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**THE RELATIONSHIP BETWEEN WORKPLACE STRESS AND EMPLOYEE
ENGAGEMENT IN THE FAST-FOOD INDUSTRY: THE ROLE OF
ORGANIZATIONAL COMMITMENT AS THE MEDIATOR**

By

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ABSTRACT

Organizational Commitment and Employee Engagement are among the important issues that need to be addressed by organizations and researchers to understand the impacts affecting them. Currently, organizational commitment and employee engagement are the challenges to be overcome by most of the organizations. Thus, to gain better understanding on these issues, this particular study identified the factors influencing organizational commitment and employee engagement. The main purposes of this study were to examine the effects of workplace stress towards organizational commitment and employee engagement and also to investigate organizational commitment as the mediator, affecting the levels of employee engagement among staffs of the fast food restaurants in Pulau Pinang. In the data collection process, 155 sets of questionnaires were distributed to all staff of fast-food restaurants in Pulau Pinang and 150 questionnaires were returned with the response rate of 96.8%. All the data were analyzed by using IBM SPSS version 20. The results, obtained through Pearson Correlation analysis, Linear Correlation analysis and Multiple Regression analysis indicated that workplace stress had a relationship with organizational commitment and employee engagement. These findings provided useful information for the fast food restaurant management regarding all the aspects of employees especially in managing their stress in the workplace that affecting their performance in the organization.

Keyword: Workplace Stress, Organizational Commitment, Employee Engagement



ABSTRAK

Komitmen Organisasi dan Keterlibatan Pekerja adalah merupakan antara isu-isu yang penting yang perlu diberikan perhatian oleh organisasi dan penyelidik untuk memahami kesannya terhadap mereka. Kebelakangan ini, komitmen organisasi dan keterlibatan pekerja adalah cabaran yang harus dihadapi oleh kebanyakan organisasi yang berusaha untuk mengatasinya dan untuk memperoleh kefahaman yang lebih baik, kajian ini adalah untuk mengenal pasti faktor yang mempengaruhi komitmen organisasi dan keterlibatan pekerja. Tujuan utama kajian ini adalah untuk mengkaji kesan tekanan di tempat kerja terhadap komitmen organisasi dan keterlibatan pekerja dan juga komitmen organisasi sebagai mediator untuk menentukan tahap keterlibatan pekerja dalam kalangan pekerja di salah sebuah restoran makanan segera di sekitar negeri Pulau Pinang. Untuk tujuan pengumpulan data, sebanyak 155 set soal selidik telah diedarkan kepada semua pekerja di salah sebuah restoran makanan segera di sekitar negeri Pulau Pinang dan sebanyak 150 set soal selidik telah dikembalikan dengan kadar respon sebanyak 96.8%. Data yang diperoleh telah dianalisis dengan menggunakan IBM SPSS versi 20. Hasil keputusan yang diperolehi melalui analisis korelasi Pearson, korelasi Linear dan korelasi berganda menunjukkan bahawa tekanan di tempat kerja mempunyai hubungan dengan komitmen organisasi dan keterlibatan pekerja dan juga komitmen organisasi berperanan sebagai mediator dalam menentukan tahap keterlibatan pekerja. Penemuan ini dapat membantu menyediakan maklumat yang bermanfaat kepada pihak pengurusan di salah sebuah restoran makanan segera dalam segala aspek berkaitan pekerja mereka terutamanya dalam pengurusan mereka terhadap tekanan yang mereka hadapi di tempat kerja yang kemudian akan memberi kesan terhadap prestasi mereka di dalam organisasi.

Kata kunci: Tekanan di Tempat Kerja, Komitmen Organisasi, Keterlibatan Pekerja

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List of Abbreviations

SPSS	Statistical Package for Social Science
UUM	Universiti Utara Malaysia
EE	Employee Engagement
OC	Organizational Commitment



CHAPTER 1

INTRODUCTION

1.1 Background of the Study

The fast food industry played a major role in providing food supply to all people from all walks of life. This kind of industry is a necessity especially in hectic cities where people mostly are working and have no times for themselves to have proper meals during meal times. According to the Department of Statistics Malaysia (2017), wholesale and retail trade; Food and Beverages, and accommodation were the second largest contributors in terms of the GDP with the percentage of 9.3 in the third quarter of 2017. Furthermore, the GDP for these three areas has increased by the percentage of 1.8%, compared to the same quarter of the year 2016.

The fast food industry in Malaysia and across the globe is rapidly evolving and more people are expected to highly demand for this service in the future. Fast food industry currently has become one of the major of income generator in Malaysia with the presence of various franchise businesses, mainly focusing on the fast food and nowadays, it is observed that more franchise restaurants are blooming in Malaysia year by year until 2017. Currently, the Malaysian Federal Government is doing a lot of initiatives to boost the growth of fast food industry; one of the initiatives is through the Franchise Development Plan by the organization of Franchise International Malaysia event (Malaysian Franchise Department, 2017). The purpose of the implementation is to increase the growth of franchise industry specifically in the fast food sector to be the main contributor to the Malaysian economy by the year of 2020.

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Appendix A

Questionnaire

(English Version)



Survey Questionnaire On The Effect Of Workplace Stress Towards The Level Of Engagement And Commitment Among The Employees in Pizza Hut

Dear Respondents,

The purpose of this questionnaire is to investigate on the effects of workplace stress towards the level of commitment and engagement in Pizza Hut. All responses are highly important in achieving the objectives of this project paper and the information provided by the respondents participated are strictly private and confidential and will be used for academic research purposes only. The survey will take about 15 to 20 minutes to be completed and you are required to return your answers back to the researchers after completing the survey.

Thank you for your valuable time and attention.

Prepared by :

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QUESTIONNAIRE

Note : Part A contain all questions regarding demographic profile of the respondents while for parts B, C, and D contain questions regarding the effect of workplace stress towards engagement and commitment.

Part A : Demographic Profile

Please tick (/) in the following boxes

1. Gender

Male	
Female	

2. Age

Below 20	
20 – 24	
25 – 29	
30 – 34	
35 – 39	
40 and above	

3. Race

Malay	
Chinese	
Indian	
Others	

4. Status

Single	
Married	

5. Highest Qualification

SPM	
STPM/Matriculation	
Diploma	
Bachelor Degree	
Master	
PHD	

6. Position (please state) : _____

7. Years of Service (please state) : _____



Instructions : Please indicate the degree of your agreement or disagreement with each statement by circling one of the five alternatives after each statement.

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	1	2	3	4	5

Please circle your statements on the numbers to each of the following boxes for each questions.

Part B : Workplace Stress

Subject	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am pressured to work in longer hours	1	2	3	4	5
I do have unachievable deadlines	1	2	3	4	5
I have to work very fast and quick	1	2	3	4	5
I have to work intensively	1	2	3	4	5
I have to neglect some tasks because there are too much of work to do	1	2	3	4	5
I am unable to take enough rest	1	2	3	4	5
I have a choice in deciding how I do my work	1	2	3	4	5
I have a choice to decide what I should do at work	1	2	3	4	5
I am given enough support and feedback on the work that I do	1	2	3	4	5
I can rely on my manager on duty to assist me in work-related problems	1	2	3	4	5
If the work gets difficult, my colleagues will help me	1	2	3	4	5
I get the help and support from my colleagues	1	2	3	4	5
I am clear on what is expected of me at work	1	2	3	4	5
I am clear about the goals and objectives of my job and my department	1	2	3	4	5
I know how to go about getting my job done	1	2	3	4	5

I am very clear on my job duties and responsibilities	1	2	3	4	5
I understand how my work really fits into overall organization objectives	1	2	3	4	5

Part C : Commitment

Subject	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I tell to my friends that the workplace is a good place to work with	1	2	3	4	5
I feel that I am very loyal to the organization	1	2	3	4	5
I will accept all the job assignments in order to keep working with the organization	1	2	3	4	5
I find that my values are similar with my employers	1	2	3	4	5
I understand how my job contributes to the organizations objectives & goals	1	2	3	4	5
I have a good understanding of where the organization is going	1	2	3	4	5
I am proud to tell others that I am the part of the organization	1	2	3	4	5
I am willing to put extra effort to help my organization	1	2	3	4	5
I am glad that that I chose to work here rather than other jobs	1	2	3	4	5
This organization is the best place to work with	1	2	3	4	5
I am proud to be part of my section/department	1	2	3	4	5
I would recommend this place as a good place to work	1	2	3	4	5
I work in a well managed organization	1	2	3	4	5

Part D : Engagement

Subject	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I feel energized when I am working	1	2	3	4	5
I feel strong and vigorous when I work	1	2	3	4	5
I feel like going to work when I wake in the morning	1	2	3	4	5
I am able to work for long hours at a time	1	2	3	4	5
I am very flexible when I am working	1	2	3	4	5
I am always positive when things do not go well when I work	1	2	3	4	5
I feel that the work that I am working is meaningful	1	2	3	4	5
I am very enthusiastic about my work	1	2	3	4	5
I am really inspired when I am doing my work	1	2	3	4	5
I am proud of the work that I am doing now	1	2	3	4	5
The work that I am doing now is challenging	1	2	3	4	5
Time passes very fast when I am working	1	2	3	4	5
I forget everything else around me when I am doing my work	1	2	3	4	5
I feel happy when I am working hard	1	2	3	4	5
I am totally immersed when I am working	1	2	3	4	5
I am anxious when I am working	1	2	3	4	5
I feel hard to get detached from the work that I am doing	1	2	3	4	5

THANK YOU FOR YOUR TIME AND ATTENTION FOR COMPLETING THE QUESTIONNAIRE

Appendix B

Questionnaire

(Malay Version)



Universiti Utara Malaysia



Kajian mengenai pengaruh tekanan di tempat kerja dan kesannya terhadap tahap keterlibatan dan komitmen dalam kalangan pekerja di Pizza Hut

Para responden yang dihormati,

Soal selidik ini adalah bertujuan untuk mengkaji pengaruh tekanan di tempat kerja dan kesannya terhadap tahap keterlibatan dan komitmen dalam kalangan pekerja di Pizza Hut. Respons yang diberikan adalah sangat penting untuk mencapai objektif kajian untuk kertas projek ini dan semua maklumat yang diberikan oleh responden adalah hanya untuk tujuan akademik sahaja.

Soal selidik ini akan mengambil masa selama 15 hingga 20 minit untuk dilengkapkan. Mohon kerjasama daripada semua responden untuk mengembalikan semula borang soal selidik kepada penyelidik untuk menyempurnakan kajian ini.

Terima kasih di atas kerjasama dan perhatian yang diberikan oleh anda semua.

Disediakan oleh :

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SOAL SELIDIK

Nota : Bahagian A mengandungi soalan berkaitan demografi responden manakala untuk bahagian B, C, dan D mengandungi soalan berkaitan pengaruh tekanan di tempat kerja dan kesannya terhadap tahap keterlibatan dan komitmen dalam kalangan pekerja.

Bahagian A : Demografi Responden

Sila berikan tanda (/) pada setiap ruangan yang disediakan

1. Jantina

Lelaki	
Perempuan	

2. Umur

Bawah 20	
20 – 24	
25 – 29	
30 – 34	
35 – 39	
40 dan keatas	

3. Bangsa

Melayu	
Cina	
India	
Lain-lain	

4. Status

Bujang	
Berkahwin	

5. Kelayakan Tertinggi

SPM	
STPM/Matrikulasi	
Diploma	
Sarjana Muda	
Sarjana	
PHD	

6. Pangkat (Nyatakan) : _____

7. Tempoh perkhidmatan (Nyatakan) : _____



Arahan : Sila **BULATKAN** pernyataan anda daripada angka 1 hingga 5 sama ada anda bersetuju atau tidak pada setiap kenyataan yang diberikan mewakili maklumbalas anda untuk soal selidik ini.

Kenyataan	Sangat tidak setuju	Tidak Setuju	Neutral	Setuju	Sangat setuju
Skor	1	2	3	4	5

Sila bulatkan jawapan anda pada ruangan angka yang diberikan untuk setiap soalan.

Bahagian B: Tekanan di Tempat Kerja

Perkara	Sangat tidak setuju	Tidak setuju	Neutral	Setuju	Sangat setuju
Saya berasa tertekan bekerja dalam waktu yang panjang	1	2	3	4	5
Saya mempunyai banyak kerja yang saya tidak boleh saya selesaikan dalam masa yang ditetapkan	1	2	3	4	5
Saya mesti bekerja dengan begitu cepat dan pantas	1	2	3	4	5
Saya mesti bekerja gigih dan bersungguh-sungguh	1	2	3	4	5
Saya perlu meninggalkan tugas tertentu kerana beban kerja yang terlalu banyak	1	2	3	4	5
Saya tidak boleh mengambil rehat yang cukup	1	2	3	4	5
Saya mempunyai pilihan tentang cara saya bekerja	1	2	3	4	5
Saya mempunyai pilihan tentang apa yang saya lakukan semasa bekerja	1	2	3	4	5
Saya diberi galakan dan dorongan untuk setiap pekerjaan yang saya lakukan	1	2	3	4	5
Saya boleh bergantung kepada pengurus saya untuk membantu saya apabila saya menghadapi masalah semasa bekerja	1	2	3	4	5
Rakan sekerja saya akan membantu saya apabila saya menghadapi kesukaran semasa bekerja	1	2	3	4	5
Saya memperoleh sokongan daripada rakan sekerja saya	1	2	3	4	5
Saya begitu jelas tentang apa yang diharapkan daripada saya semasa bekerja	1	2	3	4	5
Saya begitu jelas tentang objektif pekerjaan dan jabatan saya	1	2	3	4	5
Saya tahu cara yang betul untuk menyelesaikan kerja saya	1	2	3	4	5
Saya begitu jelas tentang beban kerja dan tanggungjawab pekerjaan yang saya lakukan	1	2	3	4	5
Saya memahami bahawa pekerjaan yang saya lakukan menepati objektif organisasi saya	1	2	3	4	5

Bahagian C : Komitmen

Perkara	Sangat tidak setuju	Setuju	Neutral	Setuju	Sangat setuju
Saya perlu menceritakan kepada kawan-kawan saya bahawa organisasi saya adalah tempat yang sangat bagus untuk bekerja	1	2	3	4	5
Saya merasakan yang saya begitu setia kepada organisasi saya	1	2	3	4	5
Saya akan bersedia untuk menerima setiap tugas untuk bekerja lebih lama di organisasi saya	1	2	3	4	5
Saya merasakan saya mempunyai nilai yang sama seperti majikan saya	1	2	3	4	5
Saya memahami bahawa pekerjaan saya menyumbang kepada objektif organisasi saya	1	2	3	4	5
Saya memahami hala tuju organisasi saya	1	2	3	4	5
Saya berasa bangga kerana menjadi sebahagian daripada warga kerja di dalam organisasi saya	1	2	3	4	5
Saya sanggup berusaha lebih keras untuk membantu organisasi saya	1	2	3	4	5
Saya berasa lega kerana saya memilih untuk bekerja di sini berbanding tempat lain	1	2	3	4	5
Organisasi saya adalah tempat yang paling baik untuk bekerja	1	2	3	4	5
Saya bangga menjadi sebahagian daripada warga kerja di dalam jabatan saya	1	2	3	4	5
Saya mengesyorkan kepada semua orang untuk bekerja di organisasi saya	1	2	3	4	5
Saya bekerja dalam sebuah organisasi yang begitu sistematik, kemas dan teratur dalam segala aspek	1	2	3	4	5

Bahagian D : Keterlibatan

Perkara	Sangat tidak setuju	Tidak setuju	Neutral	Setuju	Sangat setuju
Saya rasa bertenaga apabila saya sedang bekerja	1	2	3	4	5
Saya merasa aktif dan kuat apabila saya bekerja	1	2	3	4	5
Saya begitu bersemangat untuk pergi bekerja setiap kali apabila saya bangun daripada tidur	1	2	3	4	5
Saya mampu bekerja dalam tempoh jam yang panjang	1	2	3	4	5
Saya begitu fleksibel semasa saya bekerja	1	2	3	4	5
Saya akan bersikap positif apabila sesuatu yang tidak diinginkan berlaku semasa saya bekerja	1	2	3	4	5
Saya merasakan pekerjaan saya begitu bermakna untuk diri saya	1	2	3	4	5
Saya begitu berminat terhadap pekerjaan saya	1	2	3	4	5
Saya begitu terinspirasi apabila saya melakukan pekerjaan saya	1	2	3	4	5

Saya merasa bangga dengan pekerjaan yang saya lakukan sekarang	1	2	3	4	5
Pekerjaan yang saya lakukan mencabar keupayaan saya	1	2	3	4	5
Masa berlalu begitu cepat semasa saya bekerja	1	2	3	4	5
Saya lupa tentang apa yang berlaku di sekeliling saya semasa saya bekerja	1	2	3	4	5
Saya berasa gembira apabila saya bekerja keras	1	2	3	4	5
Saya begitu menghayati pekerjaan saya	1	2	3	4	5
Saya merasa bimbang apabila saya bekerja	1	2	3	4	5
Saya merasakan yang saya tidak boleh berhenti daripada melakukan pekerjaan saya	1	2	3	4	5

TERIMA KASIH DI ATAS PERHATIAN ANDA UNTUK MELENGKAPKAN SOAL SELIDIK INI



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Appendix C

SPSS Output



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RELIABILITY FOR PILOT TEST

Workplace Stress

Case Processing Summary

		N	%
Cases	Valid	29	96.7
	Excluded ^a	1	3.3
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.895	17

Organizational Commitment

Case Processing Summary

		N	%
Cases	Valid	29	96.7
	Excluded ^a	1	3.3
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.914	13

Employee Engagement

Case Processing Summary

		N	%
Cases	Valid	29	96.7
	Excluded ^a	1	3.3
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.897	17

RELIABILITY FOR EACH VARIABLES

Workplace stress

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.811	17

Organizational Commitment

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.915	13

Employee Engagement

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.926	17

NORMALITY ANALYSIS (WORKPLACE STRESS)

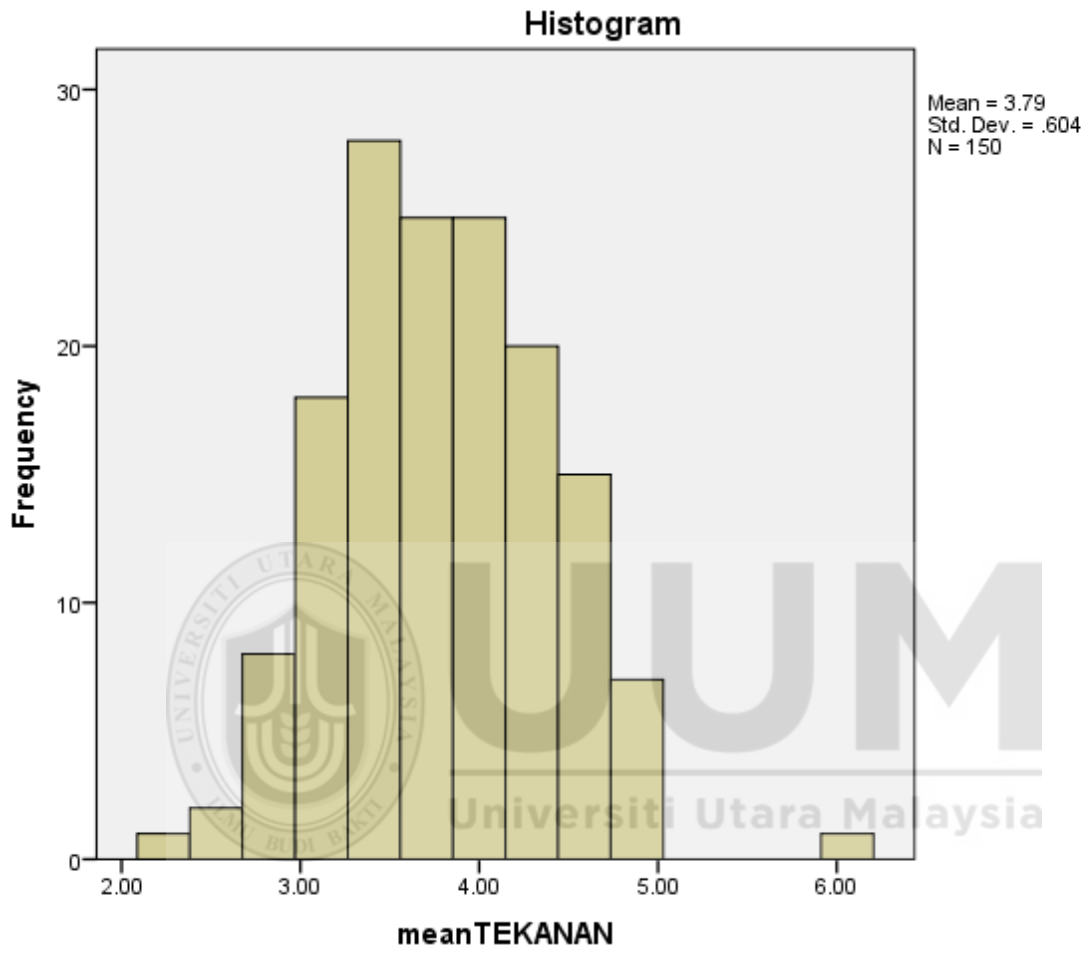
Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
meanTEKANAN	150	100.0%	0	0.0%	150	100.0%

Descriptives

		Statistic	Std. Error
meanTEKANAN	Mean	3.7898	.04928
	95% Confidence Interval for Mean		
	Lower Bound	3.6924	
	Upper Bound	3.8872	
	5% Trimmed Mean	3.7856	
	Median	3.7647	
	Variance	.364	
	Std. Deviation	.60356	
	Minimum	2.24	
	Maximum	5.94	
	Range	3.71	
	Interquartile Range	.82	
	Skewness	.203	.198
	Kurtosis	.188	.394

MEAN AND STANDARD DEVIATION (WORKPLACE STRESS)



NORMALITY ANALYSIS (ORGANIZATIONAL COMMITMENT)

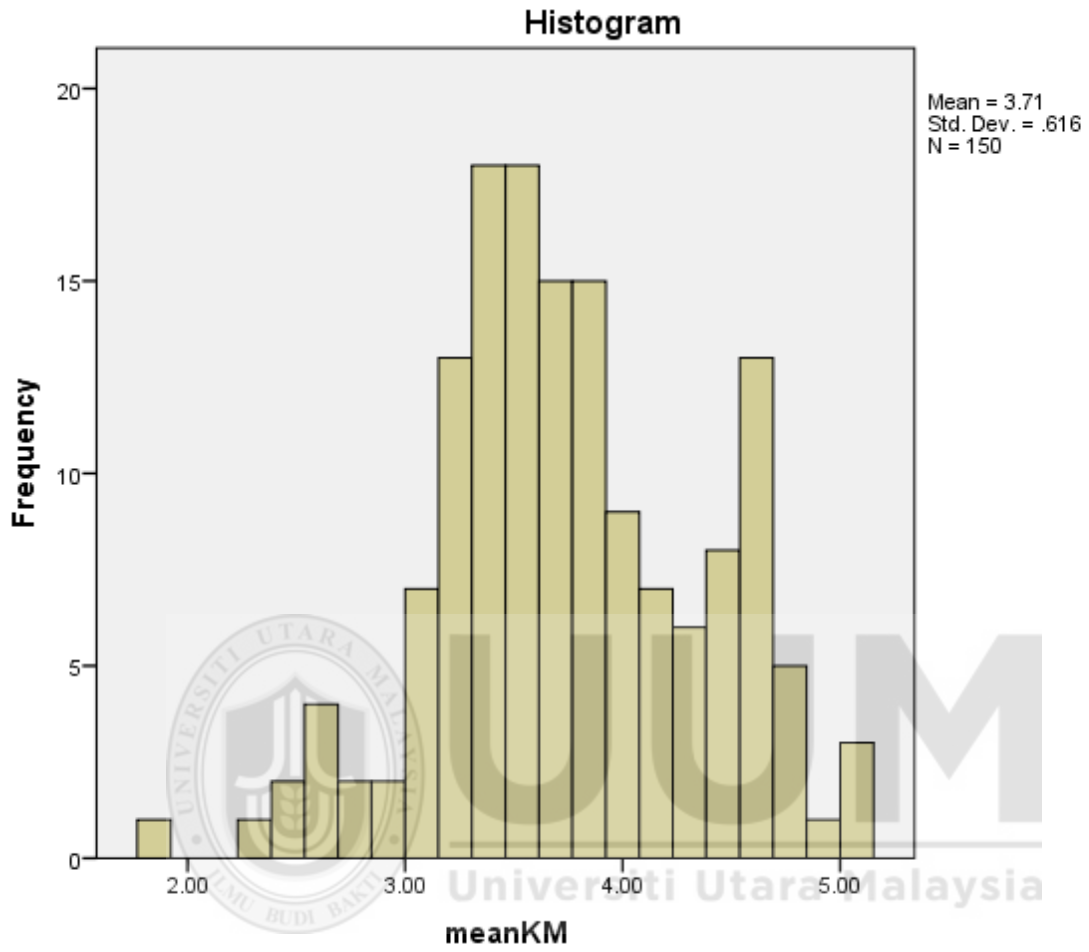
Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
meanKM	150	100.0%	0	0.0%	150	100.0%

Descriptives

		Statistic	Std. Error
meanKM	Mean	3.7138	.05029
	95% Confidence Interval for Mean		
	Lower Bound	3.6145	
	Upper Bound	3.8132	
	5% Trimmed Mean	3.7245	
	Median	3.6154	
	Variance	.379	
	Std. Deviation	.61597	
	Minimum	1.85	
	Maximum	5.00	
	Range	3.15	
	Interquartile Range	.77	
	Skewness	-.051	.198
	Kurtosis	-.119	.394

MEAN AND STANDARD DEVIATION (ORGANIZATIONAL COMMITMENT)



NORMALITY ANALYSIS (EMPLOYEE ENGAGEMENT)

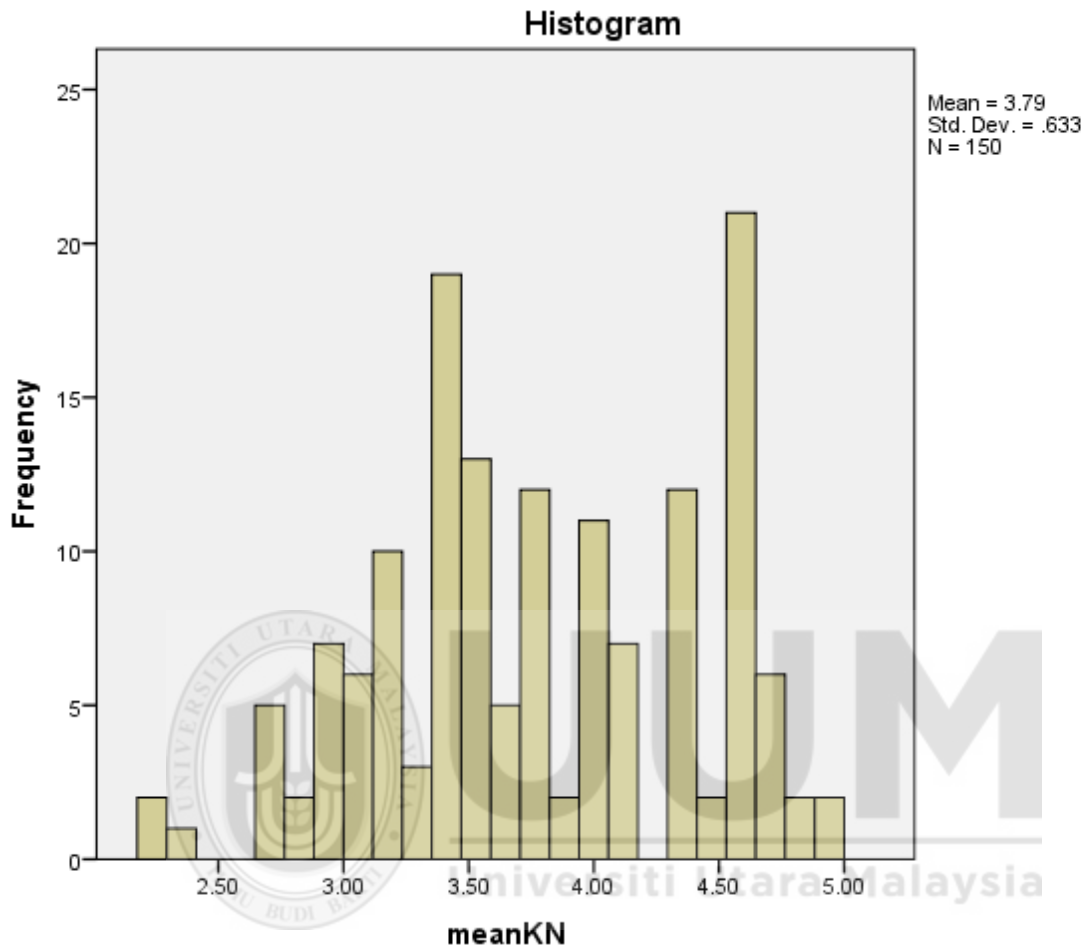
Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
meanKN	150	100.0%	0	0.0%	150	100.0%

Descriptives

		Statistic	Std. Error
meanKN	Mean	3.7859	.05170
	95% Confidence Interval for Mean	Lower Bound	3.6837
		Upper Bound	3.8880
	5% Trimmed Mean	3.7983	
	Median	3.7059	
	Variance	.401	
	Std. Deviation	.63323	
	Minimum	2.24	
	Maximum	5.00	
	Range	2.76	
	Interquartile Range	1.00	
	Skewness	-.079	.198
	Kurtosis	-.750	.394

MEAN AND STANDARD DEVIATION (EMPLOYEE ENGAGEMENT)



DESCRIPTIVE ANALYSIS

Statistics

		Gender	Age	Race	Status	Highest_Qualification
N	Valid	150	150	150	150	150
	Missing	0	0	0	0	0
Mean		1.50	2.61	1.27	1.27	1.67
Std. Deviation		.502	1.187	.612	.447	1.162

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	75	50.0	50.0	50.0
	Female	75	50.0	50.0	100.0
	Total	150	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20	22	14.7	14.7	14.7
	20-24	60	40.0	40.0	54.7
	25-29	38	25.3	25.3	80.0
	30-34	20	13.3	13.3	93.3
	35-39	5	3.3	3.3	96.7
	40 and above	5	3.3	3.3	100.0
	Total	150	100.0	100.0	

Race

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Malay	122	81.3	81.3	81.3
Chinese	15	10.0	10.0	91.3
Indian	13	8.7	8.7	100.0
Total	150	100.0	100.0	

Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	109	72.7	72.7	72.7
Married	41	27.3	27.3	100.0
Total	150	100.0	100.0	

Highest Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SPM	105	70.0	70.0	70.0
STPM/Matriculation	9	6.0	6.0	76.0
Diploma	24	16.0	16.0	92.0
Bachelor Degree	8	5.3	5.3	97.3
Master	1	.7	.7	98.0
PHD	3	2.0	2.0	100.0
Total	150	100.0	100.0	

PEARSON CORRELATION ANALYSIS

		meanstress	meanKM	meanKN
meanstress	Pearson Correlation	1	-.463**	-.446**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
meanKM	Pearson Correlation	-.463**	1	.704**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
meanKN	Pearson Correlation	-.446**	.704**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

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

LINEAR REGRESSION ANALYSIS (WORKPLACE STRESS AND ORGANIZATIONAL COMMITMENT)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.463 ^a	.214	.209	.54792	.214	40.311	1	148	.000

a. Predictors: (Constant), meanstress

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	12.102	1	12.102	40.311	.000 ^b
1 Residual	44.432	148	.300		
Total	56.534	149			

a. Dependent Variable: meanKM

b. Predictors: (Constant), meanstress

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.973	.359		16.656	.000
	meanstress	-.826	.130	-.463	-6.349	.000

a. Dependent Variable: meanKM

LINEAR REGRESSION ANALYSIS (WORKPLACE STRESS AND EMPLOYEE ENGAGEMENT)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.446 ^a	.199	.193	.56879	.199	36.673	1	148	.000

a. Predictors: (Constant), meanstress

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.865	1	11.865	36.673	.000 ^b
	Residual	47.881	148	.324		
	Total	59.746	149			

a. Dependent Variable: meanKN

b. Predictors: (Constant), meanstress

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.023	.372		16.178	.000
	meanstress	-.818	.135	-.446	-6.056	.000

a. Dependent Variable: meanKN

MULTIPLE REGRESSION ANALYSIS (WORKPLACE STRESS, ORGANIZATIONAL COMMITMENT AND EMPLOYEE ENGAGEMENT)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.717 ^a	.514	.508	.44422	.514	77.881	2	147	.000

a. Predictors: (Constant), meanKM, meanstress

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.738	2	15.369	77.881	.000 ^b
	Residual	29.008	147	.197		
	Total	59.746	149			

a. Dependent Variable: meanKN

b. Predictors: (Constant), meanKM, meanstress

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.130	.493		4.321	.000
	meanstress	-.280	.119	-.152	-2.349	.020
	meanKM	.652	.067	.634	9.780	.000

a. Dependent Variable: meanKN