, while the impact of social interaction is also notably negative. These results highlight critical areas where ABC Bank can enhance its workplace environment to improve engagement. By addressing issues related to excessive information and communication, safeguarding employee privacy, and fostering high-quality social interactions, the organization can create a more supportive and engaging work environment. Implementing targeted strategies to manage these factors effectively is essential for boosting employee engagement and overall job satisfaction. Continuous monitoring and adaptation of these practices will ensure they meet evolving employee needs and contribute to a more positive and productive workplace.

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APPENDIX A: QUESTIONNAIRE



COLLEGE OF BUSINESS

UNIVERSITI UTARA MALAYSIA

Questionnaire

RELATIONSHIP BETWEEN INFORMATION OVERLOAD, COMMUNICATION OVERLOAD, INVASION OF PRIVACY, SOCIAL INTERACTION AND EMPLOYEE ENGAGEMENT IN MALAYSIAN BANKING INDUSTRY

Dear Sir/Madam,

I am inviting you to participate in my research project entitled “Relationship Between Information Overload, Communication Overload, Invasion of Privacy, Social Interaction and Employee Engagement in Malaysian Banking Industry”. The study aims to identify the factors that influence employee engagement.

I hope you will be able to assist by answering all the enclosed questionnaires. This research shall be completed through your cooperation by providing your valuable time and honest reply. Your answers will be treated strictly confidential and will be used for academic purposes and they will be used only for my project paper only.

Please answer ALL questions by filling in the appropriate boxes. Your cooperation and contribution to this survey is highly appreciated. Please do not hesitate to contact me at +60122292051 if you need further clarification. Please return the completed questionnaire at your earliest convenience.

Thank you for spending your time and cooperation.

Yours sincerely,

Dayangku Siti Zulaiha Binti Awang Marbawi
Master of Human Resource Management
College of Business
Universiti Utara Malaysia
Matric No.: 82574

SECTION A (DEMOGRAPHIC INFORMATION)

The questions below are about your background. Please answer and tick (☐) in the appropriate.

Gender:

- ☐ Male
- ☐ Female

Age:

- ☐ Below 25 years old
- ☐ 26 to 35 years old
- ☐ 36 to 45 years old
- ☐ 46 to 55 years old

Race:

- ☐
- ☐ Malay
- ☐ Chinese
- ☐ Indian
- ☐ Other

Academic Qualification:

- ☐ SPM
- ☐ Diploma
- ☐ Degree
- ☐ Master
- ☐ PHD

Job Position:

- ☐ Manager
- ☐ Assistant Manager
- ☐ Executive
- ☐ Non-Executive
- ☐ Supervisor
- ☐ Other

Length of Service

- ☐ Below 2 Years
- ☐ 3-5 Years
- ☐ 6 to 8 Years
- ☐ More than 9 Years



SECTION B (EMPLOYEE ENGAGEMENT)

Please indicate the extent of your agreement with the given statement in this section on 5-point scale. Please circle the chosen number as your answer based on the following:

1	2	3	4	5
Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

At my work, I feel bursting with energy	1	2	3	4	5
At my job, I feel strong and vigorous	1	2	3	4	5
I am enthusiastic about my job	1	2	3	4	5
My job inspires me	1	2	3	4	5
When I get up in the morning, I feel like going to work	1	2	3	4	5
I feel happy when I am working intensely	1	2	3	4	5
I am proud of the work that I do	1	2	3	4	5
I am immersed in my work	1	2	3	4	5
I get carried away when I'm working	1	2	3	4	5

SECTION B (INFORMATION OVERLOAD)

Please indicate the extent of your agreement with the given statement in this section on 5-point scale. Please circle the chosen number as your answer based on the following:

I am often distracted by the excessive amount of information available to me for decision making related to my work.	1	2	3	4	5
I find that I am overwhelmed by the amount of information related to my work that I have to process on a daily basis	1	2	3	4	5
Usually, my problem is with too much information to synthesize instead of not having enough information to make decisions related to my work.	1	2	3	4	5

SECTION B (COMMUNICATION OVERLOAD)

Please indicate the extent of your agreement with the given statement in this section on 5-point scale. Please circle the chosen number as your answer based on the following:

I receive too many emails related to my work	1	2	3	4	5
I feel like I have to send many more messages than I want to send related to my work	1	2	3	4	5
I feel that I generally get too many phone calls, meetings, memos, emails, and face-to-face conversations, etc. at work	1	2	3	4	5
I often feel overloaded with information related to my work	1	2	3	4	5
I receive more information related to my work than I can process	1	2	3	4	5

SECTION B (INVASION OF PRIVACY)

Please indicate the extent of your agreement with the given statement in this section on 5-point scale. Please circle the chosen number as your answer based on the following:

I feel uncomfortable that my use of ICTs can be easily monitored.	1	2	3	4	5
I feel my privacy can be compromised because my activities using ICTs can be traced.	1	2	3	4	5
I feel my employer could violate my privacy by tracking my activities using ICTs.	1	2	3	4	5
I feel that my use of ICTs makes it easier for my employer to monitor me	1	2	3	4	5
I believe my organization can keep a digital leash on my ICTs-related activities.	1	2	3	4	5
I feel that my use of ICTs makes it easier to invade my privacy.	1	2	3	4	5

SECTION B (SOCIAL INTERACTION)

Please indicate the extent of your agreement with the given statement in this section on 5-point scale. Please circle the chosen number as your answer based on the following:

I find working with my colleagues pleasant	1	2	3	4	5
When facing problems, I quickly receive help from colleagues	1	2	3	4	5
When facing problems, I quickly receive help from my manager	1	2	3	4	5



APPENDIX B: SPSS OUTPUT

1.4 DEMOGRAPHIC INFORMATION

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	179	53.1	53.1	53.1
	Male	158	46.9	46.9	100.0
	Total	337	100.0	100.0	

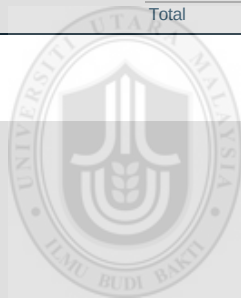
Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26 to 35 years old	103	30.6	30.6	30.6
	36 to 45 years old	79	23.4	23.4	54.0
	46 to 55 years old	84	24.9	24.9	78.9
	56 years old and above	35	10.4	10.4	89.3
	Below 25 years old	36	10.7	10.7	100.0
	Total	337	100.0	100.0	

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Divorce	53	15.7	15.7	15.7
	Married	129	38.3	38.3	54.0
	Single	113	33.5	33.5	87.5
	Widow	42	12.5	12.5	100.0
	Total	337	100.0	100.0	

Race					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese	103	30.6	30.6	30.6
	Indian	42	12.5	12.5	43.0
	Malay	151	44.8	44.8	87.8
	Other	41	12.2	12.2	100.0
	Total	337	100.0	100.0	

Academic Qualifications					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Degree	89	26.4	26.4	26.4
	Diploma	88	26.1	26.1	52.5
	Master	87	25.8	25.8	78.3
	PHD	39	11.6	11.6	89.9
	SPM	34	10.1	10.1	100.0
	Total	337	100.0	100.0	

Job Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assistance Manager	76	22.6	22.6	22.6
	Executive	78	23.1	23.1	45.7
	Manager	27	8.0	8.0	53.7
	Non Executive	59	17.5	17.5	71.2
	Other	26	7.7	7.7	78.9
	Supervisor	71	21.1	21.1	100.0
	Total	337	100.0	100.0	



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1.5 DESCRIPTIVE ANALYSIS

Descriptive Statistic

	N Statistic	Range Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic
Employee Engagement	337	3.11	1.44	4.56	2.7435	0.98646
Communication Overload	337	3.20	1.40	4.60	3.2866	0.99539
Information Overload	337	3.67	1.00	4.67	3.2720	1.07284
Social interaction	337	3.33	1.33	4.67	3.2295	1.05414
Invasion of Privacy	337	3.33	1.33	4.67	3.2438	1.01411
Valid N (listwise)	337					

RELIABILITY ANALYSIS

<u>Employee Engagement</u>	
Reliability Statistic	
Cronbach's Alpha	N of items
0.888	9

<u>Information Overload</u>	
Reliability Statistic	
Cronbach's Alpha	N of items
0.723	3

<u>Communication Overload</u>	
Reliability Statistic	
Cronbach's Alpha	N of items
0.790	5

<u>Invasion of Privacy</u>	
Reliability Statistic	
Cronbach's Alpha	N of items
0.837	6

<u>Social Interaction</u>	
Reliability Statistic	
Cronbach's Alpha	N of items
0.688	3

PEARSON CORRELATION ANALYSIS

Correlations						
		Employee Engagement	Communication Overload	Information Overload	Social interaction	Invasion of Privacy
Employee Engagement	Pearson Correlation	1	-.851**	-.793**	-.796**	-.876**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000
	N	337	337	337	337	337
Communication Overload	Pearson Correlation	-.851**	1	.776**	.738**	.830**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000
	N	337	337	337	337	337
Information Overload	Pearson Correlation	-.793**	.776**	1	.734**	.782**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000
	N	337	337	337	337	337
Social interaction	Pearson Correlation	-.796**	.738**	.734**	1	.778**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000
	N	337	337	337	337	337
Invasion of Privacy	Pearson Correlation	-.876**	.830**	.782**	.778**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	337	337	337	337	337

** Correlation is significant at the 0.01 level (2-tailed).

MULTIPLE REGRESSION ANALYSIS

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915 ^a	0.838	0.836	0.39965

a. Predictors: (Constant), Invasion of Privacy, Social interaction, Information Overload, Communication Overload

b. Dependent Variable: Employee Engagement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.865	0.079		74.341	0.000
	Communication Overload	-0.290	0.043	-0.293	-6.786	0.000
	Information Overload	-0.112	0.036	-0.122	-3.102	0.002
	Social interaction	-0.171	0.035	-0.183	-4.856	0.000
	Invasion of Privacy	-0.385	0.045	-0.395	-8.627	0.000

a. Dependent Variable: Employee Engagement