

Effects of Job Stress on Employee Engagement and Organizational Commitment

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Abstract

The goal of this study is to look into and assess the impact of job stress and staff engagement on the employees of real estate firm DLF Ltd for the point of views of organizational commitment and performance. The target audience for this study is company's employees, with a total of 106 participants. The results of this study provide ideas and feedback to DLF LTD.

Keywords: Organizational Commitment, employee performance, Employee Engagement, Job Stress

1. Introduction

Human resources, or employees who perform well, are a source of hope for an organization that employs them, because the employee's performance is expected to significantly improve the organization's performance (Chao et al., 2010). Employees can enhance their intensity of work, ability to react, and attentiveness because stress levels are low and allow them to accomplish a good job for many people. However, high levels of stress as well as moderate and long-term stress, will result in a reduction in performance.

Employee engagement, in addition to job stress, is one of the factors that affect performance. If human resources on the job have a high level of connection (engagement) in physical, cognitive, and emotional on the job and in the organization, the organization's performance will be qualified. Employees that are sorely needed by the company in order to achieve superior organization performance. Employee engagement is a useful tool for any company looking to get a competitive advantage over the competition (J, Anitha, 2013).

DLF LTD. is a prominent builder in Delhi, working with more than a construction firm and a telecoms support team of more than 106 experienced and professional workers from many disciplines, all with the spirit of Solid, Speed, and Smart. After achieving ideal service and raising employee awareness, DLF LTD. delegates authority and responsibility to employees, resulting in employee commitment to the organization, because commitment is a series of processes carried out by employees in the business. Employees who feel a strong sense of responsibility for their jobs, their limited opportunities to find work, have relevant work experience, and have accompanied the company's or organization's business and work will be more committed to the organization.

Based on the foregoing, the study deserves of the title The impact of work stress and employee engagement on organizational commitment and performance of DLF LTD. deposer personnel.

1.1 Job Stress and Organizational Commitment

Job stress is defined as any unfavorable experience that is induced by a mismatch between job demands and workers` ability to respond. Stress reactions are prone to occur when job expectations are too great to handle Teacher job stress was first defined as a poor experience that teachers had as a result of their negative presentation of the classroom environment (Kyriako and Sutcliffe, 1977). According to relevant research, people in the helping professions, notably educators, are more prone to stress and have experienced higher levels of occupational stress than those in many other institutions (Winfield and Jarrett, 2001). There is ample evidence that academic personnel in several countries have experienced above average levels of occupational stress to some degree; Yang and Chen, 2016). Employee identification and involvement in the organization were

described as organizational commitment (Porter et al., 1974). Avid individuals want to share their ideals, maintain membership, and work on behalf of the organization. Avid teachers can have strong psychological connections with subjects, students, and schools in relation to school (Firestone and Pennell, 1993). According to many studies, school organizational involvement includes work attitudes and teachers' intention to retire. The systematic efforts of teachers have a significant impact on the efficiency and effectiveness of their work and are related to the efforts and passions of professionals.

2. Literature Review

2.1 Job Stress

There are numerous aspects that influence the employment environment. The most crucial and fundamental factor is stress. Stress is a person's cognitive reaction to a set of imminent events.

Job stress can also be defined as the body's reaction to the expectations and situations that employees face. Stress may be both positive and challenging at times. Employees are motivated to achieve their objectives by the stress of the challenge. This sort of stress also boosts productivity, whereas negative stress stops employees from achieving their objectives. Employee performance and productivity suffer as a result of this type of stress.

2.2 Workload and Workplace

Workplace stress is primarily caused by a heavy workload. Some of the personnel are successful in getting rid of, while some employees are dealing with a lot of issues. The Behavioral disputes with colleagues and seniors, as well as confrontations with managers and organizational rules.

Extreme temperatures, air pollution, noise, and other factors can all have an impact on the workplace. Exposure to some risks, as well as light. Employees that are female are more affected by risky working conditions. This could result in emotional, physical, or sexual abuse. Employees in a company who are stressed due to a demanding work schedule, a lack of support from coworkers and superiors, and a lack of expectations from an employer putting together Low job stress was indicated by the majority of job stress researchers. Job satisfaction has a negative

relationship with job stress, whereas high job satisfaction has a positive relationship with job stress, will undoubtedly be low. According to a 2021 survey of teachers, there is a clear link between job stress and burnout wellbeing. Stress causes 76 percent of teachers to become ill, and 56 percent report a decrease in their performance. Performance. 40% of respondents said their interrelationships were strained, and 83 percent said they were exhausted. to work-related stress.

2.3 Employee Engagement

Employee engagement refers to employees' physical and emotional involvement in their workplace. Employee engagement, defined as an enthusiastic and successful relationship between employees and their work, is characterized as an employee's excitement and involvement in their work. Employees' courage is what allows them to deal with the difficult situations of their jobs. Employee engagement is defined as an employee's ability and willingness to drive their company to success through participating in various job activities. It's a never-ending procedure that highlights beneficial characteristics of personnel.

2.4 Roll of employees in an Organization

We can say that any organization's overall rise and fall is directly related to its employees. It is true that engaged and devoted employees provide their company a positive image. They are emotionally and intellectually committed to their work. As a result, most firms have begun to provide welfare services to their employees in order to promote their physical, psychological, and emotional well-being.

In this aspect, the majority of the researchers found a link between employee engagement and performance.

3. Organizational Commitment

The psychological contract between employees and the organization is known as organizational commitment.

Employees and their employers make a commitment to complete their obligations on time and to the best of their abilities, based on their skills and knowledge. Employee commitment is defined by the employee's ingenuity and sincerity toward their task and responsibilities.

3.1. Types of commitment

- **Affective commitment:** The extent to which employees are aware of or involved in the organization on an emotional level.
- **Consistent commitment:** the employee's awareness of the costs of quitting the company.
- **Normative commitment:** Employees have a legal obligation to stay with a company.

Organization commitment is influenced by demographic parameters such as age, health, and experience. Employees who are dedicated to their jobs provide positive results for the company.

According to research, commitment is adversely connected with turnover, absenteeism, and unproductive work behavior but it is positively correlated with performance, job satisfaction, and personal traits.

3.2. Organizational Commitment and Job Stress

According to job satisfaction and organizational commitment have a positive link, whereas organizational commitment and job stress have a negative association. In a safe and supportive work atmosphere, employees will feel more committed and secure. Job satisfaction refers to employees' positive emotional feelings toward their employer, which can be achieved through high commitment.

4. Hypotheses Development

Because they deal with bloody and deadly emergencies on a regular basis, employees of emergency rescue services are particularly vulnerable to developing work-related psychological issues. Working hours, duty shifts, and the availability of 24-hour services are all elements that might contribute to job stress. The researcher develops the following two hypotheses based on the

aforementioned literature to explore the impact of job stress on employee engagement and organizational commitment.

5. Research Methodology

This survey was conducted at DLF LTD.'s depository office in Delhi. The subjects of the survey consisted of all DLF LTD. employees. Depositor, including a total of 106 respondents, sampled all members of the population. Key data sources were obtained directly from respondents by responding to surveys on variables such as work stress, employee involvement, organizational commitment, and employee performance at the survey site.

In this study, descriptive and inference analysis was used as the analytical method. Descriptive analysis can help you get an overview of the characteristics of survey participants from a variety of perspectives, including gender, education, age, and working hours. These are expressed as frequency, percentage, and average (average).

5.1. Hypotheses

H1: Job stress has a negative impact on employee engagement.

H2: Job stress has a negative impact on organizational commitment

5.2. Instruments

5.2.1. Subjective job stress scale (SJSS)

Motowidlo, Packard, and Manning created the Motowidlo, Packard, and Manning scale in 1986. This scale has four items with a total of five points.

Strongly disagree (0) to strongly agree (0) on a Likert scale (5). The first two things (1 and 3) are given a positive score, whereas the last two items (2 and 4) are given a negative score (Rauf & Farooq, 2014).

Cronbach's Alpha	0.83
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Table: 1 Alpha Reliability Coefficients of Subjective job stress scale (N=100)

5.2.2. Utrecht Work Engagement Scale (UWES)

The original Utrecht work engagement scale had 24 items and three subscales for energy, devotion, and observation. However, it was then transformed into the nine items that are currently employed in this study. The current version has nine (9) statements with replies ranging from zero (0) never to six (6) always/every day.

Cronbach's Alpha for UWES-9	0.93
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Table: 2 Alpha Reliability Coefficients of Utrecht Work Engagement Scale (N=100)

5.2.3. Organizational Commitment Questionnaire

Meyer, Allen, and Smith created the Organizational Commitment Questionnaire (Revised) version in 1993. It consists of 18 items, 14 of these are scored forward, four of which are scored backwards. Emotional organizational commitments, ongoing organizational commitments, and normative organizational commitments are the three subscales of the survey. There are 6 items in each subscale. Answers are recorded on a 7-point scale, from complete disagreement to full agreement.

Cronbach's Alpha	0.84
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Table: 3 Alpha Reliability Coefficient for Organizational commitment questionnaire (N=100)

6. Regression Analysis

Regression analysis was used to calculate the variability between the independent and dependent variables. The model shows how changes in the independent variable affect the dependent variable. Here, workplace stress is the independent variable and employee involvement is the dependent variable. The results of the regression analysis in Table 4 show that workplace stress has a significant negative impact on employee involvement (B = 0.792 and P = 0.000) with beta values of 0.792 and P of 0.05.

The beta 0.792 results show that changes in work stress cause changes in employee engagement in 0.792 units. The adjusted R² (R-squared) value is 0.624, indicating that work stress, the independent variable, accounts for 62.4% of employee engagement fluctuations, the dependent variable

Dependent	Independent	Beta	Sig.	R ²	Adjust R ²	F	Sig.
Employee engagement	Job Stress	-.792	.000	.627	.624	165.074	.000

Table: 4 Regression analysis of Job stress and employee engagement

Here, work stress is an independent variable and organizational involvement is a dependent variable.

The results of the regression analysis in Table 5 show that workplace stress has a significant adverse effect on tissue involvement (B = 0.769 and P = 0.000) with beta values of 0.769 and P of 0.05. The beta 0.769 results show that changes in work stress cause changes in organizational involvement in 0.769 units. The modified R² (R-squared) value is 0.588, indicating that the work stress of the independent variable accounts for 58.8% of the variation in organizational engagement of the dependent variable.

Dependent	Independent	Beta	Sig.	R ²	Adjust R ²	F	Sig.
Organizational commitment	Job Stress	-.769	.000	.592	.588	142.125	.000

Table: 5 Regression analyses of job stress and organizational commitment

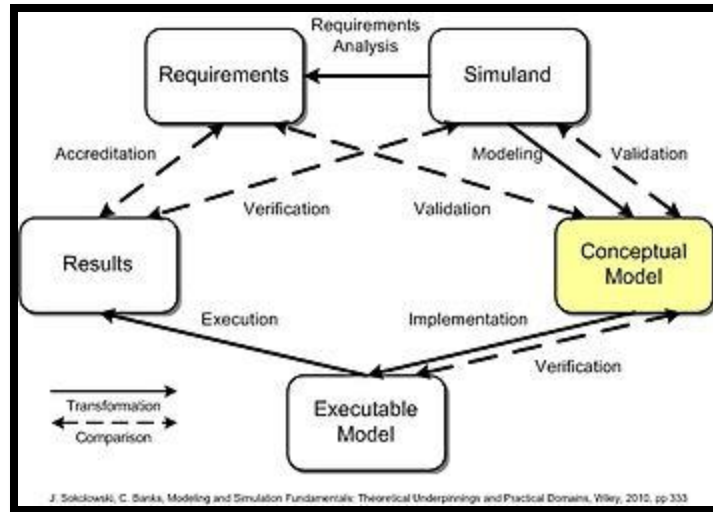


Figure: 1 Conceal Mode

The independent and dependent variables of the study are shown in the model above. Employee involvement and organizational commitment are dependent variables, and work stress is an independent variable.

7. Discussion

As a result, the average productivity of shift workers was much lower than that of holiday workers, which was consistent with the results of other studies. Health problems, poor social life, sleep disorders, and circadian rhythm shifts during shifts can all contribute to this deterioration. One reason may be that in people who work outside the normal sleep and wake cycle, there may be a discrepancy between the body's body clock and environmental events that affect an individual's behavior. The results showed a U-shaped significant association between average job satisfaction and age, with average job satisfaction in the 31–38-year group in the other two age groups (22-30 and 39-48). It was significantly lower than the age). This conclusion is consistent with the results of previous studies. This could explain that young people are very motivated in the first few years and can lead to a high level of job satisfaction. Due to job repetition and restrictions, job satisfaction declines in middle-aged employment. Nevertheless, after this period, job satisfaction continues to increase with age. Herzberg's revised expectancy theory justifies this increase.

According to this hypothesis, work expectations become more realistic as age and professional experience increase. This can lead to increased job satisfaction. According to one study, there is a direct linear relationship between age and job satisfaction, which contradicts Herzberg's idea that there is a U-shaped relationship between these factors. Current research shows that married people are more satisfied with their work than singles. This was consistent with the results of previous studies. According to findings, unmarried young people are reluctant to decide how to pursue their careers, whether they chose their current job for the rest of their lives, or for a limited time. I don't know if I just chose it. As a result, these workers are less satisfied with their work than older married workers. It should be emphasized that these findings are inconsistent with those of other studies.

8. Conclusion

According to the above study, there is a negative link between work stress (JS) and employee involvement (EE). Organizational commitment is also inversely proportional to work stress (OC). In addition, companies are encouraged to implement training programmes and sessions that reduce the work stress of their employees, thereby increasing the efficiency, productivity, and effectiveness of their employees overall. Rescue 1122 employees are looking to move to other organizations not only in higher positions, but also in lower grades. Due to internal stress and lack of future security. Rescuers are under high work stress due to factors that influence an organization's commitment and commitment, such as dangerous work, the need for full-time employment, reduced vacation days, and 24-hour response to crises and unforeseen circumstances.

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