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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**

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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.

However, the fast food industry needs enough amount of workforce to generate a higher growth. Thus, the aspect of job employment is a much bigger concern especially in the context of turnover at most of the fast food restaurants. According to the article from the Economist (2015), the rate of turnover was basically well over 100 percent; thus, it could be observed that the turnover rate in the fast food industry was very high.

There are few issues in this fast food industry in Malaysia that remain unsolved until today, for example turnover. The human resource management aspects are still the major concerns among the restaurant management team, especially for the restaurant managers to look for the right people with the right skills to be competent and fit to the organization. This is because we could rarely distinguish these employees who are working in that restaurant will be staying for more than a year and some of them intend to stay less than a year to find better opportunities in other organizations. In fact, most of the workers in the fast food restaurants are consisting of the youngsters especially those who are undergoing their school or university semester breaks. They do not have the intention to be engaged or staying longer in the fast food restaurants and most of them are working as part-time workers, working for six to eight hours per day.

## **1.2 Problem Statement**

When the issue of turnover among the employees in the fast food industry in Malaysia is getting severe, some of companies prefer to hire more foreign workers to work with them and this happens because the locals are very choosy, want lesser work load, and more pay, on the other hand, foreign workers are willing to work in long hours although the salary range is not in line with the job. According to an article from the BBC News on the 9<sup>th</sup> of January 2014, Malaysian government had banned the intake of foreign workers in most of the fast food restaurants and the

amount was limited to not more than two foreign employees due to the lacking number of local employees, working in fast food restaurants. The turnover issue happens in most of the fast food industries not only in Malaysia but around the world. As this issue is very severe during several years; hence, it is very important for most researchers to understand and identify the factors for the occurrence of turnover in this industry.

The scenario regarding the rate of turnover in the fast food industry is very high from year to year. The problem is needed to be investigated thoroughly in order to identify the causes in terms of how stress in the workplace could affect organizational commitment, which will also determine the employee engagement level in the organization. The employees are the most important assets in the fast food industry as each of the staff has his or her responsibilities in operating the restaurant store. There are a lot of issues influencing the employees' decision either to be committed and stay engaged with the organization or feeling insecure and decide to leave the organization before finding better job opportunities somewhere else. The effect of workplace stress has given such a great effect especially towards the level of organizational commitment as the mediator which affects the level of employee engagement in the fast food industry. This study was essential for researchers to investigate how workplace stress affected the levels of employee engagement and commitment as the mediator among the employees in the fast food industry. If the problem has been overcome, the rate of turnover will be able to be improved and controlled by the employers.

The engagement level among employees is dependable on how far the employees are able to endure the stress and how committed they are in the workplace. It is about their attitude during working and how do they manage themselves at the workplace, the management or among the employees in the similar kind of work in that, specifically, in the fast food industry. Michel et al.

(2013) stated that the existence of a work environment where the organization provided good support to their employees might foster their personal resources that later led to such a positive psychological and also on the organizational outcomes. This made the employees felt that they were not being pressured by all sorts of pressure and stress in their workplace and later they were able to be committed enough and soon will engage to the organization.

### **1.3 Research Questions**

In order to conduct this research, there were a few questions that must be answered. This was to ensure that the requirements of this research are being fulfilled. The research questions were as follows:

- a) What is the level of workplace stress, organizational commitment and employee engagement among the employees in the fast food industry?
- b) Is there a relationship between workplace stress and employee engagement among the employees in the fast food industry?
- c) Is there a relationship between workplace stress and organizational commitment among the employees in the fast food industry?
- d) Does organizational commitment mediate the relationship between workplace stress and engagement in the fast food industry?

#### **1.4 Research Objectives**

The study aimed at examining the relationship between workplace stress, organizational commitment and employee engagement in the fast food industry. Thus, the objectives of this study were:

1. To examine the level of workplace stress, organizational commitment and employee engagement among the employees in the fast food industry.
2. To examine the relationship between workplace stress and employee engagement among the employees in the fast food industry.
3. To examine the relationship between workplace stress and organizational commitment among the employees in fast food industry.
4. To examine organizational commitment as a mediator on the relationship between workplace stress and employee engagement among the employees in the fast food industry.

#### **1.5 Significance of the Study**

This study investigated the effect of workplace stress and organizational commitment which played a role as the mediator, affecting the levels of employee engagement among the employees in the fast food restaurants, located in the state of Pulau Pinang. After the completion of the study, the researchers have high expectations that all the findings obtained from this study will help to provide meaningful insights in terms of the practical implications.

In terms of the practical implications, it will benefit the management to look at how important is the aspect of workplace stress affects organizational commitment that leads to the employee

engagement in the fast food industry. Human resource management in the fast food industry could utilize the findings in implementing the right HR practices to reduce the stress at the workplace and help the employees becoming more committed and engaged in the organization. The findings were crucial to the management because the engaged employees were the most valuable assets and played the pivotal role in determining the sustainability and productivity of the organization. Rajagopal and Abraham (2007) proposed that employee engagement was a measurement tool for performance in many organizations. Hence, it was important for the management to realize that employees were needed to be engaged to the organizations that they were working in because these people were the key determinants on how competitive an organization was and also on the organizational performance as a whole.

However, limited researches were focusing on the organizational commitment as the mediator in the study involving stress in the workplace and engagement among the employees. Thus, the needs of organizational commitment as the mediator to explain the relationship between workplace stress and employee engagement were important because organizational commitment was able to indicate the relationship between workplace stress and employee engagement and how these variables affected with one another in this study.

## **1.6 DEFINITION OF KEY TERMS**

### **1.6.1 Employee Engagement**

Schaufeli (2002) stated that there were three main perspectives of employee engagement namely vigor, dedication, and absorption which were highly subjective among the employees and they were a positive, fulfilling work-related state of mind and referred to a more persistent and

pervasive affective-cognitive state that was not focused on any particular object, event, individual or behavior.

### **1.6.2 Workplace Stress**

Workplace stress comprises on the levels of stress, experienced by employees in the aspects of job demands, job control, managerial support, the role, relationships with others and as well as the changes occurred (Cousins et al., 2004).

### **1.6.3 Organizational Commitment**

According to Meyer and Allen (1997), organizational commitment concerned a relationship between individuals and an organization and individuals' desire to remain in it or to abandon it. Organizational commitment is about being committed to the organization, that is about being connected to the organization and this will affect their behavior in which they will be more loyal to an organization and less likely to leave it.

## **1.7 Organization of Remaining Chapters**

The purpose of the project paper was to propose on the field of study to be conducted and it has been divided into five chapters. The first chapter was about the background of the study where a brief idea about the whole research was described. Later, the problem statement in which the problem area or the scope of the study as well as the research objectives and research questions that informed readers about aspects of the research. After that, the significance of the study was described to ensure that this study has given benefits to everyone. Definition of key terms described the keyword for this research and this was actually to get a clear picture of what was the research all about.

In the second chapter, the dependent variable and the independent variables were discussed on the past researchers on dependent and independent variables as well as the connection between these two variables. The literature review was discussed critically to ensure the thorough understanding of this study and the research framework was proposed later after the descriptions. Hypotheses for each variable were developed to examine the relationship between the dependent variable with the independent variables.

The third chapter described how the research was going to be conducted and started from the research design to know what methods that will be used to conduct the research, the measurement to describe on the instruments for the purpose of this study. The data collection procedures described the methods or procedures used to collect the data and the data analysis described the procedures of analyzing the variables to identify the significance of the measured variables.

The fourth chapter described the findings from the obtained data and they were interpreted in details using several analysis methods such as reliability test, normality test, descriptive statistics, Pearson Correlation Analysis, Linear Regression Analysis and Multiple regression analysis.

The fifth chapter was focusing on the summary of all the findings as well as the contributions of this research and their implications and recommendations for future research.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.0 INTRODUCTION**

In this chapter, the focus is about the literature review of the key variables in this study that were focusing on the past research related to the problem area of the research and provided as the fundamental element for developing a specific theoretical framework to be examined in this research. According to Gutman Library (2016) from the Harvard Graduate School of Education, the defined literature review has been an assessment of a body of research that addressed a research question. Firstly, the parts that will be discussed were employee engagement, organizational commitment, and workplace stress while for the second part; the following discussion was focusing on the relationship between workplace stress and employee engagement and the relationship between workplace stress and organizational commitment. Each part of the variables was discussed in details for the purpose to observe the relationship between these variables in this research.

#### **2.1 DEFINITIONS OF VARIABLES**

##### **2.1.1 Employee Engagement**

Employee engagement is the current topic being discussed by most researchers and practitioners today due to the broad aspects of this topic have not yet been explored and there are various understandings on this issue (Lee and Ok, 2016; Seligman, 2011; Rothmann and Rothmann, 2010; Harter, Schmidt and Keyes, 2002 ) and it is associated with various positive organizational

outcomes including the aspects such as higher customer loyalty, higher productivity, and profitability, as well as lower rates of the turnover among staff.

A lot of issues concerned about the aspects of employee engagement in which it has becoming the debate among practitioners and researchers due to their different ways of understanding about employee engagement. The concept of employee engagement is all about the management concept that determines on the involvement and enthusiasm of the employees to their jobs that later create a positive influence on the co-workers that would then further enhance the interest at the workplace. Based on the study from Scarlett Surveys International (2016), management was perceived to have control in shaping the attitude and the emotional state of their employees and managing this perception which would bring about positive experiences that can simulate the intrinsic desire for a greater work performance. Thus, employee engagement was one the elements that can be shaped and controlled in order for these people to stay longer in the organization.

The research of this aspect of employee engagement is in fact not a new topic where many studies were being carried out in most countries covering various industries. According to Natti et al., Prabhakar, Chughtai and Buckley, Saks and Gruman (2011), Anaza and Rutherford (2012), employee engagement was basically a process supported by a range of factors including communication, empowerment to make the decision and supervisory support and only just about the tangible reward factors. Current researchers had found that there was a positive relationship between engagement and work aspiration (Geldenhuis et al., 2014). In other words, employee engagement was solely focused on the employees and it was the determinant of how far the employees will be engaged, based on the factors mentioned above. In fact, employee engagement will not able to be portrayed if the employees identified suitable roles outside from the current

organization they were working (Tiwari and Lenka, 2015). Robinson et al. (2004) have the definition of employee engagement as a positive attitude held by the employees towards the organization and as well as its value.

Employee engagement is about the loyalty of the employees to stay and contribute to the organization and reflect the attitude which suits organizational needs. Usually, engaged employees are very aware of the business and work together with other colleagues to improve performance within the job for the benefit of the organization. Truss et al. (2006) defined employee engagement as simple as it was a concept of having the positive and fulfilling state of mind and work-related and also the passion for work, a psychological state which has been seen to encompass the three dimensions of employee engagement such as vigor, dedication, and also absorption as discussed by Schaufeli, Salanova, Gonzalez-Roma and Bakker (2002) and it meant to be physically as well as physically present when occupying and performing an organizational role. Employee engagement is about how the employees are engaging in total in order to contribute to the organizational performance and they feel energized with the job that they are doing, strongly involved in their work and give a full concentration as well as being happy with what they are doing in the organization.

According to Loehr & Schwartz (2003), employee engagement or the engaged employees were those who were physically energized, emotionally connected, mentally focused, and also had a high sense of association with the purpose of the organization. In detail, these engaged employees were having the strong link with the organization which they felt empowered and in control of their fate of work and they classify with the mission statements of the organization and were willing to commit the necessary emotional and personal energies essential to do extremely well in their work. Rutledge (2006) stated that engaged employees as being inspired by attracted

to, committed to, and fascinated with their work while they really cared about the company's future and willing to spend their efforts to ensure the success of the organization. Employees who were engaged were the assets of the organization where they will give everything in terms of their knowledge, skills, and the abilities that they have to contribute to the individual and organizational performance. Employee engagement is the reflection of the employees having that strong willing and interest to perform their job well and with full of passion without the thinking of leaving the current organization they are working with.

### **2.1.2 Organizational Commitment**

Organizational commitment is a concept in which the employees are in the state of being dedicated to their organization and they are becoming more committed until they are fully engaged in the organization. In other words, organizational commitment is not only about the employees who are working and contributing with the knowledge and skills that they have but also the role of the organization itself in ensuring the empowerment among the employees will be retained. Hence, this will make them attached and engaged to the organization. According to Allen and Mayer (1997) in their Three-Component Model relating organizational commitment to organizational change explained that there were three main components in explaining in depth about organizational commitment. The first component was the affective commitment that the employees had the desire to get engaged in the response with change occurred in the organization. Next was the normative commitment which involved the sense of belonging within the employees to commit with the particular organizational change. The third component was the continuance commitment based on the cost-benefit analysis assessment and this was important to decide whether they should follow according to the organizational change.

According to Rogier van der Werf (2014), organizational commitment was the bond employees experience with their organization and they generally felt a connection with their organization, felt that they fit in and had the feeling of understanding the goals of the organization. One organization will be able to increase their commitment with the role played by the organization themselves through several approaches such as investment in training and development, hiring and selecting the right people and providing rewards and recognition to increase the willingness of the employees to follow and commit to the obligations of the organization.

Managers in today's organization must attract and retain these talents with suitable skills and capabilities to maintain competitive advantage in all types of industries (Pangarkar & Kirkwood, 2013; Clifton, 2014; Alvino, 2014) and the commitment level of the organization is necessary to ensure that their employees remain competitive within the industries they are working. Basically, committed employees are happy employees and they are very committed physically and emotionally (William Davies, 2015) and this is very important for modern organizations today to have committed employees to remain competitive in the industry. Meyer and Herscovitch (2001) stated that organizational commitment was a force that bonded an individual to a course of action of relevance to one or more targets which reflected emotional ties, perceived obligation and sunk costs in relation to a target respectively. Thus, organizational commitment is about the emotional attachment of the employees which identifies and engages with the organization and having that feeling of not leaving the company and having that responsibility to be committed with their duties that they perform in the organization. Organizational commitment is about the commitment, done by the employers or specifically the managers in order to make their subordinates or employees committed physically, emotionally and effectively and also being passionate for what they are doing in their current organizations.

### **2.1.3 Workplace Stress**

The workplace is a community or a society that contributes to the sense of the individuals in terms of their identity, affiliation, worth and meaning (Franklin, 2003; Broady-Preston, 2010). It is one of the major contributors of how the employees perform for their job. This kind of stress in the workplace had an impact on the individuals, the organization, and as for the whole country specifically.

According to the Health and Safety Executive (2010), the definition of workplace stress was as stated as the adverse reaction that people had to excessive pressure or other types of demand placed on them. From the statement mentioned above, workplace stress is the stress not only just because of the work or what must be done by an employee based on the job descriptions but also from the environment of the workplace itself. Workplace stress can be affected towards the employees in certain aspects. It can be manifested by the lack of motivation, ill health, poor employee performance, ill health, and also absence (Shaughnessy, 2006; Naess, 2007).

These are the signs or indicators that showing on how the workplace stress takes place among the employees and the implications of the workplace stress towards their performance. Workplace stress is defined as the response or feedback in terms of physical and emotional aspects and usually, this situation happens when the job requirements are contradictory with the abilities that are available within the employees as stated by the National Institute of Occupational Safety and Health (2005). Workplace stress is the stress that comprises the environment surrounding them and also the conflicts within the employees to fulfill the responsibilities that need to be done in a given time by their bosses or employers. The workplace stress comes from various ways and gives effect to the employees differently. Basically, the reactions for the issues on stress are

actually not an isolated phenomenon and the workplace stress is becoming one of the major problems today for most employees (Fletcher, 1988; Maria Parkinson, 2010) and this is closely related to the various factors that affect the levels of workplace stress among employees in most of the organizations.

According to Sparks and Cooper (1999), they reported that there were several factors affecting workplace stress such as mental illness, anxiety, and depression. Workplace stress can be categorized into two aspects which consisting of work-related stress and as well as non-work related stress. The work-related stress can be developed when an employee had the difficulties to cope with the duties and responsibilities that they need to carry on. Work-related stress can be related with various factors such as role ambiguity, workload, bureaucracy in the organizations, role schedules and tasks and other factors that can give significant effect to the workplace stress among employees. Furthermore, workplace stress also can be affected with the non-work related stress, for instance, financial problems, relationship breakdown among spouses in the family, personal and also family illnesses could contribute to the elevation of workplace stress. According to Cousins et al. (2004), the factors of workplace stress were also including demands, control, support, relationships at work, role, change and also culture and these factors were able to affect the levels of workplace stress among employees.

These factors are significant to the consequences of illness that can lead to several effects such as high levels of absenteeism, high rate of turnover, and others. According to Peterson (1995), he explored that role conflict, role ambiguity, and role overload as previously reported by most of the industrial workers and at the same time, the research was conducted among managers were having higher levels of stress due to the higher role overload and this was one of the issues being discussed regarding the organization especially in the aspect of the stress in the workplace. The

higher the tasks and responsibilities being carried out by an employee, the higher the levels of workplace stress. Workplace stress could be one of the major contributors to the employees and organizational performance. The scenario of workplace stress could lead to negative consequences towards the health status and well-being within the employees (Joel Goh, Jeffrey Pfeffer, & Stefanos A. Zenios (2015) and if it was not being prevented for such time, most of the employees will be affected in terms of their health but also their individual performance which will then give such impact towards the organizational performance. Workplace stress was basically the harmful and emotional responses that can happen to all employees when there was a conflict between job demands on the employee and the amount of control an employee had over meeting these demands.

## **2.2 THE RELATIONSHIP BETWEEN THE VARIABLES**

### **2.2.1 Workplace Stress vs Employee Engagement**

Workplace stress could actually affect the levels of employee engagement in various ways. According to Towers-Watson (2014), among the employees with higher levels of stress, most of them disengaged from their work due to the stress in the workplace. In other words, workplace stress could affect the levels of employee engagement among the employees. In most of the organizations, for most employees, they stated that workplace stress experienced by them affected their job satisfaction, thus, led to the levels of employee engagement being affected as well (Rose, 2003; Coetzee & De Villiers, 2010; Khattak et al., 2011). Basically, it can be stated that workplace stress has a major impact on affecting employee engagement. When the workplace stress is being discussed, the concept can be narrowed down to a few specific aspects of workplace stress and the purpose is to give a clear picture on this concept of employee

engagement. Stressors including job resources, job demands or workload, the levels of focus among employees, role ambiguity, and lack of job autonomy are related significantly negative to the level of employee engagement. Employee engagement is affected by several factors including job resources, job demand, and other factors mentioned above decreases the level of energy while the level of burnout rises up to a certain level (Schaufeli & Bakker, 2004; Coetzer & Rothman, 2007). In other words, the workplace stress has a bigger impact if the level of job stressors as mentioned above are higher to sufficiently affect the levels of employee engagement. Coetzee & Villers (2010) stated that the higher the level of job stressors, the lower the levels of employee engagement among employees.

According to Harvard Business Review (2015), when the concept of workplace stress with the levels of employee engagement that were inevitably severe led to the disengagement for a longer term in which in general, it was negatively connected with an intense and cut-throat environment and as well as the organizational culture in the workplace. Later, in these organizations with these disengaged employees or with low scores of engagement, this situation led to lower profitability, lower productivity, and job growth, and as well as lower in share price over time. The employees with the suffering levels of workplace stress having the higher tendency to have lower disengagement that are likely to be less productive and also will have a higher rate of absenteeism levels than those who are not working under pressure. The Global Benefits Attitude Survey (2014) found that levels of workplace disengagement had a significant increase especially when most of the employees experienced high levels of stress. Thus, this has clearly shown how workplace stress could reduce the level of productivity that led to higher disengagement, absenteeism, and the rate of turnover due to the situations above mentioned.

### **2.2.2 Workplace Stress vs Organizational Commitment**

Workplace stress would give effects towards the level of commitment from the employees to the organization. In other words, workplace stressors are such as role conflict and role ambiguity could contribute for that employee to be committed in the workplace itself including the fast food industry (Mansoor et al., 2011). These factors of workplace stress could give effect on how committed the employees are because stress could decrease employees' motivation and level of commitment. Employees who are currently experiencing workplace stress find that they will be having mental breakdowns, and they require assistance from the professionals to help them in handling the situations around them (Robinson & Judge, 2015). The situation of mental breakdown, thus, affects the commitment level and also will then affect employees' performance in their job and also in the workplace.

Most of the modern organizations today had to face the fact that their employees are experiencing workplace stress that could affect their commitment level. Workplace stress gives such affect towards the commitment level from the aspects of organizational and individual factors such as structural and personal characteristics, working experiences and role related features that will give effect towards job satisfaction and also the employee and to the organization (Vakola & Nikolaou, 2005; Park & Jang, 2017). Hence, the factors of workplace stressors or the source of workplace stress include role overload, role conflict, role ambiguity among the workers with their co-workers, managers, and supervisors could inhibit negative effects such as high turnover, job dissatisfaction, low commitment which are detrimental to the employees and the whole organization (Kinman & Jones, 2005; Vakola and Nikolaou, 2005; Park & Searcy, 2012, Kafashpoor, 2014; Park & Jang, 2017). The stress in the workplace could also be triggered by the changes occurring in the organization that will later increase the level of

stress of employees for them to work even harder to achieve those organizational goals and later the psychological symptoms such as depression and anxiety which will make them become isolated and later decrease the employee commitment towards the organization and decrease employee reputation (Cowan, Sanditov & Weehuizen, 2011; Dhar, 2014; Khuong & Nhu, 2015).

Stress in the workplace is not beneficial for the employees as the effects of workplace stress will contribute negatively not only on the employee commitment but also to the health and well-being of the employees and this will be a threat for the organization as the workplace. Common contributors such as poor working conditions, inadequate human resource practices, role conflict and role ambiguity could decrease employee's commitment and performance, as a result leading to low employee morale (Liyanage et.al, 2014; Khuong & Nhu, 2015). If workplace stress is not being managed properly, the employees will be more stressed with what they are doing and would not feel like contributing as well as being committed to the organization and for their career development in the future.

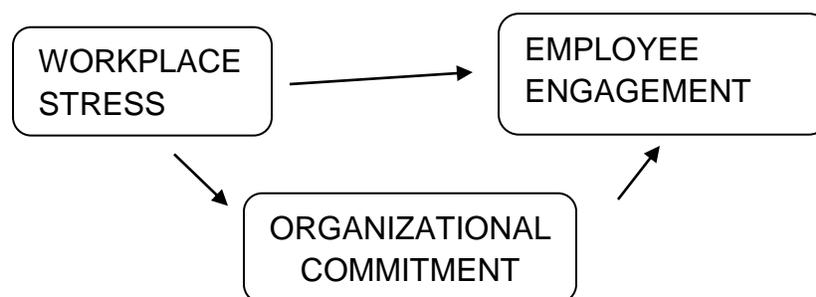
### **2.2.3 The needs for Organizational Commitment (OC) as the Mediator**

Organizational commitment and employee engagement are interrelated with one another. This is because if the employees are being committed to the organization, hence the tendency for these employees to be loyal and engaged with the organization will be higher and the chances of employees leaving the organization will be less risky. Macey and Schneider (2008) stated that employee engagement had the elements of involvement, commitment, passion and enthusiasm focusing on their effort and energy and also for the organizational purpose. When the employee understood the organizational goals and objectives, they will show their passion for what they were doing in their jobs respectively and ready to be committed with their organization. When

they sensed engagement within themselves, they will be staying in the current organization in a longer time. Engaged employees are the employees who are loyal to their organization, productive and innovative in their work and had a high sense of ownership within themselves and also very committed to their working organization. According to Wellins and Concelman (2005), employee engagement was the combination of being loyal, committed to the organization, as well as being productive and having a high sense of ownership to their organizations. Most of the employees who were committed to their organization usually were very dedicated to their work and for their organization in which they will be thinking of the best ways to improve the organizational performance from time to time. Engaged employees are the employees who are committed to both of their work and also to their current organization that they are working with (PSUWC (2015)). From the explanation above, it can be deduced that organizational commitment mediates the effect of employee engagement in the organization.

### 2.3 RESEARCH FRAMEWORK

The framework for this research study indicated the link between workplace stress with employee engagement and commitment. As shown in Diagram 1, employee engagement was the dependent variable while workplace stress was the independent variable, and organizational commitment was the mediating variable for this study.



**Figure 1** Research Framework

## **2.4 HYPOTHESES DEVELOPMENT**

The following hypotheses were developed and constructed to test the relationship between workplace stress towards employee engagement and organizational commitment in the fast food industry.

H1: There is a relationship between workplace stress and employee engagement in the fast food industry.

H2: There is a relationship between workplace stress and organizational commitment in the fast food industry.

H3: Organizational Commitment mediates the relationship between workplace stress and employee engagement in the fast food industry.

## **2.5 CONCLUSION**

In this second chapter, all the literature reviews comprising of the relevant previous findings were reviewed. Discussions including the concepts and the relationships among the variables were explained in detail on the variables involved in this study regarding the workplace stress, organizational commitment, and employee engagement. In the third chapter, more discussions will be on the procedures of the research, instruments, and methodology used for data collection and analysis process in this study.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.0 INTRODUCTION**

The main objective of the study was to examine the relationship between workplace stress, organizational commitment and employee engagement. In this chapter, the discussions were about the methodology which encompassed of research design, sources of data, unit of analysis, population frame and also the sample and the sampling techniques. Besides that, this chapter also covered the instruments, data collection and administration, and the data analysis techniques.

#### **3.1 RESEARCH DESIGN**

Research design is defined as a series of rational decision-making choices regarding several aspects such as the purpose of the study, its location, the type of investigation, time of horizon, unit of analysis, also it involves the sampling design, data collection methods, measurement and as well as the data analysis (Uma Sekaran, 2003). The purpose of the research design is basically important as the guidance for the researchers to make sure that all ideas, procedures, instruments used and data analysis methods were able to support this particular study. The researchers have selected the quantitative research approach method to examine the levels and the relationships between workplace stress, organizational commitment and employee engagement among the employees working in 13 branches of one of the fast food restaurants located in the state of Pulau Pinang.

### 3.1.1 Type of Study

The conducted study was a correlational study, conducted among employees working in 13 branches of one of the fast food restaurants located in the state of Pulau Pinang. The testing of hypotheses has been conducted in order to predict the relationship between workplace stress, organizational commitment and employee engagement. This study was conducted under the non contrived setting and these variables were neither controlled nor manipulated. This was basically a cross-sectional study where data were gathered through self-administered questionnaire over two weeks period and the data gathered were from the willing respondents.

Self administered questionnaires were selected due to several factors such as questionnaire was relatively less expensive (Uma Sekaran, 2003) and easiness to ensure the validity and reliability of the answers, responded by the respondents participated in this survey. Lodico, Spaulding and Voetgle (2010) stated that quantitative research enabled to assist researchers in analyzing the most influential factor or independent variable (workplace stress) that affected the dependent variable (employee engagement). Besides independent variable and dependent variable, the test for the mediation was also used to examine the role of organizational commitment as the mediator as stated in the hypothesis in the previous chapter. The implemented procedures of mediation test were as suggested by Baron and Kenny (1986) to analyze how the mediating variable affected the relationship between the independent variable and the dependent variables.

### **3.1.2 Sources of Data**

#### **Primary Data**

Primary data were firstly obtained by the researcher on the variables of interest for the specific purpose of study (Uma Sekaran, 2003). In order to obtain the information, the researchers then distributed sets of questionnaires to all staffs in one of the restaurant stores located in the state of Pulau Pinang. The primary data involving the relationships between workplace stress, organizational commitment and employee engagement. The initial process of research required carrying out extensive searching to obtain useful information in the fields of workplace stress with the levels of organizational commitment and employee engagement.

#### **3.1.3 Unit of Analysis**

The unit of analysis was the individual employee working in one of the restaurant stores located in the state of Pulau Pinang.

#### **3.1.4 Population Frame**

Population is the entire group of people, events or things that researchers wish to investigate (Sekaran and Bougie, 2010). All employees working at 13 branches in one of the fast food restaurant store located in the state of Pulau Pinang made up the population in this study. The population was approximately 250 people comprising all employees. For this particular study, the population of the workforce in those 13 branches was as follows:

Table 3.1  
Total Population of the employees in the fast food restaurant in the state of Pulau Pinang

No	Branch Location	No. of Employees
1.	Megamall Prai	15
2.	Giant Bayan Baru	20
3.	Tesco Penang	20
4.	Sunshine Penang	20
5.	Vantage Tanjung Tokong	15
6.	Raja Uda Butterworth	20
7.	Pauh Jaya	20
8.	Bayan Indah	20
9.	Sunway Carnival Mall	25
10.	Farlim	20
11.	Alma	15
12.	Kepala Batas	20
13.	Queensbay Mall	20
	Total	250

### 3.1.5 Sample & Sampling Techniques

The aim of this research was to study the relationship between workplace stress, organizational commitment and employee engagement in 13 branches of one of the fast food restaurant stores located in the state of Pulau Pinang. The sampling technique used for this study was systematic random sampling whereby it was a probability sampling design in which every  $n^{\text{th}}$  element from the overall population was randomly chosen between 1 and  $n$  (Sekaran and Bougie, 2003).

Probability sampling method was used for selecting respondents for this research and all elements have equal chance or probability of being selected as the sample for this study. According to Sekaran (2003), if the population number was 250, thus, the suitable sample size for this study was 152. The systematic random sampling method was being selected for this study due to several reasons such as it was easy to be used if the population frame was available (Uma Sekaran, 2003). The researchers then distributed about 155 questionnaires to several fast food restaurant branches in Pulau Pinang according to the sample size. The name list of all the employees was collected from all branches of that fast food restaurant and later all the names were arranged according to the alphabetical order. Selected respondents were determined starting from a random point from the alphabetical order name list and the method was repeated several times to ensure the distributions were well-distributed to the required respondents.

### **3.2 DATA COLLECTION METHOD**

Before the data collection method has been conducted, the researchers inquired for permission officially from the Operation Manager who was in charge for the branches of one of the fast food restaurants in Northern Area to obtain the number of employees for all restaurant store branches in the state of Pulau Pinang. Later, the questionnaires were being distributed and collected by the researcher herself. A cover letter was provided introducing the researcher including the topic of the research and the instructions on the answering of the questionnaire as well as assuring the anonymity of the respondents participating in this survey. The questionnaire method was chosen because the researcher was enabled to collect information from the respondents in a short period of time. In fact, it was very practical and the results of the questionnaires were quick and easily quantified by either a researcher or by using the software package. The questionnaires came in both languages of English and Bahasa Malaysia as it helped respondents to understand the

questionnaire better according to their preferences. The survey was conducted starting from 1<sup>st</sup> of April until 14th of April and the questionnaires were distributed to the all branches of the fast food restaurant stores located in the state of Pulau Pinang as mentioned above.

### 3.3 QUESTIONNAIRE DESIGN

In this study, the method used by the researcher was the self-administered questionnaire and this method was used to collect information. This information was used for the purpose of testing the generated hypotheses. The questionnaires consisted of three parts; part A considered the demographic profile which contained seven items such as gender, age, marital status, race and highest qualification while for part B, it focused on workplace stress which contained 17 items, for part C was regarding the organizational commitment which contained 13 items and part D was about employee engagement which contained 17 items.

Table 3.2  
Questionnaire Structure

<b>PART</b>	<b>ITEMS</b>	<b>NO. OF QUESTION</b>
A	Demographic Profile	7
B	Workplace Stress	17
C	Organizational Commitment	13
D	Employee Engagement	17
	<b>Total</b>	<b>54</b>

All the respondents were required to answer the questions in the questionnaire for this study using the Five-Point Likert Scales. The Five-Point Likert Scales were ranged from 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree and they were described as below:

Table 3.3  
Five-point Likert Scale

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Uncertain</b>	<b>Agree</b>	<b>Strongly Agree</b>
1	2	3	4	5

### 3.3.1 Measurement of the Variables

The purpose of this study was to examine the relationship between workplace stress with employee engagement and organizational commitment. The following instruments were utilized to measure these variables and the instruments were described in details as below:

Table 3.4  
The Instruments

<b>Dimension</b>	<b>Operational Definition</b>	<b>Items</b>
<b>Workplace Stress</b>	Workplace Stress is defined as the adverse reaction that people have to excessive pressure or other types of demand placed on them due to the work or what must be done by an employee based on the job descriptions and also on the environment of the workplace itself (Health and Safety Executive, 2010).	<ol style="list-style-type: none"> <li>1. I am pressured to work in longer hours</li> <li>2. I do have unachievable deadlines</li> <li>3. I have to work very fast and quick</li> <li>4. I have to work intensively</li> <li>5. I have to neglect some tasks because there are too much of work to do</li> <li>6. I am unable to take enough rest</li> <li>7. I have a choice in deciding how I do my work (R)</li> <li>8. I have a choice to decide what I should do at work (R)</li> <li>9. I am given enough support and feedback on the work that I do (R)</li> <li>10. I can rely on my manager on duty to assist me in work-related problems (R)</li> </ol>

\*R indicates negative worded statement

- 
11. If the work gets difficult, my colleagues will help me (R)
  12. I get the help and support from my colleagues (R)
  13. I am clear on what is expected of me at work (R)
  14. I am clear about the goals and objectives of my job and my department (R)
  15. I know how to go about getting my job done (R)
  16. I am very clear on my job duties and responsibilities (R)
  17. I understand how my work really fits into overall organization objectives (R)
- (Adapted from Cousins et al., 2004)

- 
- **Organizational Commitment** Organizational commitment is not only about the employees who are working and contributing with the knowledge and skills that they have but also the role of the organization itself in ensuring the empowerment among the employees will be retained. Hence, this will make them attached and engaged to the organization (Allen and Meyer, 1997).
    1. I tell to my friends that the workplace is a good place to work with
    2. I feel that I am very loyal to the organization
    3. I will accept all the job assignments in order to keep working with the organization
    4. I find that my values are similar with my employers
    5. I understand how my job contributes to the organizations objectives & goals
    6. I have a good understanding of where the organization is going
    7. I am proud to tell others that I am the part of the organization
    8. I am willing to put extra effort to help my organization
    9. I am glad that that I chose to work here rather than other jobs
    10. This organization is the best place to work with
    11. I am proud to be part of my section/department
    12. I would recommend this place as a good place to work
    13. I work in a well managed
-

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		organization. (Adapted from Meyer and Allen, 1997).
<ul style="list-style-type: none"> <li>• <b>Employee Engagement</b></li> </ul>	<p>A psychological state which is seen to describe the employees as vigorous, dedicated and absorbed to be physically present when occupying and performing an organizational role (Schaufeli, 2002).</p>	<ol style="list-style-type: none"> <li>1. I feel energized when I am working</li> <li>2. I feel strong and vigorous when I work</li> <li>3. I feel like going to work when I wake in the morning</li> <li>4. I am able to work for long hours at a time</li> <li>5. I am very flexible when I am working</li> <li>6. I am always positive when things do not go well when I work</li> <li>7. I feel that the work that I am working is meaningful</li> <li>8. I am very enthusiastic about my work</li> <li>9. I am really inspired when I am doing my work</li> <li>10. I am proud of the work that I am doing now</li> <li>11. The work that I am doing now is challenging</li> <li>12. Time passes very fast when I am working</li> <li>13. I forget everything else around me when I am doing my work</li> <li>14. I feel happy when I am working hard</li> <li>15. I am totally immersed when I am working</li> <li>16. I am anxious when I am working</li> <li>17. I feel hard to get detached from the work that I am doing</li> </ol> <p>(Adapted from Schaufeli, 2002)</p>

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### 3.3.2 Pilot Test

Pilot test was conducted before the actual distribution of the questionnaire to the respondents. The pilot test was important for testing the level of validity and reliability of all the measurements and the instruments used for this study. According to Sekaran (2003), the purpose of executing the pilot test was to ensure that if there were errors in the questionnaire structure, the researcher will be able to do correction before conducting large-scale distribution of the questionnaires. In fact, pilot test was important because the answer given by the respondents were mostly subjective and different according to their respective groups even though the instruments used were adapted from the well-known established kind of questions.

Thus, for this study, the pilot tests were conducted in two branches of the selected fast food restaurants in the state of Kedah; specifically in Kulim and Sungai Petani, in which 30 questionnaires were distributed to these two branches and the time given for this pilot test was about one week. Among the mistakes spotted in the questionnaire during this pilot test were the researcher overlooked to translate the Five-Point Likert Scales from English to Bahasa Malaysia, which were from Strongly Disagree to *Sangat Tidak Bersetuju*, Disagree to *Setuju*, Neutral to *Neutral*, Agree to *Setuju* and Strongly Agree to *Sangat Bersetuju*. When the researcher distributed these questionnaires for the purpose of the pilot test, some of them were confused with the answers in which only some of the respondents reacted in that way of confusion arose between them. Besides that, the term ‘Stress’ was not translated into the more accurate term, which is *Tekanan* in Bahasa Malaysia and the researcher have already fixed these mistakes to ensure that no repeatable mistakes were going to happen for the next stage of distributing the questionnaires to the respondents.

Later, after the pilot test, the data were analyzed using the SPSS Software version 20 and it tested all the independent variables and dependent variables in this study. Since this was a pilot test, it was basically to test the reliability using the Cronbach's Alpha in order to identify the reliability value for each of these variables. Cronbach's Alpha is a method used to measure the internal consistency of a test or scale (Tavakol and Dennick, 2011) and in this pilot test, the researcher would like to identify the level of reliability of this questionnaire for this study. The range accepted in Cronbach's Alpha to determine its reliability is from 0 until 1, for instance from 0.5 till 0.9 (Dennick, 2011), the value is accepted as reliable. As Cronbach's Alpha has been one of the determinants to indicate the correlation between these variables (Sekaran, 2003), the researcher deduced that the questionnaire was reliable according to the values obtained for Cronbach's Alpha in this pilot test.

Table 3.5  
Results of Cronbach's Alpha

<b>Variables</b>	<b>No. of Items</b>	<b>Cronbach's Alpha</b>
Workplace Stress	17	0.90
Organizational Commitment	13	0.91
Employee Engagement	17	0.90

### 3.4 DATA ANALYSIS TECHNIQUES

The process of data analysis is important to ensure that the data are being collected in a proper way and also to test the hypotheses that have been developed in the previous chapters. Data analysis process will be conducted utilizing the Statistical Package for the Social Sciences (SPSS) Version 20 to decide whether the hypotheses were accepted or rejected. For this SPSS

software, the researcher analyzed using the Normality Test, Reliability Test, Descriptive Analysis, Pearson Correlation Analysis, Simple Regression Analysis and Multiple Regression Analysis which will be explained in the next section.

### **3.4.1 Normality Test**

Normality Test is applicable when the data is going to be analyzed in terms of whether it is normally distributed. Hair et al. (2003) stated that normality was the shape of data distribution for individual metric variable and its level of correspondence to the normal distribution. In this Normality Test, the measurements used were skewness and kurtosis. Skewness refers to the symmetry of the distribution while kurtosis refers to the distribution peakness (Pallant, 2010). Usually, the data obtained are normally distributed when the values are in the range from -2.58 to + 2.58 (Hair et al., 2003). The values for skewness and kurtosis are acceptable if the standardized and transformed values are within the range from -2.58 to + 2.58.

### **3.4.2 Reliability Test**

Reliability Test is the test to measure the stability and also consistency in which the test is basically to test the goodness of a measurement (Sekaran, 2003). Basically, the objective of this Reliability Test is to avoid bias or free from error and ensure the levels of consistency across time and various items in the instruments used in the measurement. In other words, the measurement which is consistent and reliable is the questionnaire remains the same regardless of the conditions from the respondents regarding the questionnaire used in this study. Cronbach's Alpha is one of the common methods used to test the reliability and consistency of the questionnaire (Tavakol and Dennick, 2011) and it is essential in order to evaluate the questionnaires. The level of reliability coefficient according to Cronbach's Alpha usually ranges

between 0 and 1 (Gliem and Gliem, 2003). If the value of Cronbach's Alpha coefficient is nearer to 1, it means the internal consistency of the items in the scale is greater.

### **3.4.3 Descriptive Analysis**

In this study, Descriptive Analysis was one of the methodologies used for testing the hypotheses. This analysis was measured by the SPSS software and the measurements were all on the demographic profiles of each respondent participated in this study. Sekaran and Bougie (2003) stated that all the raw data were converted to statistical values to acquire all the frequencies and percentages for that specific data. All the frequencies and percentages were also measured of central tendency and dispersion, for example mean, variance, and also standard deviation. In quantitative method, Descriptive Analysis is usually used for analyzing the demographical section in the questionnaire, for example, gender, age, marital status, race, highest qualifications and others.

### **3.4.4 Pearson Correlation Analysis**

Pearson Correlation Analysis is the test to measure the strength of the linear relationship between two variables. Pearson's correlation coefficient is basically a measure of the strength of the association between two variables involved. A research by Hauke and Kossowski (2011) confirmed that Pearson's correlation was the test to measure the strength of the linear association between variables. In this study, Pearson's correlation analysis was used to test the relationship between the independent variables which was workplace stress with two other dependent variables, which were the organizational commitment and employee engagement among employees in the fast food restaurants in the state of Pulau Pinang. In order to identify the correlations between these variables, firstly, the coefficient of correlation must be of the range

within -1 to +1. Coakes and Steed (2007) stated that if the correlation coefficient was -1, it indicated that the value was negatively perfect correlated while if the correlation coefficient value was +1, it meant that the correlation coefficient value was positively perfect correlated. Pearson Correlation Coefficient Analysis was conducted based on the model suggested by Davies (1971) through The Scale Model to determine the relationship between independent and dependent variables. From the value of the correlation coefficients, it was identified that the Pearson's correlation was the test to show the relationship between independent variables and dependent variables.

Table 3.6  
Davis Scale Model

<b>Correlation value (R)</b>	<b>Interpretation</b>
0.01 – 0.09	Very low relationship between two variables
0.10 – 0.29	Low relationship between two variables
0.30 – 0.49	Moderate low relationship between two variables
0.50 – 0.69	Strong relationship between two variables
>0.70	Very strong relationship between two variables

### 3.4.5 Simple Regression Analysis

Simple regression analysis refers to the analysis of which a linear regression model with a single variable. In other words, it is a regression analysis which involves one independent variable and one dependent variable and the prediction from this analysis is that the dependent variable involved values as a function of the independent variables. Antoni Wibowo and Yoshitsugu Yamamoto (2012) stated that linear regression analysis was an analysis, used to describe the relationship between the single random variable or the response variable with the independent variables or the regressor variables. The equations used in this analysis were as follows:

$$E(y) = (\beta_0 + \beta_1 x)$$

$E(y)$  = mean or expected value of  $y$  for  $x$ , the value given

$\beta_0$  = y intercept of the regression line

$\beta_1$  = the slope

From this linear regression analysis, the researcher could observe the relationship existing between one independent variable and one dependent variable in this study.

### 3.4.6 Multiple Regression Analysis

Hierarchical Multiple Regression Analysis was used to test the research hypotheses posited in this study. This analysis was used to test the mediating roles of organizational commitment as posited in the hypothesis. Baron and Kenny (1986) proposed an approach with four steps to indicate several regression analyses conducted were significant with all the variables tested.

According to Baron and Kenny (1986), the steps for test of mediation were as follows:

Step 1: Conducting simple regression analysis with variable X predicting variable Y

$$\text{Equation: } Y = B_0 + B_1X + e$$

Step 2: Next, conducting another simple regression analysis with variable X predicting variable Me. If the mediating variable did not affect the independent variable, it would not affect the variables involved in the study.

$$\text{Equation: } Me = B_0 + B_1X + e$$

Step 3: Thirdly, conducting the next simple regression analysis with variable Me predicting variable Y

$$\text{Equation: } Y = B_0 + B_1Me + e$$

Step 4: Conducting Multiple Regression Analysis with variable X and variable Me predicting variable Y

$$\text{Equation: } Y = B_0 + B_1X + B_2Me + e$$

From the equations above, it can be observed that the relationship between the dependent and independent variables could be explained by using this mediation test. Mediating variable is a variable that affects the direction of the dependent and also independent variables involved in the study. In other words, mediating variable is the third variable that affects both dependent and independent variable. Stern et al. (1982) had found that moderator effect may occur when the direction of the correlation between variables changed. If X was not significant when controlling M, the finding showed full mediation while if X was significant, the finding indicated partial mediation.

### **3.5 CONCLUSION**

In this third chapter, the topic discussed was about the research design, the instruments used for this survey questionnaire, and also the statistical tests in the SPSS software for the process of interpreting the data, obtained from the questionnaire. Later, in the fourth chapter, further discussions will be in the data findings and the analysis of the data obtained for this study.

## **CHAPTER 4**

### **DATA ANALYSIS AND FINDINGS**

#### **4.0 INTRODUCTION**

This chapter presented the findings of this study, obtained from data analysis. This chapter consisted of the response rate and also the results obtained from Normality test, Reliability test, and respondents' demographic profiles, Descriptive Statistics, Pearson Correlation Analysis, Simple Regression Analysis and Multiple Regression Analysis.

#### **4.1 RESPONSE RATE**

The data obtained in which the questionnaires were answered completely and collected from the respondents participated. For the purpose of analyzing the data, the researcher used SPSS version 20 software and analyzed all the collected data by the statistical tests which were suitable for this project paper such as Normality Test, Reliability Test, and Descriptive Analysis through frequency distribution, and also Pearson Correlation Analysis. The researcher had distributed 155 questionnaires to the employees in the fast food restaurant located in the state of Pulau Pinang. According to Hair et al. (2010), response rate in which was more than 50% was acceptable. From the 155 questionnaires distributed to respondents, the returned and accepted questionnaires were 150 and according to this amount, it was found that the response rate of the questionnaire was 96.8%, thus, was acceptable for this study.

## 4.2 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

The demographic profiles of the respondents were analyzed using descriptive statistics. The respondents involved in this survey were all staff available in all branches of the fast food restaurant located in the state of Pulau Pinang. Table 4.1 below presents the demographic profile of respondents, obtained from the data collection. The demographic aspect included gender, age, race, marital status and also the highest qualification. From the results, it can be concluded that the percentage of female respondents was equivalent with the percentage of the male respondents which was 50%. Most of the respondents participated in this survey were mostly Malays at the highest percentage of 81.3%, followed by Chinese respondents (10.0%) and Indian respondents (8.7%). In this study, the researcher had segregated the age ranges into six levels. The majority (40.0%) of respondents' ages were between 20 to 24 years old, while the minority (3.3%) of respondents' ages were between 35 to 39 years old as well as those between 40 years old and above. Most of the respondents whom participated in this survey were single (72.7%) and the remaining 27.3% were married. In the aspects of education background, the highest percentage (70.0%) was referring to those whom have taken SPM from the overall total of sample and the lowest percentage was for those with the qualification of Master Degree, which was only 0.7%.

Table 4.1  
Demographic Profile of Respondents

Demographic Profile	Categories	Frequency (N= 150)	Percentage (%)
Gender	Male	75	50.0
	Female	75	50.0
Age	Below 20	22	14.7
	20 - 24	60	40.0
	25 - 29	38	25.3
	30 - 34	20	13.3
	35 - 39	5	3.3
	40 and above	5	3.3
Race	Malay	122	81.3
	Chinese	15	10.0
	Indian	13	8.7
Education Background	SPM	105	70.0
	STPM/Matriculation	9	6.0
	Diploma	24	16.0
	Bachelor Degree	8	5.3
	Master	1	0.7
	PHD	3	2.0
Marital Status	Single	109	72.7
	Married	41	27.3

### 4.3 NORMALITY TEST

In this study, Normality test was used to examine the data whether it is normally distributed or not. There are several ways to measure normality such as histograms, stem-and-leaf plots, boxplots, normal probability plots, skewness, kurtosis and detrended normal plots (Coakes and Steed, 2007). The researcher had used skewness and kurtosis to identify the value of acceptance for Normality test for this study. Based on result presented in Table 4.2, the value of skewness and kurtosis for workplace stress were 1.03 and 0.48; for organizational commitment were -0.26 and -0.30; and for employee engagement were -0.40 and -1.90. All the data were normally distributed as values for Skewness and Kurtosis were within the range of -2.58 to +2.58.

Table 4.2  
Results of Normality Test

Variable	Skewness	Kurtosis	Conclusion
Workplace Stress	1.03	0.48	Normally Distributed
Organizational Commitment	-0.26	-0.30	Normally Distributed
Employee Engagement	-0.40	-1.90	Normally Distributed

### 4.4 DESCRIPTIVE STATISTICS

Descriptive statistics was performed to describe, analyze and summarize the main features of collected quantitative data (Coakes & Steed, 2007). Thus, the function of descriptive statistics was to summarize the result of the data set, acquired from Five-Point Likert Scales. In this section, the mean and standard deviation values for dependent and independent variables were presented in Table 4.3.

Table 4.3  
Results of Mean and Standard Deviation

<b>Variable</b>	<b>Mean</b>	<b>Standard Deviation</b>
Workplace Stress	3.79	0.60
Organizational Commitment	3.71	0.62
Employee Engagement	3.79	0.63

The interpretations of the obtained results of the values of standard deviation and mean are when the value of standard deviation is large, the distribution value of sample will not fall closely to mean value. Meanwhile, if the value of standard deviation is small, the distribution value is close to the mean value. In other words, if standard deviation is smaller than value 1, it means that the respondents are persistent with their opinions. However, if standard deviation is larger than 3, it shows that the respondents had a lot of variability in their opinions. From the results showed in the table above, the mean values for both workplace stress and employee engagement were same with the value of 3.79. Meanwhile the mean value for organizational commitment was 3.71. It was found that standard deviations for all variables were less than 1.00 and this was the clear indicator that the variations on the respondents' opinion were small. The highest standard deviation value was employee engagement that was 0.63. Hence, the researcher could suggest the different levels of these variables and how they were affected with each other in this study.

#### 4.4.1 Workplace Stress level of Employees

Table 4.4  
Workplace Stress level of Employees

No	Item	Mean Value
1	I am pressured to work in longer hours	3.62
2	I do have unachievable deadlines	3.61
3	I have to work very fast and quick	3.89
4	I have to work intensively	3.93
5	I have to neglect some tasks because there are too much of work to do	3.69
6	I am unable to take enough rest	3.57
7	I have a choice in deciding how I do my work	3.67
8	I have a choice to decide what I should do at work	3.67
9	I am given enough support and feedback on the work that I do	3.73
10	I can rely on my manager on duty to assist me in work-related problems	3.76
11	If the work gets difficult, my colleagues will help me	3.83
12	I get the help and support from my colleagues	4.17
13	I am clear on what is expected of me at work	3.88
14	I am clear about the goals and objectives of my job and my department	3.85
15	I know how to go about getting my job done	3.84
16	I am very clear on my job duties and responsibilities	3.87
17	I understand how my work really fits into overall organization objectives	3.84
<b>Overall mean value</b>		<b>3.79</b>

Based on the analysis above, the factor with the highest mean value was peer support with the value of 4.17. This clearly showed that peer support was the most important factor affecting the levels of workplace stress among employees. The overall mean value was 3.79 and according to the value obtained with the standard deviation of 0.60 indicated that in overall, the employees quite agreed with the statement that supported among peers or colleagues played a major role in

the contribution of reducing stress in the workplace. Employees whom obtained more of the peer support will experience less stress and perform better in their job scopes.

#### 4.4.2 Engagement level of employees

Table 4.5  
Engagement level of employees

No	Item	Mean Value
1	I feel energized when I am working	3.85
2	I feel strong and vigorous when I work	3.88
3	I feel like going to work when I wake in the morning	3.73
4	I am able to work for long hours at a time	3.75
5	I am very flexible when I am working	3.77
6	I am always positive when things do not go well when I work	3.93
7	I feel that the work that I am working is meaningful	3.86
8	I am very enthusiastic about my work	3.85
9	I am really inspired when I am doing my work	3.78
10	I am proud of the work that I am doing now	3.85
11	The work that I am doing now is challenging	3.83
12	Time passes very fast when I am working	3.88
13	I forget everything else around me when I am doing my work	3.76
14	I feel happy when I am working hard	3.82
15	I am totally immersed when I am working	3.76
16	I am anxious when I am working	3.47
17	I feel hard to get detached from the work that I am doing	3.60
<b>Overall Mean Value</b>		<b>3.79</b>

Based on the level of engagement among employees, the factor with the highest mean value was positive when undesirable situations occurred when they were working with the mean value of 3.93. The overall mean value obtained was 3.79 with the value of standard deviation of 0.63 indicated that positive thinking led to being passionate about how to overcome challenging and unexpected situations and most importantly when employees were positive in handling unexpected situations, they will become more engaged and will have more initiatives to improve and also giving contributions to the organization that they were currently working with.

### 4.4.3 Commitment level of employees

Table 4.6  
Commitment level of employees

No	Item	Mean value
1	I tell to my friends that the workplace is a good place to work with	3.66
2	I feel that I am very loyal to the organization	3.69
3	I will accept all the job assignments in order to keep working with the organization	3.77
4	I find that my values are similar with my employers	3.63
5	I understand how my job contributes to the organizations objectives & goals	3.75
6	I have a good understanding of where the organization is going	3.75
7	I am proud to tell others that I am the part of the organization	3.73
8	I am willing to put extra effort to help my organization	3.73
9	I am glad that that I chose to work here rather than other jobs	3.64
10	This organization is the best place to work with	3.74
11	I am proud to be part of my section/department	3.69
12	I would recommend this place as a good place to work	3.70
13	I work in a well-managed organization	3.80
<b>Overall Mean Value</b>		<b>3.71</b>

Meanwhile, for the aspect of commitment, the highest obtained mean value among all of the aspects was working in a well-managed organization with the value of 3.80. The overall mean value was 3.71 with the value of standard deviation of 0.62 showed that most of the employees will be committed if the organization was well-managed from all aspects in which covers all of their wellbeing for working in the organization.

#### 4.5 RELIABILITY TEST

Reliability test was conducted because to assess the consistency, reliability and stability of the items in questionnaire (Sekaran & Bougie, 2013). It assists by minimizing the bias to ensure the acceptability of the instruments. One of the suitable methods to assess the internal consistency is by using Cronbach's Alpha. This is mainly because the items on questionnaire come with multiple choices and used Likert Scale as a measurement; hence, Cronbach's Alpha is appropriate to determine the reliability of the instrument (Gliner, Morgan & Leech, 2009). The relevant values for reliability are between 0.5 and 0.6 and would be sufficient as suggested by Hair et al. (2010) and Sekaran and Bougie (2013). According to Sekaran (2003), the higher of internal consistency was when the Cronbach's Alpha was closer to 1 because it showed that the data have excellent consistency and stability. Based on the results, the Cronbach's Alpha value for workplace stress was 0.81 meanwhile the results for Reliability Test for organizational commitment was 0.92 and for employee engagement was 0.93. The results of Cronbach's Alpha for all variables were presented in Table 4.7.

Table 4.7  
Result of Reliability test

<b>Variable</b>	<b>Number of Items</b>	<b>Cronbach's Alpha</b>
Workplace stress	17	0.82
Organizational commitment	13	0.92
Employee engagement	17	0.93

#### 4.6 HYPOTHESES TESTING

Before hypothesis testing has been carried out, the items for workplace stress starting from T7 to T13 were recoded whereas for organizational commitment and employee engagement remained the same. This was to ensure that the data obtained were able to verify the hypotheses which were tested in this study.

A correlation analysis was conducted to explain the relationships between all variables in this particular study. Thus, Pearson Correlation Analysis, Simple Regression Analysis and Multiple Regression Analysis will describe them in details to assess the relationship between dependent and independent variables and to identify the strength of relationship for all variables. The values for Pearson correlation coefficients can vary from -1 to +1. The value +1 is consider as perfect positive correlation, meanwhile, -1 is identified as perfect negative correlation and on the other hand, 0 value indicates there is no relationship at all (Pallant, 2013). For significance acceptable value ( $p$ ) is either 0.01 or 0.05 (Coakes & Steed, 2007). Meanwhile, for the value of Simple Regression Analysis are determined by the values of the coefficient ( $R^2$ ) where they are ranging from 0 to 1 to look at the intercorrelations between the studied independent variables and dependent variables. The values of multiple regression analysis are determined by the value of significant Beta to indicate the moderating effect on the studied variables.

#### 4.6.1 Correlations between variables

Table 4.8  
Pearson Correlation Analysis

	Workplace stress	Employee engagement	Organizational commitment
Workplace stress	-	-.45**	-.46**

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

Table 4.8 presents the correlation and significance values between dependent and independent variables. From the result, correlation between workplace stress and employee engagement was  $r = -.45$  and the significance value for workload was 0.00 that significant at  $p < 0.01$ . Based on result of correlation coefficient and associated significance value for workplace stress, it was found that both variables have moderate negative relationship between two variables. Therefore, the first hypothesis ( $H_1$ ) “*There is a relationship between workplace stress and employee engagement*” was accepted.

Meanwhile, the correlation coefficient result between workplace stress and organizational commitment was  $r = -.46$  and the significance value was 0.00 which also significant at  $p < 0.01$ . For this variable, it can be described that correlation between both variables have moderate negative relationship between two variables. Thus, the second hypothesis ( $H_2$ ) “*There is a relationship between workplace stress and organizational commitment*” was accepted. Furthermore, the relationship among the independent variables showed that the highest correlation was between workplace stress and organizational commitment with value  $r = -.46$  and significance value of  $p < 0.01$ .

#### 4.6.2 Relationship between Workplace stress and Employee engagement

Table 4.9  
Results of Linear Regression Analysis between Workplace stress and Employee Engagement

Independent variables	Dependent variables (Employee Engagement)		
	Standardized Beta	t	Sig.
Constant		16.66	0.00
Workplace Stress	-0.46	-6.35	0.00
R2		0.21	
Adjusted R Square		0.21	
Sig. for F		0.00	

Table 4.9 shows the outcomes of the linear regression analysis between the independent variable which is the workplace stress and also the dependent variables which is the employee engagement. According to the linear regression analysis above which indicated the determinant coefficient (R2), the value was 0.21, while for the value of F statistic was significant as the significant value was 0.00. The value of t statistic was also at the significant value at 0.00. Based on the correlation value above, the researcher concluded that the value between these variables has a high degree of correlation and positively related between each variables. Therefore, the first hypothesis (H1), which was “*There is a relationship between workplace stress and employee engagement*” was accepted.

### 4.6.3 Relationship between Workplace stress and Organizational commitment

Table 4.10  
Results of Linear Regression analysis between Workplace stress and Organizational Commitment

Independent variables	Dependent variables (Organizational Commitment)		
	Standardized Beta	t	Sig.
Constant		16.18	0.00
Workplace Stress	-0.45	-6.06	0.00
R <sup>2</sup>		0.20	
Adjusted R Square		0.19	
Sig. for F		0.00	

Table 4.10 shows the outcomes of the linear regression analysis between the independent variable which was the workplace stress and also the dependent variables which was the organizational commitment. According to the linear regression analysis above which indicated the determinant coefficient (R<sup>2</sup>), the value was 0.20 and meanwhile for the value of F statistic was significant in which the significant value was 0.00. The value of t statistic was also at the significant value at 0.00. Based on the correlation value above, the researcher concluded that the value between these variables has a high degree of correlation and positively related between each variables. Therefore, the second hypothesis (H<sub>2</sub>), which was “*There is a relationship between workplace stress and organizational commitment*” was accepted.

#### 4.6.4 Relationship between workplace stress, organizational commitment and employee engagement

Table 4.11

Results of the mediation test of organizational commitment on the relationship between workplace stress and employee engagement

	Criterion Variables		
	Organizational Commitment (Standardized Beta)	Employee Engagement (without Organizational Commitment) (Standardized Beta)	Employee Engagement (with Organizational Commitment) (Standardized Beta)
Workplace Stress	-0.46	-0.45	-0.15
R2	0.21	0.20	0.51
Adjusted R2	0.21	0.19	0.51
R2 changes	0.21	0.20	0.51
F changes	40.311	36.673	77.881

Note \* $p < 0.05$ , \*\* $p > 0.01$

As shown in Table 4.11, the effect of workplace stress on employee engagement was significant ( $B = -0.45$ ,  $p < 0.01$ ); however, the beta value had a decreasing effect in the presence of organizational commitment ( $B = -0.15$ ,  $p < 0.01$ ). Thereby, the result above implied a partial mediation to the studied variables. Therefore, the third hypothesis (H3), which was ‘Organizational commitment mediates the relationship between workplace stress and employee engagement in the fast food industry’ was accepted.

## 4.7 SUMMARY OF THE RESULTS

Table 4.12  
Summary of the results

<b>Hypothesis</b>	<b>Results</b>
There is a relationship between workplace stress and employee engagement in the fast food industry.	The hypothesis was accepted
There is a relationship between workplace stress and organizational commitment in the fast food industry.	The hypothesis was accepted
Organizational commitment mediates the relationship between workplace stress and employee engagement in the fast food industry.	The hypothesis was accepted

This chapter was presented to illustrate the finding of the study. To analyze the data collection, the researcher used several methods included Normality test, Reliability test, Descriptive analysis such as mean and standard deviation, Pearson Correlation Analysis, Simple Regression Analysis and Multiple Regression Analysis.

From the results above, it was found that all hypothesis tested for this study were accepted. It can be deduced that workplace stress affects the level of employee engagement with the partial mediation of organizational commitment. Further discussions will be discussed in details in the fifth chapter regarding recommendation and suggestion in relation with the research findings of the study.

## CHAPTER 5

### DISCUSSION AND CONCLUSION

#### 5.0 INTRODUCTION

In this chapter covered the discussion and conclusion for all findings in this study, further explanation of the contribution, and the implication from this study. It also covered the recommendations and suggestions for the future research in this particular study.

#### 5.1 SUMMARY OF THE FINDINGS

In the first chapter, the researcher has developed four (4) research objectives before implementing the study. The objectives of this study were to determine the levels of workplace stress, organizational commitment and employee engagement; to determine the relationship between workplace stress with employee engagement and the relationship between workplace stress with organizational commitment; and also to determine the role of organizational commitment as the mediator of affecting the relationship between workplace stress with employee engagement and organizational commitment among the employees in the branch of the fast food restaurants in Pulau Pinang. These objectives have been highlighted in this chapter to indicate the relationships with the obtained results in Chapter Four and the explanation was discussed in details in the following section.

##### **5.1.1 The levels of workplace stress, organizational commitment and employee engagement**

The first objective of this study was to examine the levels of workplace stress, organizational commitment and employee engagement among the employees in the branches of a fast food restaurant in the state of Pulau Pinang. Through the descriptive analysis, the researcher observed

that the mean for workplace stress was 3.79, for employee engagement was 3.79 and for the organizational commitment was 3.71. From all the obtained data through mean and standard deviation, the researcher could notice the relationships between these three variables where the stress in the workplace affected the organizational commitment and later will affect employee engagement. According to the values of mean and standard deviation for each variable, it was clearly showed that support from colleagues and being positive when things did not operate well when working and also the organization which was well-managed in all of the important aspects that covered all employees would make employees becoming more committed and engaged to the organization that they were working with. Peer support could positively affect the work attitude of a person which will then help these employees to complete their work in time and will mitigate the effect of work overload; thus, make them more committed and engaged to their work (Van Der Doef & Moes, 1999; Baker, Heuven, Xanthopoulou, Demerouti & Schaufeli, 2008; He, Lai & Lu, 2011). When employees gain enough support from their peers, they will experience less stress in the workplace and become positive in all kinds of situations. They as a result become passionate about how to overcome unexpected situations, thus, becoming more committed and engaged and will perform better in their jobs.

### **5.1.2 Relationship between workplace stress and employee engagement**

The second objective of this study was to examine the relationship between workplace stress and employee engagement among the employees of a fast food restaurant in the state of Pulau Pinang. According to the Pearson Correlation Analysis, it was observed that the value of correlation coefficient for workplace stress and organizational commitment was -0.45. Based on the results obtained from Linear Regression Analysis which indicated the value of these variables was 0.21 and the value of t statistic was significant to 0.00, it was found that both

variables, which were workplace stress and organizational commitment had a low level of correlation and also indicated a moderately negative relationship between these two variables.

Disengaged employees are employees with lower levels of health due to their stress in the workplace. According to the Workplace Health Survey (2015), there were about 63% disengaged employees experiencing mental health and behavioral problems due to the stress in the workplace that they must face on a daily basis. This was a clear indicator to show how workplace stress could affect the levels of engagement among employees. When an employee was already engaged with the organization, they will be ready to face challenges and also to be optimistic and positive in all kinds of circumstances in the workplace. Nelson and Copper (2005) stated that positive psychology traits that focused on the aspects of good health and wellbeing made employees less stressed, consequently, became more engaged to the current organization.

The current environment of working place in all kinds of industries varies from one another and specifically in the food and beverages sector where the environment is very hectic and fast-paced. The environment actually affect the psychological aspect and also the health of the employees due to the factors of workplace stress such as role conflict where they are facing a major crisis of confusion of their job despite of clear job descriptions have been given to these employees. For example, the restaurant is currently under staffed and all the area managers and restaurant managers must perform the work that was supposed to be done by the kitchen and service staff. Hence, when this situation occurred for prolonged time, the main tasks that needed to be done by the managers were not able to be fulfilled and this increased their stress in the workplace and later the managers felt be less engaged and had the intention to leave the organization. Towers-Watson (2014) had made a survey on the issue and it was found that when

employees experienced high levels of stress in the workplace, they became more disengaged and less productive and later promoted absenteeism among them.

This scenario is highly detrimental to the organization because disengaged employees are a huge threat due to their low productivity that later will negatively affect the overall employees' performance and this will also give effect to the organizational performance in the long run if immediate measures are not being taken seriously. Specifically, the employees' in the fast food industry also faced the same situation mention above due to certain factors such as overworking, low salaries, pressures from the managers and customers, lack of social support that lead to this situation. Poor pay and working conditions related to superannuation and preferences by both employers and employees to appoint and work as part-time workers are common situation, faced by most of the fast food restaurant workers that lead them to become disengaged and leave the organization (Ritzer, 1996; Poulston, 2008).

### **5.1.3 Relationship between workplace stress and organizational commitment**

Third objective of this study was to examine the relationship between workplace stress and organizational commitment among the employees of the fast food restaurants in the state of Pulau Pinang. According to the Pearson Correlation Analysis, it was observed that the value of correlation coefficient for workplace stress and employee engagement was -0.46. Based on the results, obtained from Linear Regression Analysis which indicated the value of these variables was 0.20 and the value of t statistic was significant to 0.00, it was found that both variables, which were workplace stress and organizational commitment had a low level of correlation and also indicated a moderately negative relationship between these two variables.

Based on the previous research regarding workplace stress and organizational commitment from Bar-on, Brown, Kirkcaldy and Thome (2000), it was found that the results were consistently similar to the findings obtained in this study in which workplace stress had a negative relationship with organizational commitment. Brewer and Macmahon (2003) stated that organizational support was among the factors involved in affecting the levels of workplace stress and organizational commitment. Basically, those workers with least experience and younger may be more likely to show uncertainties in terms of their organizational commitment compared to those who had more experience working in that specific industry (Krackhardt and Porter, 1986; Munasinghe and Sigman, 2004). The workplace stress among the employees in fast food industry that occurred in this country are mostly affected by several factors such as role conflict, role ambiguity, support systems from the peers, poor management among the managers and the feelings of being recognized for their contributions would eventually trigger workplace stress among them which lead to their commitment to the organization to be affected as well.

There are several levels of workplace stress either could be high or low that could lead to employee's performance and also their commitment in the organization. Benson and Allen (1993) stated that several levels of workplace stress could enhance employees' performance. However, most of the employees perceived low level of stress as undesirable and could lead to negative effect of becoming more stressful in the workplace. Several factors such as the job design, organizational factors, social stressors, management practices, and career development could lead the different levels of workplace stress among employees in an organization. These factors are able to affect employees in terms of their organizational commitment. Mainly, if all employees were less stressed and committed to the organization, employees' performance and as well as their productivity level will increase. Yusob (1999) stated that organizations with most of

the highly committed employees will have higher levels of productivity, compared to the other organizations with less committed employees in their companies.

Commonly, most of the employees in the food and beverages industry are from the younger generations and if their contributions are mostly appreciated by their employers, their motivation level will increase, thus, will be more committed and tended to stay longer in the organization that they are working. Ganesan et al. (1993) stated that hiring employees from the entry level and having promotion from within increase employees' trust and this will reduce employees' turnover. From the study showed above, the researcher could scrutinized that if employees understood their job design and the objectives of the organization as well as getting support from their peers and their management, this will lessen their stress in the workplace and increase their motivation and they will be more committed to their job and their organization. Robinson et al. (2014) stated that job embeddedness among employees will increase organizational commitment among employees.

#### **5.1.4 Mediating role of organizational commitment with workplace stress and employee engagement**

Fourth objective of this study was to examine the mediating role of organizational commitment with workplace stress and employee engagement among the employees in the fast food restaurant in the state of Pulau Pinang. According to the Multiple Regression Analysis, it was observed that the value of significant beta for employee engagement was significant with the value of  $B = -0.45$  and  $p < 0.00$ . From the data obtained, it was observed that the value above had a decreasing effect in the presence of organizational commitment with the value of  $B = -0.15$  and  $p < 0.00$ . Hence, it was found that organizational commitment partially mediated the relationship between workplace stress and employee engagement.

Employees whom were experiencing lower levels of stress in the workplace will be more committed to what they were doing and being engaged to their organization. Most employees were loyal to their organization because they believed in the values of the organization which will benefit their lives and consequently they were willing to accept the organizational goals as their own and will do anything to achieve these goals. Engaged employees were the employees who felt that they received fair treatment from their employers because the employers provided enough organizational support, care, concern, equity and the sense of ownership for their employees (Hawkins, W. D, 1998; PSUWC, 2013).

Commonly, the factors such as slow in making important decisions, unclear support and guidance for their tasks, lack of information from the managers that should be known by all employees, and political issues involving both employees and employees will increase their stress in the workplace. Subsequently, they will be less committed and not having the intention to stay and engage in the organization. Based on the survey from Towers-Watson (2015) regarding workplace stress, it has been found that most employees were less committed with the organization because of excessive workload due to the understaffing issues, unclear job expectations, poor rewards management and also productivity demands which will make most employees to become stressful in their current job and they would not feel engaged and will leave the organization. When the environment of the workplace did not support the well-being of the employees, most employees will feel that they were wasting their time working in the organization and at certain times, they felt that they were not meaningful to the organization despite of the work they had done and hence, they became less committed and found initiatives to leave the organization in the future.

## **5.2 LIMITATIONS OF THE STUDY**

There were several limitations that occurred in this study. Firstly, all the employees have not been given enough time for them to answer the questions, thus they were required to answer the questions after they had their work done or when they were having off days and at times, the respondents involved did not recall to return the questionnaires to the researcher. This has made the researcher found it difficult to collect all the questionnaires within the time allocated for them to answer the questions in the questionnaires.

## **5.3 IMPLICATIONS OF THE STUDY**

There were few important implications for the management of the fast food industry and also for the researchers specifically conducting research in the fast food industry. In the theoretical aspects of this study, the purpose of this study was to study the effects of workplace stress towards organizational commitment and employee engagement. Thus, the purpose of this study was for the managers to observe and identify what were the most appropriate Human Resource Management practices that must be implemented to improve the workforce in the fast food industry and how to create conducive workplace environment to increase the employees' productivity.

## **5.4 RECOMMENDATIONS**

In the context of fast food restaurants, factors such as low salaries or wages has becoming among the reasons for most of the employees to decide not to stay longer in the organization they are currently working. High workload of handling the foods and drinks as well as providing the best service to the customers could be one of the stressors in the workplace which will then affect their levels of their commitment and engagement. It could also be that they were confused and

did not have any idea on the job they were doing, or in other words they were doing their jobs without proper knowledge of that specific job description. Basically, the management must identify the right human resource practices, invest and emphasize more on the employees that will reduce the workplace stress and this will eventually increase the levels of commitment and engagement in the workplace and in the organization.

According to Robbins and Judge (2015), the potential sources that can lead to stress consist of the environment, the organization itself and as well as the personal factors. From the statement above, if the employees experience low levels of workplace stress, this will make them become more committed and willing to contribute to the organization and becoming more engaged to the organization. The statement has been supported by Soumendu Biswas and Jyotsna Bhanagar (2013) that effectively engaged employees will be more committed towards their organizations.

## **5.5 SUGGESTIONS FOR FUTURE RESEARCH**

There was a suggestion for future research regarding the relationship between workplace stress and employee engagement with organizational commitment as the mediator. There were other variables which were not yet identified by most researchers and it can be assessed by future researcher on the other aspects. In this study, organizational commitment was used as the mediating variable to observe the relationship between workplace stress and employee engagement. For future researchers, they can study the other factors which most probably could be the mediator affecting the level of workplace stress and employee engagement.

## 5.6 CONCLUSION

This study was chosen to examine the relationship between workplace stress and employee engagement with the mediating role of organizational commitment.. There were four research questions and research objectives developed for the purpose of this study. All the research questions and objectives of this research were answered and achieved successfully. The result of this study indicated that workplace stress affect employee engagement with the partial mediation of organizational commitment. The findings of the research were presented in detail in the fourth chapter. This was followed by a discussion on these findings while relating it to the research questions and objectives. Besides that, this study also presented on the recommendations for managers to improve the environment of the workplace. Future researchers were suggested by investigating other aspects which were not attempted in this study.

The findings in this study provided a clear picture and guidance for fast food restaurants in implementing strategies to attract more youngsters to work longer years. This was because if employees were treated and appreciated in terms of their wellbeing from the outside and within, this will lead to most of the employees will become more passionate and they tended do anything to contribute to the organization as they knew that the organization always valued them in present or in the future. When employees experienced less workplace stress, they will be happier, thus they will be more committed and fully engaged to the organization.

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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.

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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
<b>Skor</b>	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 <sup>a</sup>	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 <sup>a</sup>	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 <sup>a</sup>	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 <sup>a</sup>	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 <sup>a</sup>	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 <sup>a</sup>	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 )

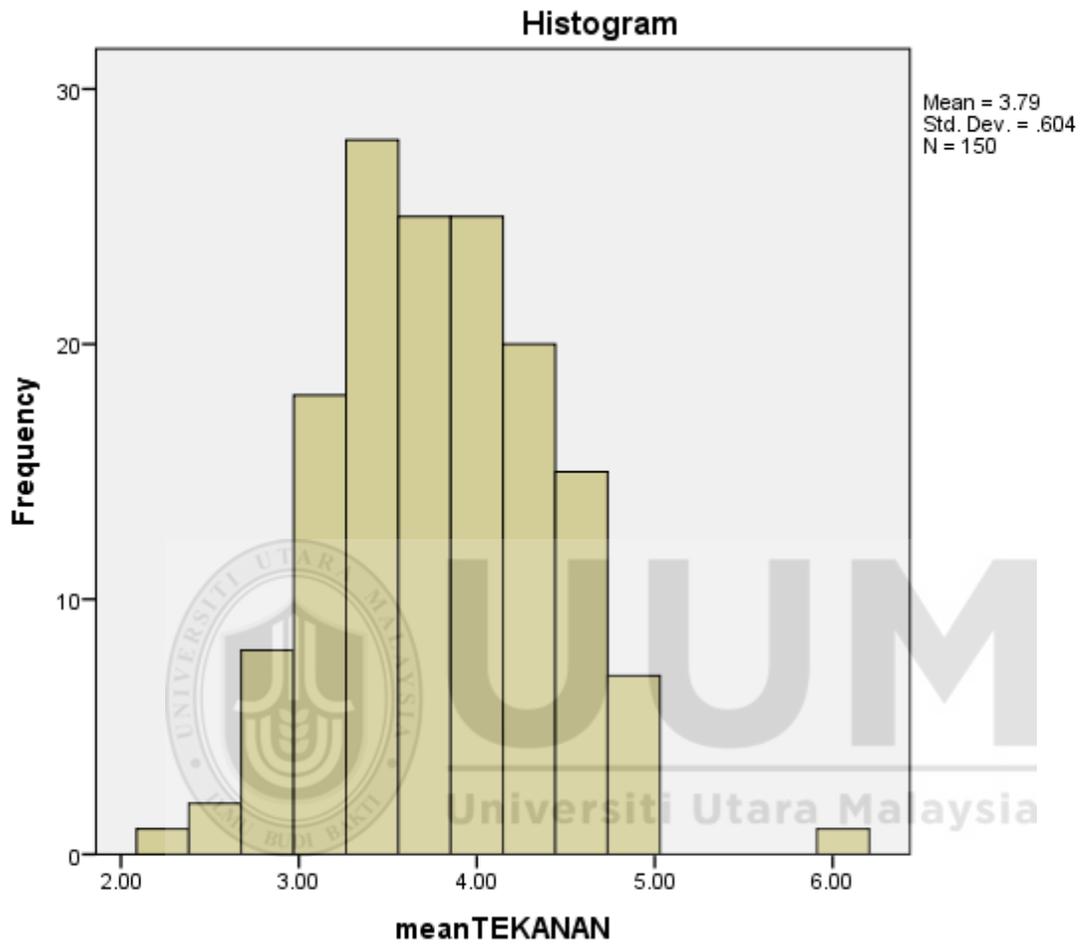
### Case Processing Summary

	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 )**

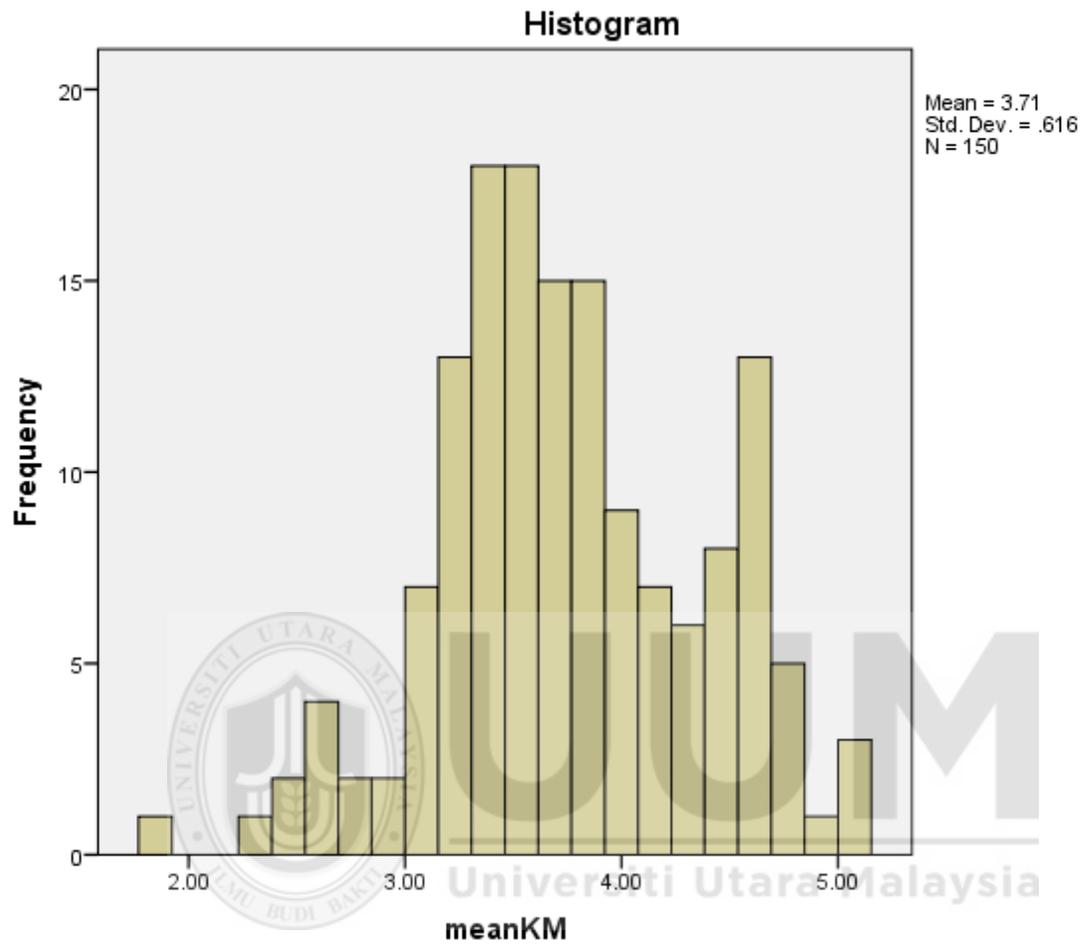
**Case Processing Summary**

	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 )

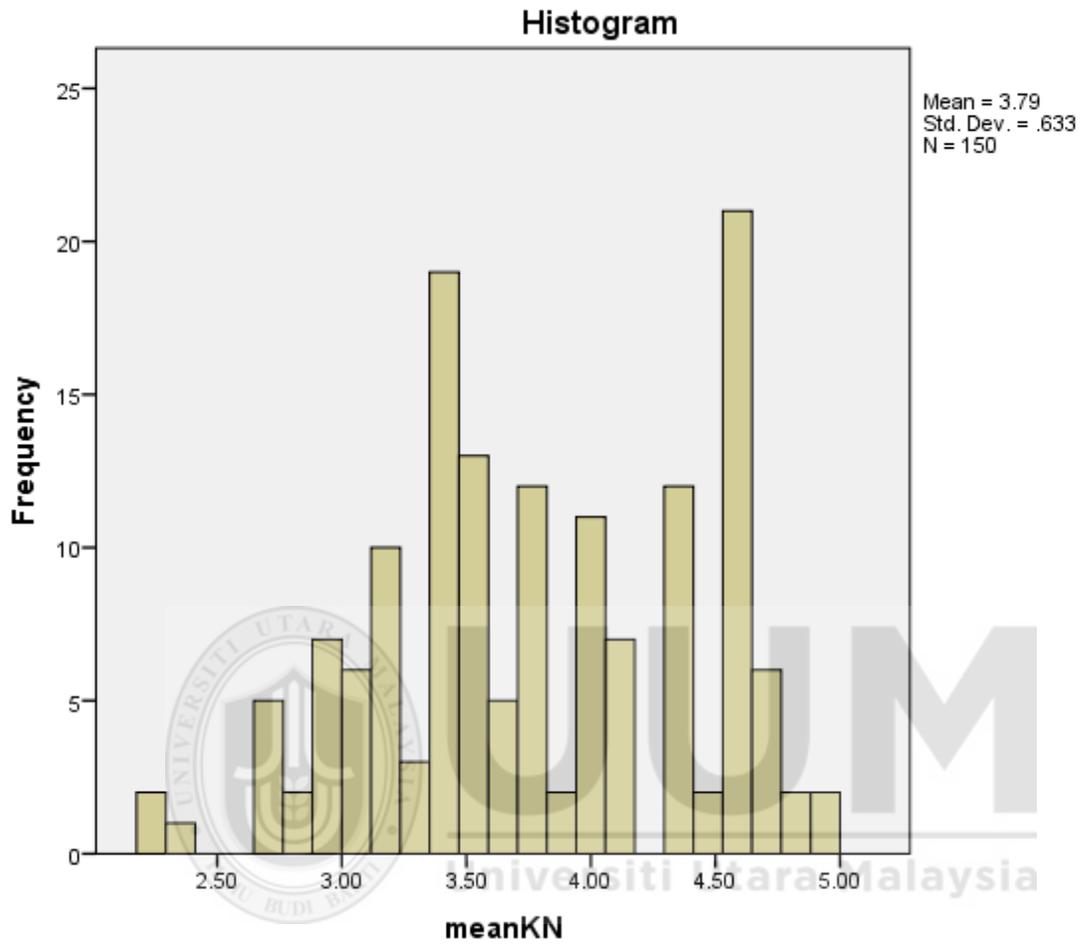
### Case Processing Summary

	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 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	.463 <sup>a</sup>	.214	.209	.54792	.214	40.311	1	148	.000

a. Predictors: (Constant), meanstress

**ANOVA<sup>a</sup>**

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

a. Dependent Variable: meanKM

b. Predictors: (Constant), meanstress

**Coefficients<sup>a</sup>**

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 <sup>a</sup>	.199	.193	.56879	.199	36.673	1	148	.000

a. Predictors: (Constant), meanstress

**ANOVA<sup>a</sup>**

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

a. Dependent Variable: meanKN

b. Predictors: (Constant), meanstress

**Coefficients<sup>a</sup>**

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 <sup>a</sup>	.514	.508	.44422	.514	77.881	2	147	.000

a. Predictors: (Constant), meanKM, meanstress

**ANOVA<sup>a</sup>**

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

a. Dependent Variable: meanKN

b. Predictors: (Constant), meanKM, meanstress

**Coefficients<sup>a</sup>**

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