

**Organizational Eustress and Employee Engagement in Selected Manufacturing Firms
in Ibadan, Oyo State, Nigeria**

**Olufisayo Juliana ADEKUNLE
LCU/PG/002067**

**Being a MSc Thesis Presentation Submitted to the Department of Management &
Accounting, Faculty of Management & Social Sciences,
Lead City University, Ibadan, Oyo State Nigeria**

**In Partial Fulfillment of the Requirements for the Award of Master of Science Degree
(MSc) in Business Administration**

2023

Chapter One

Introduction

1.1 Background to the Study

The success of every organization depends solely on developing human capabilities for the workforce through employment, resulting in positive individual and organizational outcomes. It goes a long way to show how valuable an employee is to the organization. Each employee is an asset to the organisation, and the returns by each employee provides must be significant. However, developing these human capabilities can be calculated based on the economic climate, technological advances, shifts in demographics, and workforce changes affecting the work setting which goes a long way in developing the workforce for both the organization and its employees. In a competitive environment, every organizational needs to continuously adapt to complexities arising from forces impacting the workforce which require employees to continuously change to new environments with greater demands. This goes a long way in enhancing organizational productivity. Hence it is important that organizations prioritize engagement and the employee experience.

Engaged employees are considered as most valuable asset for every organization^{1,2}. A high level of employee engagement in domestic and global firms promotes retention of talent, fosters customer loyalty, and improves organizational performance and stakeholder's value^{3,4}. Engaged employees deliver better outcome with a positive attitude towards the organization and its values, which is important for its growth and development^{5,6}. Thus communicating to the employees, making them feel valued and inculcating a strong corporate culture have been considered vital for the management of every organization⁷.

Employee Engagement is a fundamental concept in the effort to understand and describe both qualitatively and quantitatively, the nature of the relationship between an organisation and its employees. In the last decades, studies on the effect of stress or so-called distress on employee engagement has received a lot of research attention, especially in management sciences. Employee engagement is a vast and developing area of research that has been extensively researched as it becomes fundamental in a business context, being directly connected to organizational performance.

Employee engagement is one of the drivers of businesses and organizations, and is often seen as crucial for the organization's success and competitiveness⁸. Scholars have since then proposed different meanings and measurements of engagement, some of which even overlapped with other established constructs such as organizational commitment, job satisfaction, and job involvement. There are two common characteristics that were noteworthy for defining engagement. First, engagement indicates “a psychological connection with the performance of work tasks rather than an attitude toward features of the organization or the job”. Second, engagement relates to the investment of multiple personal resources in work so that the experience with one’s work is simultaneous and holistic. A study describes employee engagement as a relatively enduring state of mind referring to the simultaneous investment of an individual’s physical, cognitive, and emotional energies in the performance of job.

However, from a general view, employee engagement is defined as a distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with individual role performance. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organization. Engaged employees have demonstrated to offer a better service delivery, which in turn increases production turnover thereby generating

higher revenues. The objectives within the manufacturing industry are to leverage their human' experiences with their products and services. It is noteworthy to suggest that not the same attention is put by organizations to improve employees' experience as customers' experience. Employee engagement has shown to be a significant aspect influencing both the frontline and backstage workforce in their everyday work.

Employee engagement level has become an important standard in achieving the organizational goals and objectives. Engagement has been used and applied from different perspectives; these differing perspectives gives rise to differing measurement parameters. These measures have been a mixture of both co-creational and functionalistic approaches on how an employee has performed and express themselves physically, cognitively based on the fraction of goal or objectives achieved by the employee.

Employee engagement is an important aspect in assessing employees' intention to perform their work role and the overall contribution of the employee to the organization. Therefore, when employees of manufacturing companies are not properly engaged which always arise as a result of not been able to express themselves physically, cognitively and emotionally, they will withdraw from their work emotionally and mentally which will consequently result to poor service delivery, low productivity and job burnout. They will also lag behind in introduction of new methods and thinking to channel solutions to manufacturing and developmental issues to create "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption with the opposite of experiencing job burnout, which results from the high demands of a job and lack of resources.

Effective engagement of employees is of importance because it is as good as the facilitator of role or job performances and how employees can connect with their

positions or organizations. It is possible that limiting employee engagement to role performance prevents full understanding of the concept and the meaning behind employee engagement. Although an increase in role performance may be the inevitable goal or result of employee engagement because it impacts organizational results. Hence, manufacturing companies must be at the forefront in ensuring that employees are uniquely positioned to experience more engagement given the greater chance for dialogue via face-to-face communication. When employees believe that their organizations care about their welfare, they are likely to fulfill their contractual obligations to the organization by becoming more engaged.

Furthermore, stress can be described as a person's reaction to circumstances or the conditions of their external environment that place them under excessive psychological, behavioral, and physical pressure². As a result, stress is the response of a person or an organization to these external demands. Stress is a normal reaction to situations that make a person or organism uneasy. So, stress does not always have a negative effect on people; it also has a positive effect. Therefore, stress can help employees in an organization perform better by fostering greater employee motivation at work, innovations, and problem-solving skills. Eustress is the term used scientifically to describe healthy stress, it is the positive result of stressful occurrences that creates motivation in people who in turn rise above challenges that they may face to succeed in life³. However, stress can only be managed up to a certain extent after which, it becomes negative and negatively affects the performance of employees. Scholars concur that such kind of stress can affect the physical and mental health of the employee³. Stress can either be in the form of work stress and non-work stress. Non-work stress refers to pressure felt by an individual by stressful activities that are

not related to work while work stress refers to stress that arises from the work environment.

One of the things that improve work satisfaction is good stress, it encourages workers to improve their output, strive for greatness, and find job satisfaction⁴. "Good Stress" is what it means. Negative stress typically increases the risk of physical and emotional health problems. Understanding eustress can help workers cope with other dangerous stresses⁴. Every employee needs to have a healthy equilibrium between work and play. Stress could arise if the two are out of proportion. Any organization's ability to succeed is largely dependent on the caliber of its resources⁵. This quality can only be produced if a worker is content with their position and works without interruptions.

Eustress is an evaluation of opportunities, challenges, or stressors that a person feels positive they can successfully mobilize and use resources to overcome⁶. Eustress helps employees persevere when things get difficult and require them to achieve higher goals and values, as well as improves their self-esteem and builds their stature. It gives them an energy boost to perform demanding tasks, especially where they must concentrate and exert extra effort for excellence⁶.

Other authors have noted that businesses are becoming more aware of the necessity of preserving their employees' positive stress levels in order to maintain a competitive advantage in the global market⁷. Additionally, they recommended that an organization implement crucial steps to lessen stress among its staff⁹. Additionally, academics recommended that leaders develop positive relationships with their team because doing so reduces stress⁹. Similarly, others also compared the management between US, Japanese and Thai Management styles acknowledged that in US businesses, managers enjoy work flexibility without rigid rules but with an emphasis on

individual performance, which results in less negative stress and more productivity and success¹⁰. Though they cannot be distinguished from one another, good and negative stress goes hand in hand and are like two sides of the same coin¹¹. Because it promotes efficiency, it's crucial to keep employees' stress levels at a certain level. Additionally, studies demonstrate that stressful working environments negatively impact people, which increases absenteeism, tardiness, and the likelihood that employees will switch employment.^{12,13} In the context of this study, the factors that will be considered in measuring organizational eustress are employee performance, employee satisfaction and employee wellbeing which can be regarded as positive stress in employees and were adopted from Herzberg's theory on stress factors. Employees are motivated to accomplish these goals because doing so will help them perform well at work and be treated seriously.

Role demand is a condition of uncertainties that confront an employee regarding his/her roles and the associated difficulty in dealing with such roles under a certain time frame.

Similarly, in the work of Herzberg Employee, satisfaction can be viewed as the pleasurable emotional condition that results from appreciating one's job as achieving or facilitating the achievement of one's job values. One of the earliest definitions of job satisfaction has described it as any number of psychological, physiological, and environmental circumstances which leads a person to express satisfaction with their job. It is the feeling which someone has about his or her job. Job satisfaction is an important factor that results in recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment. It does not refer to only how an employee enjoys work. Employees of an American educational institute rated how much they enjoyed individual tasks within their role, their scores were moderately

correlated to satisfaction with the work itself, and associated (although weakly) with global job satisfaction. Some other measures (such as, level of concentration required for the job, level of supervision, and task importance) are seen with no impact on satisfaction. However, the low relationship does suggest that other factors, besides enjoyment, contribute to how satisfied employees feel at work.

Employee wellbeing is the overall mental, physical, emotional and economic health of employees working in manufacturing industries. It is influenced by various factors such as their relationships with co-workers, the decisions they make and the tools and resources they have access to.

Employers are mostly concerned about organizational performance but fail to put employees through the necessary steps such as training, conferences, and seminars. These factors are necessary to acquire skills and knowledge in order to progress the career of employees which will also motivate them towards improving organizational performance. In view of the above discussion, the study intends to investigate the organizational eustress and employee engagement of selected manufacturing firms in South West, Nigeria.

1.2 Statement of Problem

In today's business environment, there exists a lot of competition among companies. Employees' engagement becomes a major and essential element for a company's success. Even though, many researchers have attempted to investigate the effect of stress on employee engagement, many of such studies have failed to examine the perceived influence of eustress on employee engagement. That is to say, the positive response to stress called eustress on employee engagement have been ignored in most academic studies¹⁴.

The low level of employee engagement has become concern for most organizations. Proper engagement of employees will result to the overall performance of the organization thus ultimately making an organization more successful and effective.

Studies in recent time have shown a steady decline in employees' engagement resulting to low level of commitment, loyalty and job satisfaction¹⁴. Also, studies conducted in manufacturing firms attributed lack of motivation, leadership style and work stress to level of employee engagement^{15,16}. However, there are relatively few studies that have investigated the influence of eustress on employee engagement especially in terms of creativity, reward system and competency. Corroborating this view, studies conducted in Nigeria argued that stress has significant effect on employee engagement, which significantly affect the performance of most organizations. However, this is yet to be established in terms of eustress and employee engagement in the manufacturing industries. It is against this background that this study intends to examine the perceived influence of eustress on employee engagement in selected manufacturing firms in Ibadan Oyo State Nigeria.

In addition, their level of creativity has declined due to less commitment on the path of the employees likewise their competence in their job/role has reduced. All these must have adversely affected the employee engagement of the manufacturing firms because when organization positively engages their employees, these factors will be enhanced. Several studies have been conducted on organizational eustress and employee engagement but very few has been in the area of organizational eustress and employee engagement in manufacturing firms. However, the study investigates organisational eustress and employee engagement in selected manufacturing firms in South West, Nigeria.

While a number of scholars have addressed the term distress as affecting employee engagement, less often deliberated is the positive response to stress, named eustress and how it affects employee engagement. It is against this background that this study is set out to investigate perceives relationship between organisational eustress and employee engagement in some selected quoted manufacturing firms in Ibadan, Oyo State, Nigeria.

1.3 Aim and Objectives of the Study

The aim of the study is to investigate organizational eustress (work demands, employee satisfaction, employee wellbeing) and employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria. The specific objectives are to:

- i. examine the effect of role demands on the creativity of employee in selected manufacturing firms in Ibadan, Oyo State, Nigeria.
- ii. evaluate the effect of employee satisfaction on work commitment in selected manufacturing firms in Ibadan, Oyo State, Nigeria.
- iii. determine the level of employee wellbeing on role competence in selected manufacturing firms in Ibadan, Oyo State, Nigeria.
- iv. investigate the effect of organizational eustress on employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria.

1.4 Research Questions

The following research questions guided the study:

- i. What effect does role demands have on creativity of employee in selected manufacturing firms in Ibadan, Oyo State, Nigeria?

- ii. To what extent does employee satisfaction affect work commitment of employee in selected manufacturing firms in Ibadan, Oyo State, Nigeria?
- iii. What role does level of employee wellbeing play on role competence of employee in selected manufacturing firms in Ibadan, Oyo State, Nigeria?
- iv. What effect does organizational eustress have on employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria?

1.5 Hypotheses

The following null hypotheses guided this study, which was evaluated at a significance level of 0.05

- H₀₁:** There is no significant effect of role demands on creativity of employee in selected manufacturing firms in Ibadan, Oyo State, Nigeria.
- H₀₂:** There is no significant effect of employee satisfaction on employee work commitment in selected manufacturing firms in Ibadan, Oyo State, Nigeria.
- H₀₃:** There is no significant effect of employee wellbeing on employee role competence in selected manufacturing firms in Ibadan, Oyo State, Nigeria.
- H₀₄:** There is no significant effect of organizational eustress on employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria.

1.6 Scope of the Study

This study covers organizational eustress and employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria. The measures of employee engagement are level of creativity, work commitment and role competence, while the measures of organizational eustress are employee performance, employee satisfaction

and employee wellbeing. In terms of geographical scope, this study covers manufacturing firms of Henkel Manufacturing Company, Oluyole, Ibadan and UG Chemicals formerly Procter and Gamble Nigeria Ltd Oluyole Ibadan. The respondents are employees of the above manufacturing firms which are permanent and contract staff.

1.7 Significance of the Study

This research work will be significant and of great benefit to different stakeholders which include the Management of Manufacturing firms, Human Resource Managers, Entrepreneurs, Employees, Researchers and Government.

The result of this research sought to attend to the skills required by employees of manufacturing firms. It also unveil the potentials of staff because if required leadership relationship and engagement is given to the employees by the management, there will be improvement, efficiency and high productivity on employee engagement of the firms. Ultimately, it proffer lasting solution to some of related problems of human resource management combating manufacturing firms which will result to a high motivation for the staff of the organisations and eventual increment in employee performance.

It will also assist Entrepreneurs to understand and how to manage employees, how employees will be rewarded and be more productive, efficient and effective. The findings of this study will enhance employees acquire more knowledge to enhance and speed up their job and being satisfied with their jobs.

It will also serve as link and guide for future researchers of related study and for governments and private organisations to know what their employee want so as to

work efficiently and effectively for best result emanating from work demands. For the fact that this study is based on current events that are still unfolding, it is expected that the study will provide relevant and current information to scholars and students that would embark on researches about different aspects of organisational eustress and raise further questions for future researchers of organizational eustress and employee performance.

1.8 Limitation of the Study

The responsiveness of respondents who filled the questionnaire for accurate data analysis, time factor for retrieval of information, and financial implications served as constraint. However, the researcher was able to scale through by engaging the staff in various departments of each selected manufacturing firms to penetrate and was able to obtain the needed support in the questionnaire administration which eventually enhance the response rate obtained for data analysis in this study.

1.9 Operationalisation of the Research Variables

The variable in this study is classified into the dependent and independent. The dependent variable employee engagement (X) is measured by; level of creativity, work commitment and role competence. Independent variable organisational eustress (Y) is measured by; employee performance, employee satisfaction, employee wellbeing. Therefore, Employee Engagement as dependent variable is operationalised with the following indicators or sub-variables:

$$Y=F(X)$$

$$Y = y_1, y_2, y_3$$

$$x = x_1, x_2, x_3$$

$$X=y_1, y_2, y_3$$

Where

y_1 = level of creativity

y_2 = work commitment

y_3 = role competence

$$Z= x_1, x_2, x_3$$

Where

x_1 = employee engagement

x_2 = work demand

x_3 = well being

1.10 Operational Definition of Terms

Employee Engagement: is the level of enthusiasm and dedication workers feels toward their job. It is a fundamental concept in the effort to understand and describe both qualitatively and quantitatively, the nature of the relationship between the management and employees.

Employee Satisfaction: This means the process by which employees are contented with their job due to some satisfactory conditions being enjoyed in companies.

Employee Wellbeing: It is the overall mental, physical, emotional and economic health of employees.

Manufacturing Firms: These are companies that produce goods and services for costumer use in South West, Nigeria.

Level of Creativity: These are the factors that manufacturing firms seek to develop to help them look at the world in new ways and form ideas to improve both employee and organization performance.

Level of Competency: It is the ability of taking social and work responsibility by manufacturing firms' employees.

Organisational Eustress: It is referred to as the factor that produces positive feelings of excitement, fulfillment, meaning, satisfaction, and well-being among employees of manufacturing firms.

Work Commitment: It is the state or quality of dedication of employee to their work.

Role Demands: It is the assigning of roles to users such as sales, manager

Do Not Copy, Lead City University, Nigeria

Endnotes

1. M., Tarafdar, C.L., Cooper, & J.F., Stich, J.F. *The technostress trifecta-techno eustress, techno distress and design: Theoretical directions and an agenda for research*. **Information Systems Journal**, 29(1), 2019, pp.6-42.
2. M., Moletsane, O., Tefera, & S., Migiro. *The relationship between employee engagement and organisational productivity of sugar industry in south africa: the employees' perspective*. **African Journal of Business & Economic Research**, 14(1), 2019.
3. H., Nienaber, & N., Martins. *Exploratory study: Determine which dimensions enhance the levels of employee engagement to improve organisational effectiveness*. **The TQM Journal**, 32(3), 2020, pp.475-495.
4. N.F., Ibrahim, A.M.A., Said, N., Abas, & J., Shahreki. *Relationship between well-being perspectives, employee engagement and intrinsic outcomes: A literature review*. **Journal of Critical Reviews**, 7(12), 2020, pp.69-74.
5. O.M., Ababneh, M., LeFevre, & T., Bentley. *Employee engagement: Development of a new measure*. **International Journal of Human Resources Development and Management**, 19(2), 2019, pp.105-134.
6. M., Govender, & M.H., Bussin. *Performance management and employee engagement: A South African perspective*. **SA Journal of Human Resource Management**, 18(1), 2020, pp.1-19.
7. G., Khajuria, & N., Khan. *Perceived organisational support and employee engagement: A literature review*. **Journal of Positive School Psychology**, 6(3), 2022, pp.1366-1384.
8. M., Arslan, & J., Roudaki. *Examining the role of employee engagement in the relationship between organisational cynicism and employee performance*. **International Journal of Sociology and Social Policy**, 39(1/2), 2019, pp.118-137.
9. J., Afram, A., Manresa, & M., Mas Machuca. *The impact of employee empowerment on organisational performance: The mediating role of employee engagement and organisational citizenship behaviour*. **Intangible Capital**, 18(1), 2022, pp.96-119.
10. A.T., Verčič. *The impact of employee engagement, organisational support and employer branding on internal communication satisfaction*. **Public Relations Review**, 47(1), 2021, p.102009.
11. O.O., Oladipupo, & F.H., Olubusayo. *Human resource analytics dimensions and employee engagement in manufacturing industry in Nigeria: a conceptual review*. **Journal of Management Information and Decision Sciences**, 23(5), 2020, pp.629-637.

12. K.S., Ajibola. *Human resource management practices and employee engagement in manufacturing firms in Nigeria* (Doctoral dissertation, JKUAT-COHRED), 2019.
13. O.O., Ogueyungbo, C.L., Moses, E.E., Igbinoba, A., Osibanjo, H., Falola, & O., Salau. *Prescriptive learning and sustainable employee engagement in selected pharmaceutical firms in Nigeria*. *Sustainability*, 14(5), 2022, p.3043.
14. C., Nwachukwu, H.M., Vu, H., Chládková, & R.S., Agboga. *Psychological empowerment and employee engagement: role of job satisfaction and religiosity in Nigeria*. *Industrial and Commercial Training*, 54(4), 2022, pp.666-687.
15. A., Adeniji, A., Osibanjo, O., Salau, T., Atolagbe, O., Ojebola, A., Osoko, R., Akindele, & O., Edewor. *Leadership dimensions, employee engagement and job performance of selected consumer-packaged goods firms*. *Cogent arts & humanities*, 7(1), 2020, p.1801115.
16. O.O., Ogueyungbo, L.M., Chinonye, E., Igbinoba, O., Salau, H., Falola, & M., Olokundun. *Organisational learning and employee engagement: The mediating role of supervisory support*. *Cogent Business & Management*, 7(1), 2020, p.1816419.
17. F.C., Onwuchekwa, L.T., Onwuzuligbo, & T.T., Ifeanyi. *Gender diversity and employee engagement: A study of cable manufacturing companies in Anambra State, Nigeria*. **IOSR Journal of Business and Management**, 2019.
18. J.O., Ohioresanya, & E.O., Eguavoen. *Influence of organizational justice on employee engagement in tertiary institutions in edo state, Nigeria*. **European Scientific Journal**, 15(28), 2019, pp.566-75.
19. R., Faizan, & A.U., Haque, A.U. *Working efficiency of contrasting genders under eustress, distress, hyper-stress, and hypo-stress*. **Prabandhan: Indian Journal of Management**, 12(11), 2019, pp.32-46.
20. H., Pluut, P.L., Curşeu, & O.C., Fodor. *Development and validation of a short measure of emotional, physical, and behavioral Markers of Eustress and Distress (MEDS)*. In *Healthcare*, Vol. 10, No. 2, 2022, p. 339.
21. U.D., Natsir, T.S., Dipotmodjo, A., Arjang, M., Hidayat, & M.Y., Mustafa. *Eight days a week: Eustress and distress among the athletes*. **International Journal of Human Movement and Sports Sciences**, 9(5), 2021, pp.912-920.
22. S., Faiz, S., Safdar, & N., Mubarak. *Impact of thriving at work on eustress and distress: career growth as mediator*. **European Journal of Training and Development**, 46(1/2), 2022, pp.178-193.
23. V., Branson, M.J., Dry, E., Palmer, & D., Turnbull. *The adolescent distress-eustress scale: Development and validation*. *SAGE Open*, 9(3), 2019, p.2158244019865802.
24. C., Van Slyke, J., Lee, B.Q., Duong, & T.S., Ellis. *Eustress and distress in the context of telework*. **Information Resources Management Journal (IRMJ)**, 35(1), 2022, pp.1-24.

25. T., Meirun, S., Bano, M.U., Javaid, M.Z., Arshad, M.U., Shah, U., Rehman, Z.A., Parvez, & M., Ilyas. *Nuances of COVID-19 and psychosocial work environment on nurses' wellbeing: the mediating role of stress and eustress in lieu to JD-R theory*. *Frontiers in Psychology*, 11, 2020, p.570236.
26. J.T., Zielonka, & F., Rothlauf. *Techno-eustress: The impact of perceived usefulness and perceived ease of use on the perception of work-related stressors*, 2021.
27. K., Nizam. *The impact of stress management interventions on job satisfaction: a mediating role of work eustress*. **International Journal of Business Diplomacy and Economy**, 1(1), 2022, pp.8-23.
28. A.C., Ogwueleka, & D.I., Ikediashi. *Exploring the effects of positive organizational behaviour (POB) models on occupational eustress amongst construction employees*. **Journal of Construction Business and Management**, 5(1), 2021, pp.38-46.
29. H.H., Burleson. *Eustress instead of Distress A quantitative investigation into technostress and promoting eustress in IT users (Doctoral dissertation, Master Thesis, Open Universiteit Nederland]*, 2020. <https://research.ou.nl/en/student-Theses/eustress-insteadof-distress>)
30. A.C., Pavithra, & V.J., Sivakumar. *Impact of eustress on work-life balance: an analysis on public sector bank employees in South India*. **Asia-Pacific Journal of Management Research and Innovation**, 16(3), 2020, pp.196-209.

Chapter Two

Literature Review

2.1 Conceptual Review

2.1.1 Concept of Employee Engagement

Employee engagement is the level of connection employees feel toward the organization and the work that they do. It gauges loyalty and dedication to core business values and goals within the organization. And for the business, it increases effectiveness, productivity, and profitability when the staff is engaged. Company culture and workplace environment are key determining factors for employee engagement. Communication, trust, and job support will also play a role in how employees feel about their company.

Furthermore, Employee Engagement is a concept that describes the level of interest and perseverance a worker feels toward their job, engaged employees care about their work and about the performance of the company, feel efforts to make a difference. Also, employee engagement means involvement of employees in all the decision-making processes like policy formation, changes in policies¹.

The concept of employee engagement was first introduced several years ago in an article titled "Psychological Conditions of Personal Engagement and Disengagement at work" in this paper, he defined personal engagement as "the harnessing of organization members' selves to their work role; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances"¹. Since then, various authors proposed different meanings and measurements of engagement, some of which even overlapped with other established constructs such as organizational commitment, job satisfaction, and job involvement².

By reviewing prior research on engagement, a scholar identified two common characteristics that were noteworthy for defining engagement. First, engagement indicates “a psychological connection with the performance of work tasks rather than an attitude toward features of the organization or the job”. Second, engagement relates to the investment of multiple personal resources in work so that the experience with one’s work is simultaneous and holistic³. Given these characteristics, the authors pinpointed the distinctions between job engagement and organizational commitment, job satisfaction and job involvement.

Specifically, organizational commitment focuses on the organization, while engagement revolves around the job itself. Job satisfaction mirrors the satiation of employees toward job conditions or characteristics, whereas engagement indicates activation, reflecting an individual’s experience stemming from his or her job. Job involvement signifies “a cognitive or belief state of psychological identification” with a particular job which represents one dimension of engagement (the cognitive dimension) rather than the whole construct⁴. A study describes job engagement as a relatively enduring state of mind referring to the simultaneous investment of an individual’s physical, cognitive, and emotional energies in the performance of job.

As a concept that has developed over time, engagement has been defined in numerous, often inconsistent, ways in the literature, so much so that the term has become ambiguous to many and it is rare to find two people defining it in same way⁵. It has variously been conceived as a psychological or affective state (e.g. commitment, involvement, attachment etc.), a performance construct (e.g. role performance, effort, observable behaviour, organisational citizenship behavior, etc;) or an attitude. Some even relate the concept to other specific constructs such as altruism or initiative and little consensus has been reached in the literature as to which of these definitions is

the definitive, or at least, “best-fit” model of engagement⁶. The importance of defining terms such as engagement was highlighted by a scholar who suggested that different meanings that are read into the term result in considerable variation in what is being measured, which produces a series of contradictory and non-replicable studies⁷. The notion of employee engagement is a relatively new one, one that has been heavily marketed by human resource consulting firms that offer advice on how it can be created and leveraged.

There are four broad approaches to the concept of engagement under the academic approach. The Maslach approach to engagement suggests that engagement is the opposite of burnout – someone that is clearly not burned out must be engaged in their job⁸. The other three approaches to engagement are Schaufeli (three factor engagement) and Britt (one factor engagement)⁹. By far the most used measure in academic research is the approach developed by Schaufeli. A discussion of these approaches follows. Currently, there is a debate regarding the construct definition of engagement between those who believe engagement is simply the opposite of burnout and those who believe engagement is more complicated, that it is obliquely related to burnout, but not its opposite¹⁰. As previously noted, it was conceptualized engagement as the opposite of burnout, that is, someone who is clearly not burned out at work must be engaged. Engagement is a persistent and positive affective-motivational state of fulfillment in employees, characterized by vigor, dedication, and absorption¹¹.

Employee engagement, which is the state of being emotionally and intellectually involved in tasks, motivates employees to do their best work¹². Engaged employees are those who take action to improve business results for their organisations. Engaged employees stay committed, and are more predisposed to deepen their commitment to

the organisation. Employee engagement remains a “hot topic” in the academic and practitioner domains, and indicates that “an employee’s cognitive, emotional, and behavioural states are directed toward organisational outcomes”. These states assist engaged employees to perform activities in the workplace. The challenging economic climate requires organisations to engage with their employees more effectively than ever, and for this reason managers are always seeking ways to enhance employee engagement and generate a greater competitive advantage¹³. Employee engagement is not an easy concept to define. The following definition of employee engagement is the one that enjoys widespread support in the literature “Employee engagement is an employee’s emotional, cognitive, and behavioural state directed towards organisational outcomes”¹⁴. From a different perspective, employee engagement resides in employees’ minds, hearts, and hands. As clear as this seems, there are often measures of the probability that employees will remain with the organisation and the likelihood that they will make positive statements about the organisation, and it is sometimes even possible to determine the level of discretionary effort they expend in their work¹⁵.

Employee engagement is a positive fulfilling work-related state of mind characterized by vigor, dedication, and absorption which can influence employee health¹⁶. In all of the above-examined definitions, employee engagement seems to be an outcome of behavior emanating from the individual inner self which strongly hinges on the personal psychological state of mind. Hence, the emotional attachment creates in these individuals the sense of belonging and involvement in organizational activities such that these individuals even go and or willing to go extra miles beyond their contract of engagement¹⁷. Based on these stipulated assumptions, this study defined employee engagement as a desirable condition and feelings of an emotional

connection to an individual job driven by mental resilience and inner passion to fulfilling job desires and requirements with a renewed sense of concentration devoid of environmental stressors. Employee engagement is the pivotal human resource strategy for an organisation to gain competitive advantage and cope in the face of complexity and dynamics of business environment¹⁸. Engaged employees are not only more dedicated and loyal to the organization but also are more emotionally committed to the organization, experience heightened performance, reduced absenteeism, and a lessened likelihood of quitting their job¹⁹.

Work engagement as an optimistic, rewarding, work-related state of mind, which is characterized by vigour, dedication, and absorption²⁰. Vigour is characterized by extraordinary levels of energy and mental resilience while working, the inclination to capitalize effort in one's work, and determination even during difficult times. Dedication refers to being intensely immersed in one's work and experiencing a feeling of importance, eagerness, motivation, pride and challenge. Lastly, absorption is characterized by being entirely focused and happily absorbed in one's work, whereby time passes rapidly, and one has difficulty getting disconnected from his/her work. Work engagement as the connecting of employees to their work roles whereby they express themselves physically, cognitively and emotionally²¹. In addition, they argue that disengaged employees become detached from their jobs, and hide their true individuality, opinions and feelings during role performances. Fernandez alluded to the importance of not confusing work engagement with job satisfaction, arguing that job satisfaction sometimes reveals a rather artificial, transactional connection that is only as good as the company's last round of bonuses and gratuities²². Work engagement, on the other hand, is about passion and commitment, the readiness to invest oneself and increase one's discretionary strength to help businesses succeed,

which is beyond simple agreement with the employment arrangement or mere devotion to the employer. Despite the different definitions of the concept, there are some specific underlying aspects that come through in most definitions, most notably, the fact that engagement relates to a strong positive attitude, commitment and passion for one's work, which fosters motivation and improves overall employee wellness.

Employee engagement increases when employees believe that organization values their contributions and cares about their well-being. This belief is directly influenced by perceived justice in reward systems such as promotion, wage and fringe benefits and job conditions (job security, training, autonomy and working hours, work allocations and provision of feedback)²³. Employee engagement has been seen variously as cognitive, emotional and physical commitment behavioural commitment (and intellectual commitment to work roles. While the definitions given above have provided insight into the concept of employees' engagement, nevertheless, the most widely cited conceptualization of employees' engagement was put forward as "a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication and absorption"²⁴.

The following mentioned below are advantages of employee engagement:

Motivate the Employee: employees' participation in an organization helps in motivating such employees. This is because when the employees are said to participate in important meetings they also feel special and get encouraged for delivering good work in the nearest future. This motivation is one of the best employee engagement benefits.

Expected output is excellent: The performance of the employees gets affected in a positive manner. The employees start performing better after getting motivated.

Motivating employees is also very important because it helps in the growth of employees as well as the organization.

Resourceful work is delivered: The more the participation, the more the work delivered is resourceful. The employees get a broader sense of perception which also helps in increasing the resourcefulness of the employees. That resourcefulness is seen in the work though.

When a diverse group of employees will be there to participate in a discussion, it is obvious to get creativity in the work as every person would give his or her own idea and that ultimately will distinguish the work from others.

Sense of Superiority: The employees like the subordinate ones when getting a chance to engage in important business activities of the company will feel superior and important. This way the sense of inferiority vanishes and they also gain confidence in the organization.

The hesitation of being inferior gets away and the confidence of working in the same work environment retains forever. This is one of the benefits employee engagement provides.

Decision making becomes efficient: The outlook of the employees get broadens which helps in effective decision making. The decision-making process is not everyone's cup of tea but when the employees are exposed to the environment where they get motivated for their participation, the decision making ultimately gets strong. So, the employee participation of engagement of employees in the decision-making process becomes strong and effective.

No extra employees would be needed: When the work of superiors is given to others as well, the need of hiring the other or say extra staff gets vanished. The individual gets a chance to prove their potential as they get a good platform to perform.

Platform to prove potential: The employees get a solid platform to prove their potential. Otherwise, it might be difficult to prove their might because it usually happens that the employees fail to get chances as the same are taken by the other superior ones.

Employees get added value: The employees when participating in the different decision-making processes, they get the advantage of added value. Their value increases over the other people in the organization.

Increases their work capacity: It is the motivational things that can help in increasing the capacity of working of the employees. The employees tend to work more as they also become part of the policy making process. The more work ultimately increases their capacity to work and is good for the company in fact.

Sense of responsibility increases: The employees feel a great sense of responsibility when they are given responsibility. Responsibility goes along with the authority. The employees are able to focus well: When employees get more attention and are motivated through various measures, then the employees get happy and are able to focus more on the work.

The subordinate employees usually are not motivated or encouraged to do the work as more attention is paid to the superior employees and indeed naturally they gather more attention for even higher authorities. Therefore, it is important to let employees participate in the meetings, seminars and even workshops. Novelty in ideas: More the

ideas more will be a great output. All the types of ideas are important to the company because more the ideas, more will the company be able to distinguish itself from the market competitors. The subordinate can also have an exemplary idea but can only be bought forward when given a chance. So, if the company wishes to get something new, the engagement of subordinates is also important to get quality work.

Disadvantages of Employee Engagement

The top policies are revealed: Sometimes there are some policies which are not to be discussed by the company to the subordinates. Some things are to be kept in secrecy so in such a case, it is not good to engage the subordinates into the major discussions or say into the meetings or the workshops etc.

The difficulty to match the Intelligent Quotient level: The meetings in which high officials sit and discuss, it becomes difficult for the members to match the discussion as per the subordinates. So, this way the conversation gets imbalanced and the difficulty level increases to a larger extent which is not a positive sign as it does not just waste time but also it wastes a lot of energy.

Security is at greater risk: Sharing valuable information with a high chunk of employees in an organization can turn into greater risk as the chances of getting information leaked is more. Not just this, it also wastes a lot of time and money which is a big disadvantage for the company.

Also, you never know which employee would spread the word about the important information and this is how the information gets leaked which is not good for the health of a company.

Liberalization: The subordinates get enough freedom as they are somehow given freedom and authority like superior only. So, freedom should be given as per the responsibility and the authority of the individual.

If the subordinates are given more freedom, there are chances that out of freedom, they might not perform well thinking they are now no longer subordinates as they share equal space like others in the meetings and seminars.

Therefore, it is important not to engage the employees during the discussions.

Regular updates are to be given: For the employees to be participative in the meetings and discussions, it is important for the board of directors to let them know about the context. So, for this reason, it is important to provide updates to the employees or they might act as a deadpan during the meetings. Also, the meetings would not be interactive enough which means the discussion goes in vain.

Expensive procedure for the company: Providing training to the subordinates can be an expensive procedure. The training involves proper involvement of fund as the preparation of setup is required and also making invitations to invite the employees at the event and all that is needed for providing training to the subordinates. So, it shakes the budget of the company if the extras are invited for the events.

The message given in the meeting to the employees turn into a rumour very fast as the discussion on the topic turns into grapevine communication. The grapevine communication is the one in which the message spreads like the branches of the grapevine and goes in almost every direction.

The message goes in varied directions and even the relevant message turns into the rumour which is not good neither for the company nor for the staff as the wrong message spreads.

Chaos and uncertainty increases: As the traditional authority of management reduces, the uncertainty and chaos increases. This is because of the level of difficulty increases in recognizing the difficulty level between the management and the employees.

The company always has designated leaders to engage during the meetings and however, it is not essential to get the subordinates to do the same thing.

The following aspects are important to promote work engagement at academic institutions. Firstly, employees should be equipped with the basic resources to perform their duties effectively. This means the availability of the necessary teaching equipment, engaging in challenging tasks and provision of assistants (tutors). Furthermore, supervisors should play a more prominent role in promoting engagement. This includes aspects such as reward systems, fairness, encouraging personal development, assisting staff members in goal-setting and open communication lines. Lastly, work engagement can be promoted by heightening the self-esteem of employees through capacity building for them to reach new heights in their careers²⁵. Since lecturers are the driving force of institutions of higher learning, their work engagement is a crucial part of institutional success.

Staff engagement is clearly critical to international education. However, staffs who are interested in engaging in the development and delivery of international education will not necessarily find the next step an easy one. Many lack the skills to add a meaningful international dimension to their courses. This is not surprising, since it is no easy task to implement deep level international learning. The group is likely to be

diverse and its members will be characterized by different learning styles, preferences and expectations. Levels of proficiency in the language of instruction may differ and that language may not be the first language of the staff members. If employees have not been prepared for this task in any way, it is not surprising that they may feel reluctant to become involved in the company's management. Enhancing the engagement of staff must therefore happen at both the personal and the professional level. At both levels, the notion of the intercultural is critical to staff engagement in internationalization²⁶.

We argue that different dimensions of engagement may have different effects on the work outcomes in different work contexts. In this case we focus on expatriate employees because they work in a cognitively demanding work environment while at the same time having to adjust to a foreign country's work practices. More precisely, we maintain that while physical and emotional engagement employed at manufacturing work in a foreign setting will improve job outcomes, cognitive engagement in the work could strain the limited cognitive processing capacity so that the individual is less able to function in a novel context. More precisely, if cognitive processes have to be consciously controlled, as they would in case of novel and unusual situations, then this would require a large proportion of the available cognitive resources. This in turn is known to cause the individual to increasingly use heuristics and stereotyping in social interaction due to the depleted cognitive capacity²⁷.

Employee engagement is a distinct and unique construct consisting of cognitive, emotional, and behavioural components associated with individual role performance. Engaged employees play a crucial role in achieving organizational success and competitive advantage. Researchers have made significant studies exploring the

potential relations between engagement and the performance-related outcome variables that suggest enhancing engagement could create a compelling competitive advantage for organizations across the globe²⁸. Engagement takes its rightful place at the core of organizational success, regardless of how the economy is doing. It is a fundamental area of concern for leaders and managers across the globe as it is a vital element affecting organizational effectiveness, innovation and competitiveness. Engagement is a state of mind about an individual's satisfaction with, pride in and commitment with his job and organization. It is a positive connection which one has with his work. It is the level to which employees commit to something in their organization and for how long they will stay in the organization as a result of that commitment²⁸. It is measured by the degree to which workers have a feeling of satisfaction and emotional alliance for business success. It brings improvement, increases productivity and helps in retaining employees.

Employee engagement is not only about positive feelings and behaviors of employees during work. It can also be denoted by "organization citizenship behavior, commitment and high involvement work practices." It is used as a method to get the staff work harder. There are three types of engagements: (a) Intellectual engagement; the degree to which employees are absorbed in their job and think they can do it in much better ways; (b) Effective Engagement; extent to which people feel positive about their work and organization; and (c) Social Engagement; the point at which employees talk about their work experiences and improvements they have made in work with their social group²⁹.

Research indicates that the outcomes of engaged employees will be numerous, and organisations will benefit from having an engaged workforce. There is a general assumption that there is a connection between work engagement as an individual level

construct and business results³⁰. A scholar similarly alluded to reasons why engaged workers outperform non-engaged workers. This is specifically in terms of aspects such as positive feelings which include happiness and enthusiasm, experiencing better health, generating their own job and personal resources and transferring their engagement to others³¹. Other researchers also acknowledge and agree with the idea that high engagement levels will uplift co-worker relationships and foster a deeper connection with customers. Customers, in turn, will see and respond to the enthusiasm of employees and their passion and believe in what they are doing³². Scholars establish a positive association between work engagement and organisational commitment. They assert that employees that are highly engaged in their work tend to be more committed to their organisations. About commitment, they describe it as the preparedness of employees to make a greater effort on behalf of their organisations, the strong desire to remain in their organisations, and acceptance of organizational goals and values. Furthermore, work engagement is closely related to Organisation Citizenship Behaviour³³.

Job insecurity is the perception of being unable to keep desired continuity in a threatened employment scenario. An employee's perception of a potential threat to the stability of his or her present work is known as job insecurity. According to studies conducted by other scholars, job insecurity is based on an individual's perceptions and interpretations of the immediate work environment; subjective experienced threat is derived from objective threat by means of an individual's perception of cognitive processes³⁴.

Temporary employment is a type of objective job uncertainty that is distinguished by a self-determined likelihood that employees will hold the same position in the near future³⁵. People with jobs but feel threatened by the possibility of losing them may

experience work insecurity. Threat of unemployment is associated with job insecurity. When unemployment rates are high in a community, it may be interpreted as a sign of job insecurity and an underlying economic issue with detrimental effects.

Lack of training, workers' inability to keep up with emerging technologies and business trends, management's indifference to employees' needs, and economic difficulties are possible causes of employment insecurity. From the viewpoint of the individual employee, additional factors that contribute to job insecurity and employee turnover may include, but are not limited to, the following: a lack of the necessary skills, a low level of education, a poor attitude toward work, insubordination, grievances, a work-load that is either too light or too heavy, a lack of discipline, and working against the organization's ethics. Employees in the industrial sector, those with low skill levels, temporary job contract holders, and blue-collar workers all view themselves as being job insecure³⁶. Job insecurity and employee turnover may result from an organization that fires workers for a variety of reasons, such as budgetary constraints, re-engineering, restructuring, or even the introduction of new technology that reduces the need for people to carry out certain duties.

When an organization does not meet the needs of its employees in a variety of areas, including poor career advancement, promotions, rewards, poor working conditions, low salaries, a lack of facilities for health and safety, and a poor or nonexistent welfare package, employees' jobs may be in jeopardy and they are more likely to leave such a company when they find better jobs. Age may be a factor in job insecurity because older workers who are less productive in the organization as a result of getting older are more likely to lose their employment when there is a need to cut costs. Service length could be a factor in work security; someone with more experience may not feel threatened³⁷. From a different angle, employees who have

been with a company for a long time may feel threatened by the need to reduce overhead. As a result, they may be the first to be laid off because their salaries may be higher and some may even be near to retirement age. Poor working conditions may contribute to employee turnover and employment insecurity. Employee job satisfaction and organizational effectiveness were studied by a researcher, and it was found that the internal work environment has a substantial impact on both employee satisfaction and organizational effectiveness. The organization must create a welcoming work environment that prioritizes employee job security in order to allow employees to perform better and, as a result, have better overall organization performance³⁸.

Employees will remain in the workplace longer when it is friendly and welcoming. Job insecurity may also be influenced by the external working surroundings. The organization's performance may suffer as a result of the political environment, unstable political situation, strict government regulations, and global economic downturn, all of which are external environmental factors that are outside the organization's control and that the organization cannot influence in order to achieve its goals. These factors may make jobs less secure and, as a result, have a negative impact on the organization's performance³⁹. Without effective communication, which enables the staff to understand what is expected of them as employees, there will be confusion and the job won't be done well. Such employees may feel insecure about their jobs because they are not given the proper information, not because they are doing the work allocated to them poorly. In order for people to be able to collaborate with management for the success of the organization as a whole, communication is the tool that enables them to learn about their roles and responsibilities as well as the current status of the organization. Ineffective communication within an organization

may have a negative impact on employees' effectiveness. Internal communication is crucial for tackling organizational issues like profits, employee evaluations, workplace safety, relationships among staff members regarding work-related issues, job satisfaction, productivity, conflict reduction, and employee turnovers³⁹. When communication is not used effectively in a workplace, it can result in conflict, labor unrest, poor employee morale, a lack of job satisfaction, and high staff turnover. Communication within the workplace is an element that might contribute to job insecurity.

Friendship is a deliberate relationship that exists primarily for pleasure and gratification rather than fulfillment of specific functions⁴⁰. Workplace relationship as “nonexclusive voluntary workplace relations that involve mutual trust, commitment, reciprocal liking and shared interests and values”. Gradually, the workstation is the “main crucible for making friends” as community organizations and personal networks in neighborhoods are weakened by tragic dislocations. Another scholar supported this argument through changing nature and size of local, state and national organizations, degree of globalization growth in organic organizations and by changes in the use of joint effort in the companies⁴¹. Furthermore, he described that organizations respond significantly and positively to different challenges. The relationship at the workplace is the outcome of interpersonal relationship which improves communication among employees. Additionally, more researchers have shown that informal relation in the organizations enhance employee’s commitment, job satisfaction and reduces, absenteeism and turnover intentions of employees⁴².

Trustful friends and cooperative relations among employees at work place help in achieving job satisfaction, feelings of security and comforts at work⁴³. Also, employees in companionship are incline to involve in philanthropic behaviors by

providing fellow workers with help, guide, support, advice, feedback and suggestions on various professional affairs. In recent decade few researchers have commented on the importance of workplace friendship. The area of workplace friendship theoretically and empirically has been relatively under examined⁴⁴. In the same way, workplace relationship was a phenomenon that is almost never studied. Similarly, the remains extensive gap regarding the effect of workplace friendship on organizational and as well as employee performance. Relationship among employees at workplace can effect organizational functioning both positively and negatively or informal relations at workplace can potentially either hinder or facilitate organizational outcomes⁴⁵. The main focus of workplace relationship is organizational shared interest values rather mutual acquaintances. Earlier empirical research in management sciences revealed that informal relations can sway absenteeism, work related outcomes and behavior of employees. Thus, workplace relationship removes communication constraints improve employee performance in job⁴⁶.

Work engagement involves “a positive, fulfilling, affective-motivational state of work-related wellbeing that can be seen as the antipode of job burnout”⁴⁷. Engaged workers exhibit vigor, dedication, and absorption. Engagement can lead to a host of positive organizational outcomes such as increased profitability, higher levels of productivity and task performance, customer satisfaction, and reduced employee turnover. Given these benefits, managers should strive to create an environment that fosters engagement. However, this can be challenging in the context of corporate layoffs and restructuring. To address this challenge, we believe managers must emphasize the development of trust, ensure equitable treatment, recognize the positive effort of employees, focus on goal attainment, and continue to develop the knowledge and skills of employees.

However, we know much about the importance of building trust within an organization. Trust generally involves the willingness to be vulnerable to the actions of another based on the belief that this other actor will perform as expected even if you cannot monitor their behavior⁴⁸. Employees who trust their organization's management performs better, are more satisfied, more loyal, and are less likely to resist changes. Notably, trust is also critical to the development and maintenance of workplace engagement. In this regard, research indicates that trust mediates the relationship between antecedent factors and a worker's level of engagement. This is the case because employees need to feel a sufficient level of psychological safety to engage⁴⁹. Yet recent studies have shown that the level of trust between employees and management is at an all-time low. This is not surprising considering the scale of major layoffs happening across the globe. So, the question becomes how can managers build and maintain trust to foster engagement?

Building a culture of trust requires commitment from the top. Nothing destroys trust faster than hypocrisy from management. Hence, to foster trust, managers must lead by example through a commitment to honest and ethical business practices⁵⁰. In addition, within the specific context of layoffs top management must demonstrate concern for employees, display competence and reliability throughout the process, and communicate openly and honestly about the situation. Of these considerations, open and honest two-way communications throughout the organization is particularly important. The attributions employees make about the restructuring matter a great deal. The top management team must communicate to employees why the layoffs are necessary while also retaining employees' confidence that the existing team is competent and will be effective leading the organization through the challenging period ahead. To facilitate effective communication, many companies host open

forums that allow employees to share information, post questions to their management teams, and receive feedback. Such open forums, when carried out with genuine honesty and commitment, allow employees to get questions answered to minimize the spread of rumors and mistrust within the organizations⁵¹. More importantly, feedback can provide management with a better understanding of the employees' needs, so that improvements can be made to make the restructuring less threatening to employees.

This is a means to demonstrate to employees that you both care about their well-being and value their views, factors that as noted above, support the development of trust. To maintain trust during difficult periods such as layoffs, top managers must communicate effectively, provide well developed reasons for the decisions they make, and treat employees in a dignified and respectful manner. Trust is also critical between employees and their direct supervisors. Ernest The best way to find out if you can trust somebody is to trust them. Hemingway's point is that trust is reciprocal; if you want your employees to trust you, you must first demonstrate trust in your employees. To trust your employees means to believe in their abilities to do their jobs. An internationally renowned speaker specializing in workplace issues, one of the seven top causes of workplace stress is "being delegated responsibilities without authority". When employees are assigned responsibilities without the necessary authority to carry out their tasks, trust is bound to erode. Instead of focusing their efforts on their jobs, they become engulfed in self-doubt, feeling helpless and frustrated. Meaningful control over work is essential to foster the necessary feeling of safety that allows employees to engage⁵². Therefore, show your trust. Support your employees and delegate responsibilities along with the necessary authority. Also, give your employees the benefit of doubt: assume positive intent exists until proven

otherwise. Notably, these considerations again become even more pressing within the specific context of layoffs.

This is the case because layoffs inevitably increase the job demands on surviving employees. However, employees must feel they have the necessary resources to fulfill their role within the company to engage as well. We argue that the risks associated with resource losses that are inevitable through layoffs can be mitigated by providing surviving employees with the offsetting resource of greater control over their work. In short, people need to trust the system and the people they work for in order to be motivated and engaged. In this way, building and maintaining trust among employees is paramount to success.

The perception of workplace fairness can also profoundly affect employees' physical and emotional health, and thereby impact the organization's bottom line. While a perception of fairness builds "commitment, loyalty, and a sense of well-being at work", feelings of injustice can "spark hostility, aggression, counterproductive behaviors, absenteeism, and even quitting one's job"⁵³. Significantly for our purposes here, fairness is essential to the development of trust since it powerfully signals to employees either "the nature of the relationship with the leader or the character of the leader". This implies that an employee's perception of fair treatment is also critical to the development of psychological safety. In this way, fair treatment also enhances employee engagement. Perceptions of fairness or justice result across the distinct dimensions of distributive, procedural and interactional fairness⁵⁴. In essence, employees must perceive that outcomes are distributed fairly, the processes used to make decisions are unbiased and well understood, and that individuals are treated well within specific encounters with management⁵⁵.

In addition to safety, psychological meaningfulness is also critical for the development of engagement. Meaningfulness entails “a feeling that one is receiving a return on investments of one’s self in a currency of physical, cognitive, or emotional energy”. This return of one’s investment can be intrinsic or extrinsic, but it must result for employees to believe their work is meaningful and lead to engagement⁵⁶. Given this, employees generally need to be recognized and rewarded for doing a good job. Recognition is the key driver of employee engagement. Employees who don’t feel appreciated at work are also more likely to leave their jobs. A decade-long research project conducted by the New York Times bestsellers, Adrian Gostick and Chester Elton, found that 79% of employees who leave their jobs cite a lack of appreciation as the primary reason. Each year, employee turnover costs US businesses approximately \$11 billion, according to the Bureau of National Affairs⁵⁷. Yet despite these findings, many employers still fail to utilize recognition as a motivational tool and driver of engagement. An effective reward and recognition program requires an ongoing evaluation system.

Management’s commitment to the system is essential to its effectiveness. Moreover, it must be perceived as fair and not a game of favoritism. Otherwise, the reward system would only create resentment among coworkers and damage trust and productivity.

Additionally, managers must also remember that individuals have different needs they fulfill through work, which means a one-size-fits-all reward program is bound to fail.

Rewards must be tailored to individual needs in order to create the perception of meaningfulness. While some employees may crave open recognition, others may be motivated by additional responsibilities, autonomy, flexible working schedule or advancement opportunities. Managers need to understand the factors that satisfy each employee’s unique needs and work to satisfy these needs in the most effective ways.

Meaningfulness also implies that employees feel a sense of purpose and achievement in their jobs. Regardless of position, most people want to make contributions and be challenged to meet high standards, even in difficult situations such as a corporate restructuring. The most capable managers set challenging yet attainable goals, so that employees are constantly driven to work hard to reach the goals. But in order to be motivated to achieve these goals, employees need to first understand clearly what is expected of them, and how their jobs contribute to the success of the organization. Part of management's responsibilities is to communicate the organization's goals to the employees; and to make them a part of the team. This articulation of a corporate vision and the employee's individual role are particularly important in periods of downsizing and restructuring. No one wants to spend a lifetime doing meaningless work. Managers must help employees find meaning in what they do. Once employees believe their work is meaningful, they will be more engaged, committed, and exhibit the drive to do better⁵⁸.

Much of the early work on engagement placed the task as central to engagement. The attributes of tasks are still the key issue for promoting engagement. Not surprisingly, reference is made to the job characteristics research program and work on the intrinsic nature of rewards (i.e., the intrinsic nature of tasks; some of the issues that drive passion, commitment, involvement, and so forth. Interestingly, although the task is central, it is the degree to which the person can implement his or her preferred self in the work that is key but certain characteristics of tasks like autonomy, challenge, and variety seem to have main effects for most people. In addition to the task itself, the conditions surrounding working have been a target of practice and research. For example, in the Gallup research program, a series of 12 key work conditions was identified, which, when present, were correlated with unit performance the inference

being that when these work conditions existed, employees demonstrated engagement behaviors that resulted in the improved unit performance.

These conditions are very diverse, referring among other conditions to attributes of the work, the boss, the availability of resources, coworkers, and career progress issues. Gallup researchers deduced, however, that there was an overriding issue, management and the degree to which managers made these things happen was key to having a productive work unit. Having this insight resulted in an additional set of research efforts to understand what differentiated effective and ineffective managers, especially with regard to scores those managers received on the 12 items when their employees were surveyed. A central answer was the following: Effective managers are those who get the work done with the people they have, do not try to change them, and attempt to capitalize on the competencies their people have, not what they, the managers, wished they had⁵⁹. What is clear from the Gallup research is that units that score more highly on the items have superior performance in terms of productivity, customer satisfaction, revenues, and turnover. However, the state and/ or behavioral engagement that these 12 items result in is not clear. But research on transformational leadership helps understand these relationships.

Implicitly, the discussion of trait engagement and the conditions under which state and behavioral engagement are more likely leads to the thought that perhaps the traits and the conditions interact, and we consider that issue now. For example, building on self-concordance theory, self-determination theory, and self-concept based theory, self-engagement with “engagement with their work,” suggesting that employees who see their work as consistent with their personal values will be more engaged. This clearly infers the notion of fit as the determinant rather than either the individual attribute or the environment alone as causal. In the frameworks of self-concordance

and self-determination theories, motivation (and, by extension, work motivation) reflects a continuum ranging from complete external motivation to complete internal or intrinsic motivation. When the goals of the organization (or leader) and the goals of the individual are entirely consistent, it follows that the level of employee state engagement will be higher and that a variety of adaptive behaviors are likely to be displayed⁶⁰. Also one of the factors of employee engagement is work commitment.

Work Commitment is the loyalty and emotional attachment to an organisation. It takes into account the cost associated with leaving an organisation. It can also be defined as the intensity of the identification and dedication an individual has towards organisational goals and mission⁶¹. When employees are sure that they will grow and learn with their current employers, their level of commitment to stay with that particular organisation is higher. Organisational commitment is one type of work attitude. It is the employees' identification of specific organisational goal and wishes to maintain his status as an organization. It was pointed out that organisational commitment is the sense of pride as a member of an organisation. It is the loyalty to an organisation and willingness to try one's best for organisational goals to be achieved¹⁶. Employees become committed to their organisation when (i) they own and have conviction regarding the mission and values of their organisations (ii) they are mutually ready to exert their dedicated efforts in the achievement of their organisational goals, and (iii) they have intense desire to continue serving in their organisations.

There are three natures/dimensions of organisational commitment. These are affective commitment, continuance commitment and normative commitment. Affective Commitment: This is the tendency of a worker to stay with a company that is based on emotional attachment. An employee of a business who displays affective

commitment to their company will often identify strongly with the organisation and its objectives and might turn down offers to move to a new organisation even if they seem more attractive financially. Continuance Commitment: The individual commits to the organisation because he/she perceives high costs of losing organisational membership including economic losses such as pension accruals and social cost, friendship with coworkers that would have to be given up. The employee remains a member of the organisation because he/she has to. Continuance commitment results from the motivation to avoid impending costs that would be linked to a possible change of employer. Normative commitment: The individual commits to and remains with an organisation because of feelings of obligation. For instance, the organisation may have invested resources in training an employee who then feels an obligation to put forth the efforts on the job and stay with the organisation to repay the debt⁶².

There has always been more impact of the transformational leadership on job satisfaction and organizational commitment as compared to the impact of transactional leadership. Based on the theory mentioned above, is a style of leadership is a way or style of a person's ability as a leader in influencing subordinates, both individually and in groups, to do or not do anything, according to the will of leaders to succeed in achieving a predetermined or desired, Variable dimension of transformational leadership is composed of several indicators, are: (1) respecting the rights and responsibilities of every employee, (2) Good communication and good work atmosphere between the leader with employees, (3) Appreciate the work and be objective on subordinate (4) Commanding ability of employees, (5) Firmness to taking decisions. Transactional leadership dimension that consist of some of the indicators are: (1) the ability to rule employees, (2) Assertiveness indecision, (3) Gives the reward and punishment to employees, (4) Position themselves⁶³.

Commitment is a force that is relative from individuals in involvement in identifying himself to the organization. Commitments of the organization is “a situation where an employee of a particular organization and the purpose of siding and desires to retain membership in Organization. Commitment to the organization involves three attitudes which are: (1) Identify the organizational objectives, (2) The feeling of involvement in organizational tasks, and (3) Feelings of loyalty to the organization.” This means that employees who are committed to the values and interests of organizations looking to integrate personal and organizational goals, so that organizational goals are personal goals. Work that was his job understood as personal interest and a desire to always be loyal to the progress of the organization. Commitment to the organization means more than just formal membership, since it includes the attitude of love organization and a willingness to strive for a higher level of effort for the benefit of the Organization for the sake of achievement of goals. Based on this definition, in the commitment of the organization included the element of loyalty to organizations, involvement in work, and identification of the values and objectives of the organization⁶⁴.

Commitment is the relative power of partnership and the involvement of a person against an organization.” In other words, organizational commitment is the attitude about the loyalty of the workers against the organization and is an ongoing process of organizational members to express his concern to the Organization and it continues on success and prosperity. The theory of work motivation satisfaction determine what motivates people in work, focus on the satisfaction theory identify needs and urge on one self and how the priority needs and impulses. They focus on the kinds of incentives or the goal sought is achieved by someone to satisfied and well done. Satisfaction theory refers to “static” because the theory relate to just one or a few

things within a certain period, either past or present. Therefore, the theory that there is no need to predict work behavior or motivation, but to understand what motivates people in work. Abraham Maslow, motivation needs to conclude that a person can be arranged in a hierarchy. If one level needs are met, the level of those needs are not motivated anymore⁶⁴. Identify five levels of Maslow's hierarchy of needs in:

- a. Physiological Needs. The most basic of levels in the hierarchy that is associated with the primary needs (needs of the hungry, thirsty, sleeping and (sex). According to this theory once basic needs satisfied, they were no longer motivated.
- b. Security needs: This second requirement level emphasize the emotion and physical security. Whole organism becomes a mechanism seeking. As well as physiological needs, if the security requirements are not satisfied, they will motivate more
- c. Needs love: This third level of the needs related to the need of affection and affiliation. The use of the word love has a negative connotation as the actual sex is physical needs. Maybe the right word to describe this is to have a level of social.
- d. Award Needs: The level of awards represents higher human needs. The need for achievement power and status can be considered part of this level. Maslow carefully indicates that the level of awards includes self-esteem and appreciation in others.
- e. Self-actualization Needs: This is the top level of all human needs is low, moderate and higher. People who already have a self-actualization is the one who fulfilled and realized all its potential. Self-actualization is close related to concept of self. As a result, actualization is a self-motivated person to change the perception of them into reality⁶⁵.

2.1.2 Concept of Organisational Eustress

There is not one definition of stress used in general, stress can be stated like the non-specific response of the body to any demand for change or perception of threat, with resulting anxiety discomfort, emotional tension and difficulty in adjustment⁶⁶. A

stressor (the stress producing factor) can be an external or internal force which acts upon a person and produces stress as the consequence. These stress reactions can be physical or psychological. Distress is the result of a person exceeding their capacity to expend energy in maintaining homeostasis. In other words; the stressor asks too much for the body to handle, which results in stress. Even before the stressor actually begins “stressing”, the person appraises the stressor to determine if it is a threat or a challenge. When a stressor is perceived as a threat, it causes the individual to stress before they actually have to deal with it. A stressor is also evaluated by its timing, whether it’s perceived as desirable or not, whether it is beneficial or not, whether the individual has control over the stressor, whether the demand comes from the individual themselves or is imposed externally and, if imposed externally, what that source it has (a friend, a manager, a policy etc.)⁶⁷.

Distress can have many negative consequences, for example a decrease in job performance, negative psychological and 8 emotional impact, it can lead to egoistic motivations, it can lead to miscarriages and during pregnancy and early in life it can make the child susceptible for diseases later in life and alter their brains in a negative way. Eustress is a lesser known concept because researchers tend to focus on the negative side of stress. Eustress is not just the opposite of distress but has to be seen as a separate concept. Positive and negative responses to a stressor can happen simultaneously, which make distress and eustress separate but related concepts. Eustress is therefore not just the absence of distress. Eustress as a positive discrepancy between an individual’s perceived state and desired state, provided that the presence of this discrepancy is considered important by the individual. The perceived and desired states are considered to be the cognitive representation of the individual.

Therefore how one interprets stress determines their reaction and the way one reacts to stress is called coping.

Workplace stress is a global phenomenon that has been linked in numerous organizational and behavioral studies to adverse health, performance, and overall well-being worries. Occupational stress, however, is a challenging science construct that necessitates a basic comprehension of the "parent construct" known as stress. When a person's adaptive skills are strained, stress can be broadly defined as general physiological and psychological reactions that cause adverse mental or physical health conditions. As a result, it is common knowledge that job stress arises when there are gaps between the physiological demands of the workplace and employees' inability to effectively manage or deal with those demands. It is challenging to identify a single definition of stress in the multitude of studies and reports on the effects of stress on organizational well-being and productivity due to the varied character and perception of stress experiences experienced in the workplace. As a result, stress has been described in a variety of ways over the years, including as a stimulus, a reaction, a stimulus-response combination, or a transactional relationship between people and their environment⁶⁸.

The characteristics of the environment that are perceived as distressing and have the impact of inducing stress reactions in the person exposed to such external features, situations, or environmental factors are considered to be the stimulus for stress. In light of this, the antecedent of stimulus-based theories of stress places more emphasis on what occurs to the individual than within them. Instead, stress as a response focuses primarily on stress resulting from a person's psychological responses to stresses. Stress is defined as "the non-specific reaction of the body to any demand upon it" and has a high propensity to impair the subject's regular homeostatic

regulatory physiological functioning. Furthermore, Selye was the one who first distinguished between eustress and anxiety. Eustress was defined as positive responses to external stressors, whereas distress is defined as reactions to stressors that are appraised as negative and antagonistic to well-being⁶⁹. "Eu" is a Greek word that means "good," and it was interpreted to mean that eustress represented positive responses to external stressors. Thus, Selye contends that the bodily stimulus still undergoes its general metabolic processes in order to either prepare reactive secretions to combat, accommodate, or remove stressful circumstances, regardless of whether stress reactions are beneficial (eustress) or produce harmful (distress) outcomes. However, it is suggested that the linear nature of both definitions above led to a broader and generally accepted definition of the stimulus-response relationship. The consolidation of both earlier definitions is borne out of knowledge development that stress is not merely individual responses to external forces. But stress is an interaction between the individual and sources of demands that undermines wellness. This perspective takes into consideration that stress could be uncontrollable, unpredictable, ambiguous and sometimes unfamiliar and, making it more likely in some circumstances than others and in some individuals than others. But, the underlying submission of the 'interactionist' approach to stress depicts "stress as the consequences of a structural lack of fit between the needs and demands of the individual and his/her environment". As a result, the lack of a consensual definition of the term 'stress' over the years has also produced numerous models utilised within various context of stress research and beyond. These are some of the well-known models which have gained dominance over the decades in guiding stress research and practice despite their variance in popularity and empirical support⁷⁰.

The transactional theory of psychological stress and coping is, however, one of the most significant stress theories in the bunch. The main components of the transactional theory of psychological stress are the appraisals and coping frameworks, which describe how people assess stressful situations for risk initially through an initial assessment (i.e., primary appraisal), which then guides the processes that frame an individual's development of coping mechanisms (i.e., secondary appraisal) used to accommodate, reduce, or remove impending stressors. As a result, in the context of work stress, the transactional method investigates the relationship between the employee and their work environment through the personal evaluations that such employees make of their work environment or working conditions assessed as potential health hazards. Problem-solving and emotionally-focused coping strategies were then recommended as useful tools used by people to cope with such health-threatening demands. However, it was discovered that despite the transactional model's inclusion of variables like subjective perceptions and the potential impact of individual differences in assessing stress responses, the complexity of these personality and behavioral variations makes it challenging to empirically evaluate the broad range of how people react and cope under stressful circumstances. It has been said that frequently employed quantitative methodologies in occupational stress studies only capture a static moment in time⁷¹.

Furthermore, surveys and questionnaire design strategies have come under fire for their inability to fully account for changing complexity in timelines, antecedents, and fluctuating subjective interpretations of people's stress experiences. This limitation, which is already present in such methodologies, is therefore frequently made worse if a transactional viewpoint is used. Given the various definitions of work stress and the significant disparity they have caused, it is not clear whether this stress should be

conceptualized as pressures from the environment, strain within the affected individual, or an interaction or transaction between the individual and external forces. Extending these points, it appears that the difficulty in defining occupational stress in a way that is both comprehensive and consistent is made even more difficult by the variety and differences among stress models. Additionally, the methodological issues previously mentioned restrict our ability to fully comprehend the endemic nature of job stress realities, which are constantly changing, particularly in our contemporary world, which is heavily reliant on rapidly advancing technology, fierce global market competitions, expanding globalization, and automation of work processes and systems. Unprecedented changes have resulted from this, which are making it more difficult to perform and manifesting in a variety of harmful ways. In order to achieve this, it is crucial to take into account all the elements that affect job stress.

Stress is inevitable at workplace, It is a common phenomenon at work and something that all employees go through during different phases of their career life. Stress is believed to affect people in different ways. Stress at work is a compelling phenomenon that has been instrumental in making or breaking people in the business environment. Stress is a phenomenon that is very difficult to define. Stress was put in a negative light and its positive effects were ignored. Stressors are triggers that cause us to experience stress. In a workplace people may feel stress that cannot be ignored. The main reason for this is because stress is related to many ailments. There are many examples of stress related problems like stomach upsets, nausea and headache and such other ailments. It disturbs relationships with friends and family. The evidences of many studies prove that stress plays a key role in many chronic health problems Stress is of two kinds: Positive stress or Negative stress⁷².

Positive stress is known as Eustress and Negative stress is known as Distress. Positive stress is defined as something that is healthy and which brings about a sense of fulfillment. Distress is a state of pain, suffering or extreme worry which brings about mental and physical suffering. Numerous studies have been made on the negative impact of stress on people, especially at work. Stress is believed to affect the work productivity, lower employee performance, cause health issues and demotivate employees. Organisations and managements that provide stressful working conditions see increased absenteeism, sluggishness among workers and staff resigning frequently. This is the result of negative stress at workplace. When it appears the body cannot return to a relaxed state even when the stressor does not exist. Negative stress is seen to bring about loads of problems physically, psychologically and emotionally. On the other hand, positive stress, gives an extra burst of energy which helps people to accomplish their dreams, achieve their goals and meet deadlines. It helps in developing higher self-esteem, motivation and mental alertness. It is believed that Eustress promotes employee well-being and leads to a motivated and satisfied work force. Eustress brings joy and excitement to life which normally comes from completion of a difficult task at work place or getting a note of appreciation from superiors at work place.

Stress can be helpful and act as a positive force that motivates people to accomplish more. Absence of stress can in fact lead to a state of inertia. The authors believe that positive stressful conditions only create chances for growth. Absence of which does not help in career advancement at all. Stress is an important factor that contributes and helps in boosting career growth. Several studies support the authors' views that Eustress is necessary for improved productivity in an organization. Presence of an acceptable level of positive stress helps in motivating employees and enhances their

energy and performance. Positive stress is important for an employee for performing effectively.

Stress is an uneasy feeling that every individual faces in his day to day life whether at work or at home. In a working environment also people undergo stress from time to time. Some employers feel that only stressful working conditions lead to productivity, although many research findings disapprove this belief and some employers make efforts to provide stress free work environment to its employees so that work productivity increases. Various studies have been made by different authors on the effects of positive and negative stress. Studies have also suggested efforts to be made by organisations to reduce negative stress and provide a conducive working environment for the employees. Few studies related to the focus of this study in terms of positive and negative stress and organizational efforts are presented in the following paragraphs. Negative stress makes individual experience negative emotions as anxiety or worries those results into lack of productivity and sluggishness. Negative stress causes both economic and social losses especially for businesses. The losses come from ineffective work due to sickness caused by stress, which decreases work time and profit. Research has indicated that job stress has an impact on organisational activity and employees' sense of wellbeing proved that experiencing high levels of stress may lead to feelings of anger, anxiety, depression, nervousness, irritability, tension, hypersensitivity to criticism and mental blocks among employees⁷³.

Lack of positivity concerning work and career may negatively influence employees' sense of wellbeing. Short-lived periods of stress pose little risk to individuals but if stressful conditions continue for a longer period of time then it causes harm to physical well-being of the person. The Occupational Safety and Health

Administration (OSHA) declared that stress is a workplace hazard. It costs America annually more than 300 billion dollars. Positive stress on the other hand fills a person with happiness. “Good Stress” has positive influence on individual’s well-being. Positive Stress gives a person the energy to throw oneself into something where one wants to make some contribution. It can give an extra burst of enthusiasm to help oneself accomplish goals and meet deadlines. Eustress provides mental alertness, motivation, and efficiency. It helps in boosting self-esteem. Positive stress generates positive values among its employees but the negative stress results into ill health of its employees that can in turn reflect in overall performance of the organization stress-related problems⁷⁴.

Stress from the corner of office to the factory floor, bloody Monday layoffs, mergers and acquisitions, etc., all are taking their toll in derailed careers, broken families and emotional disorders signs are everywhere. Employees drink to excess and slip disastrously in their performance, they erupt into fits of uncontrollable rage at work and abuse their families at home. A few commit suicide. So, eustress is good for the progressive level of performance whereas situation is inverse in case of distress. To cope with distress organizations work a lot and go for interventions which are called stress management interventions (SMIs) in order to help people of the organization to cope with it in an effective way. There are different levels of these interventions i.e. primary, secondary and tertiary. Primary interventions attempt to alter the sources of stress at work. Examples of primary prevention programs include redesigning jobs to modify workplace stressors, increasing workers’ decision-making authority, or providing coworker support groups⁷⁵. In contrast, secondary interventions attempt to reduce the severity of stress symptoms before they lead to serious health problems.

Tertiary interventions, such as employee assistance programs (EAP), are designed to treat the employee's health condition via free and confidential access to qualified mental health professionals. The most common SMIs are secondary prevention programs aimed at the individual and involve instruction in techniques to manage and cope with stress. Examples are cognitive behavioral skills training, meditation, relaxation, deep breathing, exercise, journaling, time management, and goal setting. Several studies have highlighted the deleterious consequences of high workloads or work overload. Work overloads and time constraints were significant contributors to work stress among community nurses. Workload stress can be defined as reluctance to come to work and a feeling of constant pressure (i.e. no effort is enough) accompanied by the general physiological, psychological, and behavioral stress symptoms.

Factors intrinsic to the job mean explore workload, variety of tasks and rates of pay. Due to rapidly change of globally network, it creates the pressure to employees to produce with effectively and efficiency. Indeed, to perform better to their job, there is a requirement for workers to perform multiple tasks in the workplace to keep abreast of changing technologies. The ultimate results of this pressure have been found to one of the important factors influencing job stress in their work. A study in UK indicated that the majority of the workers were unhappy with the current culture where they were required to work extended hours and cope with large workloads while simultaneously meeting production targets and deadlines. Role ambiguity is another aspect that affects job stress in the workplace. Role ambiguity exists when an individual lacks information about the requirements of his or her role, how those role requirements are to be met, and the evaluative procedures available to ensure that the

role is being performed successfully. Role ambiguity to lead to such negative outcomes as reduces confidence, a sense of hopelessness, anxiety, and depression⁷⁶.

High effectiveness of secondary and tertiary stress management programs whereas temporary positive effect of primary stress management interventions. If coping strategies are conceptualized as the currency expended in a specific way stress transaction, coping resources constitute the bank account from which this currency is drawn. Effect of these stressors on employees depends upon the employees' cognitive and behavioral responses to them. Employee resources and cognitive behavior are determined in turn, by the amount and the quality of resources that the employee can draw upon when faced with problem or potential stressor at work. For a more stressor free environment it is important to focus on stress management interventions. Inverse relation of empowerment and stress has been focused through positive relation of empowerment and job satisfaction.

A Eustress is substantiated as a form of stress after which a person's adaptive capacity increases. This eustress is considered as an adaptation process which results in the transition of the organization to a lower level of allosteric load and distress is the transition to a higher⁷⁷. Based on existing conceptualizations of stress, an efficacy of Human Resource Development (HRD) interventions is applied to manage the stress in the organization. Here, eustress is considered as good stress as a positive individual and organizational outcome. HRD eustress model provides a parsimonious explanation for why challenge matters and how many activities within HRD are crucial for generating healthy stress among employees. This method provides a positive intervention for both HRD researchers and practitioners. However, job resources seemed to be more present in the experience of eustress at work than job demands. Stress should be considered both by form and by level. The effect of stress

on performance may be best represented by a U-shaped inverted relationship, curvilinear. Specifically, an amount minimal of stress may be beneficial (i.e. eustress) to help maintain vigilance, excitement and focus up to a certain level or point in time. However, beyond a threshold point stress may become debilitating and exhibit non-linear detrimental effects on performance.

The final outcome of the study defines and operationalises stress as distress, or stress that has reached a level at which it exhibits negative effects on cognitive performance, such as on a creative task. Stress was found to be negatively related to both wisdom strengths and creative task performance. Given focus on distress towards the experimental procedure that resulted with an individual difference of wisdom is associated with lower levels of reported stress. Eustress seemed to result in a range of positive outcomes, especially emotional and mental, but also physical and behavioural effects, which are suggested to have a long-term impact on the health and well-being and function as a buffer for distress. Eustress will assist in the transition of the organism to a lower level of allostatic load and distress is the transition to a higher. Although some well-known models of stress provide the grounds for eustress mechanisms, experimental studies are necessary to confirm the model of eustress⁷⁸. The impact of eustress on managing talents of employees in the manufacturing industry. The primary objective of the study was to know how eustress towards talent management in the workplace among workers. The suggestion given by the researcher is that the overall performance of the organization should be increased by better motivation system.

To increase productivity, there plenty of training programs for the employees and also Implementing positive stress (Eustress) can encourage and motivates employees to do work. As the interpretation of the PubMed database illustrates, very few analyses of

stress attend to the concept of eustress. It is our position that the lack of research on eustress is due to a lack of clear criteria for differentiating this type of stress from others. Furthermore, the absence of such criteria is a consequence of the insufficient development of the conceptual basis of eustress. Under these circumstances, there is significant variation among scientists in their understanding of eustress. However, there are circumstances where the quantity of pressure is among too much or too slight, which foundations good stress (eustress). It is well-thought-out essential for effort achievement. Eustress retains workers interested and makes them attentive, enthusiastic, self-confident, and responsive to a suitable custom⁷⁹.

Workplace stress is a major issue for both employees and organization. It is a common term used in our life with most people having different understanding about its meaning. Despite different understanding of its meaning, it is a mind-body-environment relationship. Stress as a “non-specific response of the body to any demand placed upon it.” The term ‘non-specific’ was later refined and limited to stress syndrome occurring when stressors are pushed above their threshold. Stress, stressor and strain are often used interchangeably but rather erroneously in the extant literature. Stress implies the origin of the word as a subject from the concept of resistant in physics which was extended to the field of psychology. Stress is a psychological state of mind resulting from demands put on a person’s body. From the medical point of view, stress has often been proven to be detrimental to health. Perhaps one of the explanations for the inverse relationship between stress and health is that stress deregulates immune function which may lead to activation of cancer cells and latent herpes viruses, delayed wound healing and impaired vaccine responses. Although the above snapshot on stress carries a negative connotation, stress is multifaceted and at times brings out goodness⁸⁰.

Stress in Chinese encompasses two characters which represent “crisis” and “opportunity.” In the extant literature stress has similarly been seen as having two implications; eustress and distress conditions. Eustress refers to the positive feeling which arises from a stressful condition while distress relates to threats and harmful effects. Eustress may occur when individuals are able to handle external demands placed on their physique which may lead to decreased physiological and psychological stress (e.g. pleasant life, able to control feelings of anxiety and being proactive). Distress on the contrary may exist when individuals cannot cope with external demands placed on their bodies and end up with increased physiological and psychological stress (e.g. sickness, unpleasant life, unable to control feelings of anxiety, and passive). In the field of management, workplace stress has come to the core of research as the costs to organizations and employees⁸¹. A workplace is a community of its own, hence employees derive their sense of identity and belongingness from it. Stress in the workplace would therefore affect employees significantly and ultimately the performance of the entire organization would also be at stake.

The commonly cited implications of workplace stress include low employee performance and high turnover intention, lack of satisfaction, poor employee wellbeing, lack of motivation and ill health. Low morale, poor product quality, low output, increased overtime payment, and organizational sabotage to the list of negative effects of workplace stress. In Great Britain, job-related stress has translated into an annual loss of 28 million work days while in the USA it has resulted in absenteeism and turnover with the monetary cost surpassing a billion US Dollar per year. Workplace stress is often viewed as the result of the interaction between the individual and his/her environment. Three main sources of workplace stress (stressors)

are: relationship with work colleagues, organizational constraints and workload. In their case study of library staff, similarly outlined routine and repetitive job tasks and lack of control over one's job and library patrons (customers) as the causes of stress among library staff studied. Classification of job stressors, the above mentioned factors can be termed as psychosocial stressors and job role stressors. Apart from psychosocial stressors, there are physical stressors (e.g. noise and heat) as well. Stress has two major dimensions: physiological stress and psychological stress⁸².

Physiological stress is normally related to as a physiological reaction of the body (such as headache, migraine, abdominal pain, lethargic, backache, chest pain, fatigue, heart palpitation, sleep disturbance and muscle ache) to various stressful triggers at the workplace that directly and negatively affects an individual's productivity, effectiveness, quality of work and personal health. Some examples of physiological stress are: changes in eating, drinking, sleeping and smoking habits. Psychological stress is often seen as an emotional reaction (such as anxiety and depression burnout, job alienation, hostility, depression, tension, anger, nervousness, irritability and frustration) experienced by an individual as a result from the stimulate at the workplace. Psychological stress is associated with one's role identity. A person typically has multiple role identities (an employee, a husband, a son, etc.) The higher the value a person and his/her society associate with each role, the more the cost of not performing the role would be. An engineer who is denied the opportunity to exercise his professional role, for instance, may experience a psychological stress which is exhibited in mental exhaustion. Similarly, an employee who is deprived of the support due for his professional identity may also experience psychological stress. In terms of eustress, workplace stress will usually occur when employees' knowledge, skills, abilities and attitudes can cope with or match their work demands and pressures

in organizations. In this situation, it may increase the ability of employees to manage their physiological and psychological stresses in order to fulfill job demands⁸³.

Positive humor in the workplace by both employee and employer can also help in buffering the effect of stress and improving work performance. Conversely, in distress, workplace stress will often exhibit when employees' knowledge, skills, abilities and attitudes cannot cope with or do not match their work demands and pressures in organizations. Consequently, it may decrease the ability of employees to control and manage physiological and psychological stress, such as upsetting their self-regulatory bodies, and not able to meet their duties and responsibilities as a member of an organization and a good citizen of a country. Interestingly, extant studies in the workplace stress show that the levels of physiological and psychological stress may have a significant impact on individual outcomes, especially job performance. Most organizations have to deal with job performance of their employees. Job performance means assessing individual performance, individual records or subjective evaluation⁸⁴.

Identifying specific job relevant and task behaviors actually is not a new concept in job performance in general management studies. In the past, job performance was also discussed as a specific job outcome that link to individual work behavior. There is not a single consistent or concise definition of job performance. It is in the relation of "Big Five" personality dimensions: extraversion, emotional stability, agreeableness, conscientiousness, and openness to experience. The cognitive ability can predict job performance. Nowadays, the ability to perform work without stress has rapidly become one of the key issues for management and their organizations. They pointed out that most job demand are stressful; hence, there exists a relationship between job stress and performance (task and contextual). In a workplace stress model, several scholars believe that the ability of employees to properly control and manage their

physiological and psychological stress in executing job may lead to higher job performance in organizations. Within an organizational stress model, many scholars concur that physiological stress, psychological stress and job performance are distinct concepts, but strongly interconnected. For example, the ability of employees to properly manage their physiological and psychological stresses in executing job may lead to an enhanced job performance in organizations⁸⁵.

Although the nature of this relationship is interesting, the role of physiological and psychological stresses as important predictors is inadequately explained in the workplace stress models. Many scholars argue that the role of physiological and psychological stresses as an important predictor is given less empirical attention in the previous studies. Past studies have been descriptive, describing the global workplace stress concept, explaining the general physiological and psychological features, employing a meta-analysis method to establish the link between physiological and psychological stresses and employee behavior, but ignoring to quantify the magnitude and nature of the relationship between workplace stress and job performance. Consequently, the results of this study have not provided adequate recommendations to practitioners in designing and administering workplace stress programs in growth and competitive organizations⁸⁶. Hence, this dearth encourages the researchers to further explore the relationship between physiological and psychological stresses and employee behavior, specifically job performance.

Although a wide range of stress literatures highlight the size of the challenges of workplace stress, the prominent factors that have been found to be significant sources of work stress are those that relate to the nature and context of the job. Taking this discussion a step further, stress incidents resulting from the nature of the task are frequently linked to elements that are particular to the position. In this group, it is

frequently observed that the employee struggles with aspects of their work that structurally misalign the demands placed on them with their capacity to meet those demands. Many workplace characteristics have the potential to have bad organizational and extra-organizational outcomes, which frequently worsen mental and physical health. First, there are elements specific to the work role's content. Workload (overload or underload), excessive work pace (time pressures), a lack of job meaning, little work autonomy, outside disturbances (such as noise and crowding), and toxic work systems are just a few examples of factors that can harm an employee's health and negatively affect their well-being when they are subjected to such unfavorable working conditions. Murphy's model of work stress factors hypothesizes the existence of additional occupational stress sources within the workplace setting⁸⁷.

This type of stress occurs frequently in managerial positions that are burdened with higher levels of responsibility without clearly defining role boundaries or in situations where employees are expected to meet multiple demands from superiors and other members of the organization at the same time in an unrealistic way. If this is the case, such people are frequently prone to role stress, which primarily consists of role uncertainty and conflict. Role conflict occurs when demands and expectations from members of the employee's role set (such as superiors, coworkers, and even the organization) are incompatible and incongruent. Role ambiguity is defined as a situation where the employee perceives a lack of role clarity and significant information that is required to perform the work role adequately. Concerns that prevent career growth give rise to the third category of contextual stressors. Implicit in this category is the fact that stress-related issues resulting from a lack of job security frequently have the potential to obstruct professional advancement and may

adversely affect employees' sense of wellbeing and dedication to their jobs. For instance, as a result of downsizing, outsourcing, delayering, mergers and acquisitions, restructuring, and rearranging work schedules to keep up with the pace of global competition and technological sophistication, modern organizations are constantly changing the nature of work in order to improve workplace performance and maintain competitive advantage. This has led to an increase in non-permanent contracts and contingent work arrangements⁸⁸.

Consequently, these changes in contemporary working life have created a stressful workplace that is leading to low job autonomy, job insecurities, poor promotional prospects, and even circumstances where the employee is "stuck in a position with no opportunity for advancement". The current working relationships within the organization are the fourth group that acts as a contextual contributor to workplace stress. The majority of the time, problematic relationships between managers, subordinates, and coworkers take the form of office bullying, threats of violence, prejudiced opinions, unsupportive management, harassment, dark leadership, artificial social or physical workplace isolation, and other deviant behaviors. These behaviors, as noted, can result in "passive to active dislike, animosity, disrespect, or destructive mutual interaction" within the organization. Job stress, burnout, personal injuries, and poor turnover are some of the consequences, which add up to lost wages for the individual as well as the organization. The last category deals with stress-related reactions that are caused by organizational structure and climate. One of the key characteristics of the structure of the majority of companies in this category is formalization. This refers to the degree of standardization of roles within the company and the degree of rule- and regulation-based content control over work.

Employees may not have much autonomy to effectively carry out work duties in environments where jobs are highly formalized. Employees may experience high levels of stress due to an inappropriate locus of control required to meet the demands of their jobs because such formalization produces rigid procedures and rules of interaction. In a similar vein, organizational culture is determined by how employees as a whole view different aspects of work life. The importance of HR policies and best practices, leadership style, work design, technology, employee engagement, communication systems, motivational conditions, reward mechanisms, working conditions, etc. are some examples of the business goals that promote high performance. Therefore, instances of role stress, which includes role conflict and role ambiguity, distorted communication flows, fragmented job characteristics, low social value to work, poor pay, job insecurity, and job insecurity arising from a set of properties within a corporate climate, are predictors that may result in adverse organizational and extra-organizational outcomes. Stress Outcomes From the foregoing considerations of the five separate, but yet interrelated factors that cause stress within the work area, evidence found in literature suggests that work stress can negatively impact both organisational and extra-organisational outcomes. Job-related stress is a growing concern because it has been shown to have negative economic effects on organizations and bad press. The effort-reward imbalances (ERI) theory proposed that job stress is caused by differences between the efforts people put into their work and the rewards they receive. In reality, these differences lead to the poorest organizational outcomes.

Therefore, it is likely to cause negative feelings and long-lasting employee stress when an individual's inherent traits of hard work or even (over)commitment to work demands are not reciprocated with adequate appreciation in form of financial

entitlement (like salary, wages, or bonuses), job security, respect, and career advancement. The social exchange theory, which contends that a rational man considers the advantages and disadvantages of any participation in social or economic relationships, and the ERI rationality are both compatible. Therefore, common biological and deterministic strain outcomes like low morale, poor health, burnouts manifesting as emotional exhaustion, depersonalization, and decreased work accomplishment, absenteeism, negative affective conditions, and eventually withdrawal intentions are imminent where the derived benefits of labor are considered detrimental in proportion to the input in performance and cognitive abilities. Organizational stress is increasingly being discovered to have a spillover impact into people's non-working domains with similar high propensities of causing family issues, personal health issues, and other plethora of life crises. Work-family conflict, or work-life imbalance from a wider viewpoint, is the aspect of extra-organizational stress outcomes that has received the most research. This imbalance between work and life is known as an instance of an interrole conflict, in which the performance of one set of role demands, such as job obligations, interferes with the accomplishment of another set of role demands, such as family obligations or social obligations.

These inter-role conflicts could result into time-based conflict (i.e. appropriateness in time devoted to each role demand), strain-based (i.e. strain originating from one role makes it difficult to meet the expectations of another role) and behaviour-based conflict that refers to the idea that patterns of behaviours required in one role may be in dissonance with the desired characteristics of another role. Though role conflict is bi-directional (i.e. transference of conflict could be from work to life or intrusion of life into work), it is proposed in this paper that more emphasis should be placed on managing stress within the workplace since working individuals are known to be

border crossers that are continuously making behavioural and emotional transitions (un)consciously that negatively or positively affects both domains of life. Therefore, spillover experiences show the degree of permeability to which psychological patterns of behavior are occasionally stimulated by the overarching effects of stress at work when incompatibility of roles happens. Work-life conflict brought on by work stress manifests itself in different ways, such as intrusion into personal time with family or friends, or a general inability to mentally disconnect from one's work environment.

Although stress can also be self-inflicted, the thesis of this paper is that by focusing on comprehensive stress management in the workplace, we may be able to find ways to lessen the negative effects of stress that affect people's non-working responsibilities. This review concurs with the extant literature on occupational stress that suggests that the best way to advance workplace stress research is to examine and evaluate the efficacy of organizational stress management interventions⁸⁹.

This section's analysis of different arguments regarding stress management strategies concludes. Stress management interventions (SMIs) are defined as "any deliberate action taken to reduce or alleviate the stress experienced by organizational citizens in the performance of their job functions". These distinct levels of interventions have been referred to as primary, secondary, and tertiary SMIs in the process of establishing the various frames of intervention. Primary interventions are referred to as organizational best practices that aim to reduce, alter, or eliminate stressful work demands that harm performance and health. Examples of these actions are job redesign that eliminates stress factors, labour flexibility practices and organisational culture that prioritise employee's wellness. Secondary interventions are framed to assist employees to cope with work stress and examples here include wellness programs, planned social events, provision of recreational facilities, stress

management training and development. However, tertiary interventions are therapeutic in nature and are meant to assist workers who have already developed illness symptoms and other negative effects from job stress. Remedial measures fall under this group and include counseling, employee assistance programs, rehabilitation sessions, and payments for injury claims. However, the concerns raised by different SMIs reviewers frequently aim to criticize how widely used secondary and tertiary interventions are as stress reductionist strategies by employers. The apparent justification for prioritizing proactive interventions is that health risk management that concentrates on removing or eliminating work stress is significantly more beneficial than minimizing or treating manifested health damage. When compared to the investment cost in maintaining employees' presence, well-being, and health through the implementation of primary SMIs, the unfavorable costs associated with decreased performance, absenteeism, sickness, and turnovers are significantly higher. Therefore, it is suggested in this study that organizations start putting their primary attention on stress prevention, which could get rid of extremely stressful situations, which are always ineffective⁹⁰.

There is a general understanding among researchers that performance is an important variable in work organization and has become a significant indicator in measuring organizational performance in many studies⁹¹. Employee performance can also be measured through the combination of expected behavior and task-related, even though performance is often determined by financial figures. In reality, performance that is based on an absolute value or relative judgment may reflect overall organizational performance. Performance measure that is based on the performance appraisal items offers higher reliability in evaluating performance. High performance employees pursue higher level of individual and organizational performance which involve

quality, productive, innovation rate and cycle time of performance and therefore they will be able to assist organisation to achieve its strategic aims and sustaining the organisation competitive advantage. Thus, in order to attract and sustain higher employee satisfaction and performance, employer need to treat their workers as the most important internal resources and gratify them because committed and satisfied employees are normally high performers that contribute towards organizational productivity.

In general, job performance is defined as actions or behaviours relevant to organizational goals which include both productive and counterproductive employee behaviours that contribute to or detract from organizational goals. A more recent definition of employee performance is behaviour and outcomes that employees undertake that contribute to organizational goals. This means employee performance refers to the effectiveness of individual behaviours that contribute to organisational objectives and should consist of task performance and contextual performance. Both constructs are influenced by different factors, for instance job-related experience determines task performance while individual's personality type determines contextual performance. Employee performance may need to redefine to essentially broaden this construct to include non-productivity or extra-role dimensions such as cooperation, helping co-workers and superiors and generalized tendencies toward compliance. Organ further proposed that job performance should be measured to the extent to which employee engage in organizational citizenship behaviours. Employee performance is the result of two elements, which consist of the abilities and skills (natural or acquired) that an employee possesses, and his/her motivation to use them in order to perform a better job. Performance is oftentimes assessed in term of

financial figures as well as through the combination of expected behaviour and task related aspects.

Employee performance refers to task performance or in-role employee performance as the organization's total expected value on task related proficiency of an employee, or fulfillment of tasks that are required by the formal job description. In other words, task performance is the behaviors related specifically to performing job-related matters. In human resource management studies, task performance has been measured using a range of criterion measures, including supervisory ratings, productivity indexes, promotability ratings, sales total, and turnover rate. Although these indicators might be presumed to reflect performance at various degrees. Task performance should be distinguished into quality of work done, quantity of work performed, and interpersonal effectiveness. Therefore, from the above definitions it is clear that employee performance is related to the extent to which an employee is able to accomplish the task assigned to him or her and how the accomplished task contributes to the realization of the organizational goal.

Performance of an employee at his/her workplace is a point of concern for all the organizations irrespective of all the factors and conditions. Consequently the employees are considered to be very important asset for their organizations. A good performance of the employees of an organization leads towards a good organizational performance thus ultimately making an organization more successful and effective and the vice versa.. Businesses and groups should place a priority on improving employee performance by equipping staff with a set of tools and abilities to handle changing circumstances and challenges. Globalization, new market demands, innovation, and the "smart economy" are factors that businesses must contend with in order to maintain and enhance employee performance. Dealing with quick changes in

technologies, stakeholders' requirements and market demands are depending on reducing the gap within employees' attitude as underpinning factor on achieving smart goals of the organization. Researchers have defined employee performance as well as highlighted parameters affecting employee performance as in the following. The performance of an individual or an organization depends strongly on all organizational activities, policies, practices, knowledge management practices and employee engagement. These elements are vital determinants fostering high levels of employee performance⁹².

Managing performance as a planned process of which the key elements are agreement, measurement, support, feedback and positive reinforcement, which shaped outcomes in terms of performance expectation. Also, employee's performance is a combination of efficiency and effectiveness of the employee's daily tasks to meet the expectations of the stakeholders. Employees highly agree that implementing the internet in their job helped them in improving task process, education acquisition and the quality of their communication which lead to improving individual performance as well as organization. Tide between employee performance and work environment that contains physical and non-physical factors around employees which have a positive and significant effect on improving employee performance. Improving performance measurement systems and performance management practices as factors of work's environment which enhance employee's engagement levels was emphasized.

The notion of positive organization behaviors is believed can create a positive psychology in the working environment to enhance performance⁹³. Research in management studies continues to attract and deepen understanding of behaviors such as leader-member exchange, organization citizenship behavior, learning, innovative work behavior and their positive effects on performance in organizations.

Globalization, a knowledge society and changes in the work environments have brought into sharp focus the need for organizations to sustain competitive advantage. To achieve this, the intangible internal human element reflected in knowledge, skills and attitudes; and the conscious effort of applying positive measureable human resource strengths and psychological capacities that can be developed and managed for performance improvement in organizations are necessary. This has been further aggravated in research on positive organizational behavior paradigms that spur performance. In the bid to understand and explore the phenomenon of individual or employee performance, many empirical studies have been conducted on the subject in relation to different antecedents and other outcome variables. For instance, leadership, customer satisfaction and performance; leadership, resistance, empowerment, satisfaction and performance; empowering leadership, goal orientation and performance; turnover and performance; commitment, engagement and performance; learning and performance; and organizational commitment, citizenship behavior and performance.

Similarly, different employee/job models have been developed and used in empirical studies either as stand-alone models; models for specific occupations such as the military and managers; and models that can be used across different occupations.

Organizations continue to design training activities and look out for behaviors in employees that could be tapped into with the aim of improving their performance.

Employee performance information becomes useful in organizations in issues relating to performance appraisal, feedback, promotions and merit pay systems. Employee performance, a focal theory in industrial/organizational psychology is arduous to define or measure due to different or multiple aspects of job-role behavior assessments. In some contexts, it is referred to as task or in-role performance relating

exclusively to the completion of tasks specified in job descriptions. Employee performance is the employee's acumen to accomplish work goals, fulfill expectations in addition to meeting job targets. Performance is scalable actions, behavior and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals. Employee performance has been researched in diverse contexts, across different disciplines and cultures over decades, with the aim of understanding behaviors, concepts and resources that promote performance⁹⁴. Discovering and blending literature on behaviors and factors that improve performance will enable organizations take advantage of, exploit and invest in employees' physical, cognitive and emotional capabilities.

Employee satisfaction, a bi-dimensional concept, consists of intrinsic and extrinsic dimensions. Intrinsic sources of satisfaction depend on individual characteristics such as ability to use initiative, relationship with supervisors or the work that the person actually performs. These are qualitative facets of the job. While extrinsic source of satisfaction is situational and depends on the environment covering such variables as pay, promotion, job security, welfare etc⁹⁵.

Employee satisfaction is vital if organizations are to attract and retain qualified individuals. Organizations need employees to achieve their goals and to succeed. Job satisfaction represents an attitude and not behaviour. Employee satisfaction is a positive feeling that an individual has about his/her job, based on the evaluation of the characteristics of the job⁹⁶. Employee satisfaction is the general job attitudes of employees. It can be divided into five major components as including; attitude toward work group, general working conditions, attitudes toward the organization, monetary benefits and attitude toward supervision which he said is intricately connected with the individual's state of mind about the work itself and life in general⁹⁷. Managers

should focus on employees' job satisfaction for the following three reasons: Unsatisfied individuals leave organisations. Employees who are satisfied tend to be healthier and have a longer life expectancy. Job satisfaction is also known to impact employees' private lives, which can influence work-related outcomes such as absenteeism.

Employee satisfaction is the feeling or state of mind is usually pleasant and positive resulting from one's job experience. Job satisfaction is an affective or emotional response toward various facets of one's job⁹⁸. Continuing, a person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job⁹⁹. In this sense, positive and favourable attitude towards the job indicate job satisfaction while negative and unfavourable attitude indicate dissatisfaction. It is the gratification and happiness an individual derive from doing his job. Job satisfaction is how happy and content an individual is with his or her job. Job satisfaction is the feeling of fulfillment and contentment members of staff have towards their work. Job satisfaction is being happy and contented with ones duties and showing same in being devoted to the duties¹⁰¹.

It has been established that human beings work to live a satisfactory live either in the public or private sector, jobs are not taken for this sole reason, it can also be seen as the means used to achieve one's personal goals. When a job is up to or more than an individual's expectation, the individual often have positive emotions. These positive emotions are referred to as job satisfaction¹⁰². Employee satisfaction is considered enough reason for an employee to continue with job. It was observed in a study that job satisfaction affect people's attitude towards their jobs and various aspects of their jobs. The resultant influence of job satisfaction as observed by a researcher include

better performance and reduction in withdrawal and counter-productive behaviours. The presence or absence of a lot of features, sourced internally from within the employing organization influences worker's behaviour concerning their jobs and their jobs commitment to their organization. Employee's satisfaction has become one of the main corporate objectives in recent years. An employee will not put in his/her best in job if he/she is not satisfied with the job. The progress and survival of an organization still depends on how committed the organization is. Motivated employees are important to the success of an organisation and therefore understanding people in their jobs and what motivates them could be a driving force in strengthening organizational commitment¹⁰³.

Employee satisfaction is crucial to the workers' response to his/her immediate work environment. The satisfaction an employee enjoys from his job duty is a main determinant of his level of organizational commitment. Organizational sacrifice is important to preserve and attract well qualified talent pool in any organisation. Organisational commitment has gained prominence in management discourse since it plays an essential role in the goal achievement, innovation and stability of an organisation. It makes each unit like employees, managers, owners, of an organization to trust themselves; hence, it brings better superior- subordinate relationship and improves organisational climate. Stronger and more generalized commitment may enhance organisational development, growth and survival¹⁰⁴.

Employee satisfaction can also be defined as an emotional state related to the positive or negative appraisal of job experiences. Job satisfaction is the fulfillment of gratification of certain needs that are associated with one's job. Jobs are done better when employees are satisfied with their job. It is the feelings an individual holds towards his job and other aspects of the job¹⁰⁵. The job diagnostic survey of some

researchers reveals that job satisfaction is associated with five core characteristics which are skill variety, task identity, task significance, autonomy, and feedback from the job itself as well as two supplementary characteristics - feedback from agents and dealing with others¹⁰⁶. A recent study presented three idea to explain the significance of job satisfaction: Organizations that consider humanitarian values find it important to treat their employees with respect. Assessing job satisfaction could be considered as an indicator of the extent to which employees are related with effectively. High levels of job satisfaction could also be a sign of emotional wellness or mental fitness. Organizations can design a useful position in which employees' behavior would be expected to influence organisational operations according to the employees' degree of job satisfaction/dissatisfaction. Employee satisfaction can be expressed through behaviors that will affect an organization negatively. Job satisfaction can be an indicator of organisational operations. Assessing job satisfaction might bring out various levels of satisfaction among organisational department, therefore, be helpful in pinning down areas in need of improvement¹⁰⁷.

These strategies are ways to apply manager's knowledge of what provides job satisfaction and motivates workers. Reinforcement/Behavior Modification: Most managers prefer giving rewards and placing positive value on performance to dodging out punishment. Management by Objectives: Set of procedures involving both managers and subordinates in setting goals and evaluating progress. Experts agree that motivation is the biggest advantage of MBO if it is used properly. Participative Management and Empowerment: Method of increasing job satisfaction by giving employee a voice in the management of their jobs and the company. As an example, workers who no longer report product defect to supervisor, but have the freedom to correct problems themselves, or even return defective products to the workers who are

responsible for they have been empowered to take greater responsibility for their own performance. Job Enrichment and Job Redesign: These programs are method of increasing job satisfaction by adding one more motivating factor to job activities. Job rotation plans, for example, expand growth opportunities and the chance to learn new skill. Job Resign Programs: This method of increasing job satisfaction by designing a more satisfactory fit between workers and their jobs. Job redesign is usually implemented in one of these three ways: through combining task, forming natural work groups, and establishing client relationship. vi. Modified Work Schedule: (a) Work-share Program: This allows two or more people to share a single full-time job. (b) Job sharing: Usually benefits both employees and employer, although job sharing employees generally receive fewer benefits than fulltime counterparts. (c) Flex time: Can include starting later and leaving later in the day or starting later and leaving earlier¹⁰⁸. However, in the context of this study, job satisfaction describes the feelings, attitudes or preference of academic staff regarding their profession.

2.2 Theoretical Review

The theoretical review explores the different theories that explain the effect of organizational eustress (employee performance, employee satisfaction, employee wellbeing) on employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria. Two theories were reviewed which include; Social Exchange Theory (SET), and Herzberg's Theory of Stress Factors.

2.2.1 Social Exchange Theory (SET)

Social exchange theory presents a stronger logical base to explain the concept of employee engagement¹⁰⁹. Social Exchange Theory (SET) is considered by scholars as one of the oldest and most popular theories of social behavior that best explains the

social exchange and relationship between employers and employees in a work setting. The social exchanges between or among social actors generate responsibilities voluntarily agreed, entered and created through interactions between or among parties who are in a position to give tangible or intangible resources in expectation for a return of that which they expect from each other. The social exchange theory takes into consideration, feelings of loyalty, commitment, creativity, role competence, discretionary effort as types of mutual exchange of obligations, services on the part of the employees and duty of care, involvement, rewards, favors and privileges on the part of the employer.

Social exchange theory's theoretical utility is challenged by the following facts; there are many similar and overlapping constructs used to operationalize initiating actions and target responses which could be addressed by initially providing a thorough review of this problem and subsequently discussing some of the solutions that have been proposed within the theory. There is insufficient appreciation of the extent to which some of the constructs frequently employed in social exchange research are hedonically positive (e.g., supervisor support, helping), whereas others are hedonically negative (e.g., abusive supervision, incivility). Social exchange researchers would benefit from having the ability to better distinguish these constructs from each other. Social exchange theory fails to completely articulate the distinction between behavioral action and inaction. More clearly, social exchange theory inherently assumes the absence of something that is hedonically positive (justice, trust) is effectively the same as the presence of something that is hedonically negative (injustice, distrust). However, evidence suggests this is not necessarily true. Finally, as a consequence of the prior three concerns, another critical issue emerges. The behavioral predictions offered by social exchange theory have become too general

and imprecise. As we have seen, tests of social exchange theory have tended to contain at least three parts; an initiating action, a relationship between parties, and a reciprocating response. Each of these parts can be represented by multiple constructs. For instance, a supervisory initiating action might involve abusiveness, incivility, justice, or support. A relationship could be committed or trusting, while reciprocating responses might include organizational citizenship behavior (OCB) or counterproductive work behavior (CWB).

The generality of social exchange theory has therefore led to myriad constructs that often play similar functional roles within the theory: different actions, resulting relationships, and reciprocating behaviors. Notice that constructs within each of these sets occupy a very similar position within the theory: what someone does, how someone responds to favorable treatment, and soon, and thus are likely to include parallel sets of behaviors. In this way, social exchange theory has done nothing to discourage the proliferation of closely related constructs. Our point is not that these overlapping constructs are empirically identical; we will see that they often are not. Rather, we maintain that many are theoretically similar and will tend to be correlated. At the extreme, it may become difficult to psychometrically disentangle certain constructs.

A general consensus amongst scholars is that social exchange between social actors influence behavior because (i) it involve social actors who engage in a relationship that one has something to offer which the other may not have but desires (ii) dealings are mostly on a give-and-take basis that serve as means of achieving desired goal at a cost in terms of time, energy or resources to both (iii) employees' decision to be engaged on their job or not is triggered by the exchange of tangible or intangible materials associated with such and or the treatment they receive from employers (iv)

the relationship eventually, develops into loyalty, trusting each other, sharing commitments so long as both social actors keep to the conditions of mutually agreed exchanges¹¹⁰. Within the context of this study, a social exchange could be said to occur when employers provide employees with an appropriate and adequate physical work environment features-aesthetic beauty that have the potential to arouse and sustain employees passion for work, opportunities to experience a sense of oneness and care while at work, the space to express themselves. In return, employees exhibit discretionary efforts, puts in more time and energy into work roles, have passion for work, make positive contributions to matters of interest to the organization and work towards organizational goal. Therefore, this study is under investigation as it suggests that exchanges between employees and employers are key to sustaining employees' engagement and the degree organizational goals are achieved.

2.2.2 Herzberg's Theory of Stress Factors

Herzberg made an extensive research in order to study what motivated people at work. Through his research, he theorized two factors - "motivators" and "hygiene" factors which influenced people at work¹¹¹. 'Motivators' relate to job-centered factors; they relate to the job itself. 'hygiene' factors relate to the external environment. These are peripheral to the job. He listed aspects like achievement, recognition, challenging work, advancement, and growth in the job as "motivators" and aspects such as company policy and administration, supervision, working conditions, interpersonal relations, salary, status, job security and personal life as "hygiene" factors. Herzberg went on to explain that the absence of "motivators" does not mean that the employees are dissatisfied at work. They are merely 'not satisfied' at work. Similarly, the presence of "hygiene" factors does not lead to employee satisfaction. The status is just 'not dissatisfied' at work. To explain further, 'hygiene' or maintenance factors are

necessary at work to avoid job dissatisfaction. When the “hygiene” factors are provided at work place, it pacifies the employees and prevents them from being dissatisfied. When the “hygiene” factors are non-existent at work place, employees become dissatisfied at work. However, their presence alone does not lead to job satisfaction.

On the other hand, ‘motivators’ or satisfiers are necessary for keeping the employees satisfied at work and enabling them to perform effectively. One or more motivators are essential for keeping the employees satisfied at work. However, their absence will merely lead to ‘no satisfaction’ at work and does not lead to job dissatisfaction. According to Herzberg, when people experience the “motivators”, they enjoy a sense of job satisfaction. Satisfaction at work is achieved only through one or more motivators. Satisfaction and growth is a result of motivators, dissatisfaction is due to hygiene factors. The motivators result in high employee performance and growth, which depends on what a person, does. The hygiene factors depend on the environment in which the person works. Hygiene factors must be provided in order to avoid employee dissatisfaction and motivators need to be made effective in order to increase employee satisfaction and performance which will eventually boost employee positive stress at work and he/she will work optimally to achieve the organizational goals and objectives. This theory explained that organizational eustress can serve as a motivator for employees. Hence, Herzberg two factors is used to underpin organizational eustress as explained in this study.

2.3 Review of Empirical Studies

2.3.1 Organisational Eustress and Employee Engagement

Employees have tendency towards high level of stress regarding time, working for longer hours which reduces employees urge for performing better. Management support helps in reducing or increases stress in employees. Apparent organizational assistance, management support work is a cushion which acts positively in decreasing work related stress in employees. There are a lot of reasons causing stress, work family conflicts, work overload one of reason is identified that if the organization or management does not appreciates its employees for their hard work or contribution toward the organization creates stress and mostly creates intention to leave¹¹². A scholar studied the link between anxiety stress with satisfaction and performance of employees, that lower anxiety stress improves performance of employee's which he studied in different managerial level of an organization. A researcher found the relationship between occupational stressors and the performance of employees of an organization as well as it can affect the employees psychologically. A scholar studied an association between job stress and job performance between managers and blue-collar employees. Stress on job can be stated as the outcome of an individual due to the working environment from which he feels unsecured¹¹³.

Different relationships are projected between job stress and performance: U-shaped and curvilinear, positive linear, negative linear and no relationship between the stress and performance. A random sample of 305 blue-collar and 325 managerial workers in Canadian firm are surveyed through structured questionnaire. Variables used for this study were job stress, job performance, and organizational commitment. A negative linear relationship between job stress and job performance was found. Very limited evidence is seen for curvilinear or no association. Numerous studies found that job stress influences the employees' job satisfaction and their overall performance in their work. Because most of the organizations now are more demanding for the better job

outcomes. In fact, modern times have been called as the “age of anxiety and stress”¹¹⁴. The stress itself will be affected by number of stressors. Nevertheless, Stress is a situation which will force a person to deviate from normal functioning due to the change (i.e. disrupt or enhance) in his/her psychological and/or physiological condition, such that the person is forced to deviate from normal functioning.

From the definition that has been identified by researchers, we can conclude that it is truly important for an individual to recognize the stresses that are facing by them in their career. Some demographic factor may influence the way a university academic staff act in their workplace. Management role of an organization is one of the aspects that affect work-related stress among workers. Workers in an organization can face occupational stress through the role stress that the management gave. Role stress means anything about an organizational role that produces adverse consequences for the individual. Management will have their own role that stands as their related. Role related are concerned with how individuals perceive the expectations other have of them and includes role ambiguity and role conflict¹¹⁵. Family and work are inter-related and interdependent to the extent that experiences in one area affect the quality of life in the other. Home-work interface can be known as the overlap between work and home; the two way relationship involves the source of stress at work affecting home life and vice versa effects of seafaring on home life, demands from work at home, no support from home, absent of stability in home life. It asks about whether home problems are brought to work and work has a negative impact on home life. For example, it questions whether the workers have to take work home, or inability to forget about work when the individual is at home. Home-work interface is important for the workers to reduce the level of work-related stress.

The occurrence of stressors in the workplace either immediately following a period of chronic stress at home, or in conjunction with other major life stressors, is likely to have a marked impact on outcome. Several studies have highlighted the deleterious consequences of high workloads or work overload¹¹⁶. Work overloads and time constraints were significant contributors to work stress among community nurses. Workload stress can be defined as reluctance to come to work and a feeling of constant pressure (i.e. no effort is enough) accompanied by the general physiological, psychological, and behavioral stress symptoms.

Factors intrinsic to the job mean explore workload, variety of tasks and rates of pay. Rapidly changing global scene is increasing the pressure of workforce to perform maximum output and enhance competitiveness. Indeed, to perform better to their job, there is a requirement for workers to perform multiple tasks in the workplace to keep abreast of changing technologies¹¹⁷. The ultimate results of this pressure have been found to one of the important factors influencing job stress in their work. A study in UK indicated that the majority of the workers were unhappy with the current culture where they were required to work extended hours and cope with large workloads while simultaneously meeting production targets and deadlines. Role ambiguity is another aspect that affects job stress in the workplace. Role ambiguity exists when an individual lacks information about the requirements of his or her role, how those role requirements are to be met, and the evaluative procedures available to ensure that the role is being performed successfully. A researcher studies found role ambiguity to lead to such negative outcomes as reduces confidence, a sense of hopelessness, anxiety, and depression.

Each manager must pay attention to employee's needs and to provide them the possibility to expose their ideas and to prove their abilities. With all these Allan, 2018

within a study conducted through human resources specialists, has shown that only in 65% of the organizations the management required complete evaluations for their employees and 47% of managers consider that performance management is a human resource process and not a critical one for the company success. There are more than several reasons for which managers continue to choose individual evaluation of the performance such as employee's motivation, reward of the most performing one decision validation of laying off the ones with low performance, continuous promotion and development opportunities. The more time employees spend within one company, the more familiar they get with its practices, the more they learn and the more their value increases. The human resources are the only assets that need to be nurtured generously, as the employees as actually the most valuable resource of the organization and keeping talent within is now becoming a central goal for HR professionals¹¹⁷.

The internal marketing orientation has implications not only for internal aspect of the organization performance such as employee's retention, their motivation, satisfaction and organizational commitment, but also for external aspects of performance such as service quality, client satisfaction and, in the end, financial performance. All in all, the employees will always search those employment relationships that invest in their personal growth. Trainers must be knowledgeable on the relationship between training and profit. Training for the sake of training is no longer the order of the day.

It must yield a competent workforce that can keep up to pace with the high level of skills and capabilities that are essential in today's dynamic work environment and prepare employees for future demands. It is then expected of trainers to use each opportunity as a response to achievements, mostly on the effect on the business to senior management. If the training provided is not delivered professionally, the

quality of learning diminishes causing reduced individual competence and ultimately having an unfavourable effect on business performance¹¹⁸.

Training also helps improve quality of products/services, productivity, consumer satisfaction, morale, viability, management succession, business development, and organizational performance. In most organisations, individual and organisational appraisals are performed to identify needs before training programmes are planned and implemented. A post training evaluation is also done to determine the usefulness of the program in accordance with the needs identified¹¹⁹. The evaluation provides insight into the level of impact the training has on employees' productivity. These steps are important because an organization succeeds when its employees possess and apply the required knowledge and skill.

Studies have tried to demonstrate that high skills are contributory factors responsible for the success of organizations. Research indicates a substantial relationship amongst an effective workforce and employee performance mainly gauged by the level of workforce productivity. A report confirmed that employees of manufacturing companies with on average a higher/additional qualification performer better¹²⁰. Employees' innovation are sparked through the acquisition of higher skills which leads to a more refined production process and higher quality products. Similarly, in the US it was found that an additional year of education increased productivity in the range of 4.9 - 8.5% in the manufacturing sector and 12.7% in the services sector. The impact of training on performance has been analysed for different indicators including improved output, profits, salary bandwidth. Increased training led to a more effective work force with increased productivity across several sectors. The manufacturing companies participating in trainings showed increased level of productivity, higher intensity, conducted more research, and had a more competent workforce. A scholar

found that increased funding in training reduces the chances of an organization closing down. For smaller organizations, informal workers training had an impact whereas for larger organizations, training of informal workers. Employees' motivation and positive outlook are evidence-based benefits from training noted¹²¹.

A study revealed the impact of work stress on job performance. The study used target population of 144 respondents consisting of graduate employees, customer service officers of managers of banks in Pakistan. This study is expected to achieve similar results as the one done in Pakistan, where work stress had a negative relation with job performance in that when stress occurs it affects performance negatively. A researcher found that management support helps in reducing work stress. His research seeks to support the objective of this research that stress management techniques have an impact on helping employees manage stress. However research does not point out specific ways that management can assist employees in coping with stress at the workplace¹²². This is a good area for further research.

In a study done on the impacts of working conditions in all inclusive hotels in Kenya, Barbados and Tenerife¹²³. However, in Kenya the study was conducted along the coastline. The sample size consisted of 269 respondents. The data collection tool used was questionnaires and the study revealed that, staffs in all types of hotels have to cope with situations such as low wages and unfavourable working hours. Amongst the respondents, employees were offered short term contracts hence did not receive benefits and had low job security and prolonged contact with guests was seen to be stressful. This study is relevant to this particular research as it proves the importance of carrying out a stress research on hotel employees. This is due to the stressful nature of the hotel environment as proved from the findings of the above stated study. It however, also did not cover techniques employed by hotel human resource managers,

in helping employees cope with work stress. A research was done on the impact of stress on company performance, specifically those listed in the Nairobi security exchange. The target population was 32 corporations listed in the Nairobi security exchange using descriptive and multivariate techniques. The results found that stress had a positive influence on corporate performance. The study basically emphasized on the importance of understanding stress and how it affects performance¹²⁴. The following recommendations: firstly, managers must understand how stress affects their employees because stress is becoming a source of concern especially as Kenyans face economic hardships. Secondly, managers need to review policies on health care as employers have a duty to care for their workers both physically and psychologically.

Stress audits need to be conducted frequently to determine whether stress levels are getting out of control and leading to chronic stress, which affects corporate performance negatively. A scholar research on stress models provided a review of various stress models and suggested new direction¹²⁵. The research was done in Britain on 1200 nurses and university employees. The research was on how there has been an increase in levels of stress due to changes in work environments which can be considered as stressful. The findings proved demands of the work environment can be used to predict stress levels.

2.4 Conceptual Model

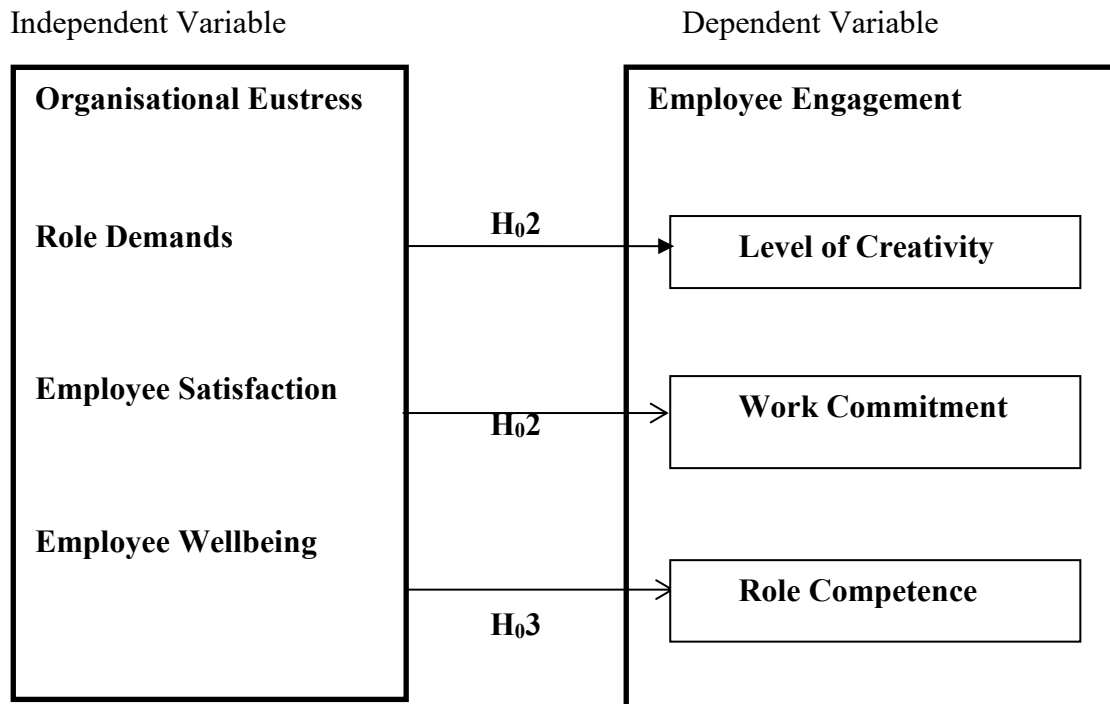


Figure 2.1: Conceptual Framework for Organizational Eustress and Employee Engagement

Source: Researcher's Conceptual Model, 2023

As conceptualized diagrammatically above, the dependent variable is employee engagement with three measures which are level of creativity, work commitment and role competence. The independent variable is organizational eustress with employee performance, employee satisfaction and employee wellbeing as issues of interest. In the first hypothesis employee performance is being tested on engagement of employees of manufacturing firms in South West, Nigeria as depicted above diagrammatically. While in the second hypothesis, it indicates the linking of employee satisfaction to engagement of employees of manufacturing firms in Ibadan, Oyo State, Nigeria. In the third hypothesis, it links the employee wellbeing with engagement of

employees of manufacturing firms in Ibadan, Oyo State, Nigeria which will reflect as their performance.

2.5 Summary of Gap in Literature Reviewed

Employee engagement is one of the greatest challenges most management face due to the competition in the world market. Some organizational management have acknowledged the importance of employees based on their contributions towards achieving organizational goals and objectives. Various measures have been put into consideration to avoid organizational collapse. The management cannot work without involvement of other organizational employees. Missions and visions are set to ensure that all employees work towards achieving similar goals. Employers acknowledge that their organizations will flourish if they can engage their employees, meaning that they will be motivated to give their very best to their employer. From the literature reviewed therefore, the researcher identified major gaps from the studies that showed a few authors have had little studies in this area of organizational eustress and employee performance in manufacturing firms although a few were conducted in tertiary institutions, factories, and hotels. The fact that there is scanty literature in this area especially regarding the relationship between organizational eustress and employee engagement and particularly on how it impacts on the performance of employees in a given organization shows a big gap in most of the studies reviewed. It is against this background that the current researcher finds it suitable to investigate the relationship between organizational eustress and employee engagement of manufacturing firms in Ibadan, Oyo State, Nigeria. The current researcher wishes to bridge the gaps identified in these studies by putting more emphasis and focus on the critical role organizational eustress play towards improvement of employee engagement of manufacturing firms in Ibadan, Oyo State, Nigeria.

Endnotes

1. I., Gulzar, Z., Ashraf, & A., Mehmood. *Workplace distress and eustress among teachers during the pandemic*. **Open Journal of Social Sciences**, 10(11), 2022, pp.156-176.
2. V., Branson, D., Turnbull, M.J., Dry, & E., Palmer. *How do young people experience stress? A qualitative examination of the indicators of distress and eustress in adolescence*. **International Journal of Stress Management**, 26(3), 2019, p.321.
3. N.A., Azhar. *Social media at the workplace: The relationship between techno eustress and employee performance at Universiti Malaysia Pahang*, 2020.
4. A., Yazdanmehr, Y., Li, & J., Wang. *Does stress reduce violation intention? Insights from eustress and distress processes on employee reaction to information security policies*. **European Journal of Information Systems**, 2022, pp.1-19.
5. A., Anjum, Y., Zhao, & N., Faraz. *An empirical study analyzing the moderating effect of supervisor support and mediating effect of presenteeism among eustress, distress, and innovative behavior*. *Behavioral Sciences*, 13(3), 2023, p.219.
6. T., Aimar, Y., Bouhdaoui, G., Mateu, & A., Sutan. *Entrepreneurial alertness in eustress complex environments: An experimental approach of the exploitation/exploration dilemma*. *Strategic Change*, 29(3), 2020, pp.301-309.
7. A., Shirish, S., Chandra, & S.C., Srivastava. *Switching to online learning during COVID-19: Theorizing the role of IT mindfulness and techno eustress for facilitating productivity and creativity in student learning*. **International Journal of Information Management**, 61, 2021, p.102394.
8. A., Anjum, & Y., Zhao. *The impact of stress on innovative work behavior among medical healthcare professionals*. *Behavioral Sciences*, 12(9), 2022, p.340.
9. A., Peter, A., Adeniji, K., Oladele, A., Sajuyigbe, F., Peter, & H., Inegbedion. *Role demand management among academic staff in selected nigerian university: the eustress perspective*. **Journal of Management Information & Decision Sciences**, 25(1), 2022.
10. U., Bahar. *Impact of emotional labor on employee wellbeing: Mediating role of eustress and moderating role of psychological capital*, 2019.
11. J.E., Ikhida, & O.A., Ogunmokun. *Eustress*. In *Encyclopedia of tourism management and marketing*, 2022, pp. 130-132.
12. F., Seeger. *Development and validation of the eustress questionnaire* (Master's thesis, University of Twente), 2019.

13. C., Van Slyke, G., Clary, & M., Tazkarji. *Distress, eustress, and continuance intentions for distance learners*. **Journal of Computer Information Systems**, 63(1), 2023, pp.149-161.
14. J.T., Zielonka, R.M., Heigl, & F., Rothlauf. *Technostress revisited at work-from-home: the impact of technostress creators on the perception of eustress moderated by work-home-conflict and job satisfaction*, 2022.
15. C.F., Rodriguez, & J., Choudrie. *The impact of different organizational environments on technostress: exploring and understanding the bright and dark sides before and during Covid-19*. In UK Academy for Information Systems Conference Proceedings 2021 [Paper presentation], 2021.
16. C., Van Slyke, J., Lee, B., Duong, X., Ma, & H., Lou. *Telework distress and eustress among Chinese teleworkers*. **Journal of Global Information Management (JGIM)**, 30(1), 2022, pp.1-29.
17. Z., Alkailanee, A.M., Alelaimat, & M., Alkhaza'leh. *The valencia eustress-distress appraisal scale (vedas): validation of the Arabic Version*. **North American Journal of Psychology**, 24(3), 2022, pp.395-410.
18. E., Silva, J., Aguiar, L.P., Reis, L.P., J.O.E., Sá, J., Gonçalves, & V., Carvalho. *Stress among Portuguese medical students: the eustress solution*. **Journal of Medical Systems**, 44, 2020, pp.1-6.
19. C., Castro Rodriguez, & J., Choudrie. *Technostress: Exploring and understanding its duality through the experiences of individuals working in organizations*, 2020.
20. H., Sies. *Oxidative eustress: On constant alert for redox homeostasis*. *Redox Biology*, 41, 2020, p.101867.
21. S.E., Lorrain. *Technostress from Email: A case study* (Doctoral dissertation, Grand Canyon University), 2020.
22. E.T., Matejek. *The explanatory role of eustress and distress in the relationship between Extraversion and Depression A Cross-sectional Study* (Bachelor's thesis, University of Twente), 2019.
23. M., Majeed, & S., Naseer. *Is workplace bullying always perceived harmful? The cognitive appraisal theory of stress perspective*. **Asia Pacific Journal of Human Resources**, 59(4), 2021, pp.618-644.
24. U., Westergren, S., Vidolov, & D., Vieru. *Introduction to the minitrack on social-technical issues in organizational information technologies*, 2021.
25. M.R.F., Brandão, L.F., Polito, V., Hernandez, M., Correa, A.P., Mastrocola, D., Oliveira, A., Oliveira, L., Moura, M.V.B., Junior, & D., Angelo. *Stressors in indoor and field Brazilian soccer: are they perceived as a distress or eustress?*. *Frontiers in Psychology*, 12, 2021, p.623719.

26. H., Sies. *Oxidative stress: eustress and distress in redox homeostasis*. In *Stress: physiology, biochemistry, and pathology*, 2021, pp. 153-163.
27. A.C., Moseley. *Eustress in advanced placement (AP) and international baccalaureate (IB) students*. University of South Florida, 2020.
28. H., Sies. *Oxidative stress: eustress and distress*. Academic Press, 2019.
29. Y., Shen, S., Wang, J., Chen, & J., Wu. *Development and validation of a Chinese version of the eustress–distress psychological response scale*. **Social Behavior and Personality: an international Journal**, 48(8), pp.1-10.
30. R.V., Löwensteijn, L., Rieser, & R., Helms. *The impact of technology self-efficacy on stress perception and how the perception of stress influence job outcomes* (Doctoral dissertation, Master Thesis, Open Universiteit Nederland], 2020. https://research.ou.nl/ws/portalfiles/portal/32247930/Lowensteijn_R_IM9806_AF_BPMIT_scriptie_PURE.pdf).
31. M.D., Merino, M.D., Vallellano, C., Oliver, & I., Mateo. *What makes one feel eustress or distress in quarantine? An analysis from conservation of resources (COR) theory*. **British Journal of Health Psychology**, 26(2), 2021, pp.606-623.
32. T., Thanem, & H., Elraz. *From stress to resistance: Challenging the capitalist underpinnings of mental unhealth in work and organizations*. **International Journal of Management Reviews**, 24(4), 2022, pp.577-598.
33. J.C., Quick. *Organizational stress in the United States of America research and practice*. In *Organizational Stress around the World*, 2021, pp. 303-317.
34. R.A.A., Gift, & F., Obindah. *Examining the influence of motivation on organizational productivity in Bayelsa state private hospitals*. **Open Access Journal of Science**, 4(3), 2020, pp.94-108.
35. A., Shirish, N., Verstraete, & O.C., Tantan. *The impact of ICT characteristics on students' learning outcomes during COVID-19 lockdown period: The crucial role of techno eustress perception*. **Human Systems Management**, 2022, pp.1-14.
36. T.A.V.T., De Castro, R.L.L., Berbara, O.C.H., Tavares, D.F., da Graça Mello, E.G., Pereira, C.D.C.B., de Souza, L.M., Espinosa, & A.C., García. *Humic acids induce a eustress state via photosynthesis and nitrogen metabolism leading to a root growth improvement in rice plants*. *Plant Physiology and Biochemistry*, 162, 2021, pp.171-184.
37. S.A., McQueen. *On surgeon stress: an exploration of distress and eustress* (Doctoral dissertation, University of Toronto (Canada)), 2021.
38. J.T., Zielonka, & F., Rothlauf. *Challenge accepted: on the juxtaposed effect of the appraisal of social media as challenge and hindrance stressors on the perception of eustress and distress*. *Challenge*, 7, 2021, pp.12-2021.

39. A.A.H., Abdel Latef, M., Kordrostami, A., Zakir, H., Zaki, & O.M., Saleh. *Eustress with H₂O₂ facilitates plant growth by improving tolerance to salt stress in two wheat cultivars*. *Plants*, 8(9), 2019, p.303.
40. H., Sies. *Oxidative eustress and oxidative distress: Introductory remarks*. In *oxidative stress*, 2020, pp. 3-12. Academic Press.
41. S., Bak, J., Shin, & J., Jeong. *Subdividing stress groups into eustress and distress groups using laterality index calculated from brain hemodynamic response*. *Biosensors*, 12(1), 2022, p.33.
42. R., Ayudia, & T., Rochendi. *Hubungan iklim organisasi, eustress dengan kinerja karyawan di pt. pulsa indomedia pratama*. **Kompleksitas: Jurnal Ilmiah Manajemen, Organisasi Dan Bisnis**, 9(01), 2022, pp.58-72.
43. L.H., Caicedo-Lopez, R.G., Guevara-Gonzalez, A.K., Ramirez-Jimenez, A.A., Feregrino-Perez, & L.M., Contreras-Medina. *Eustress application trough-controlled elicitation strategies as an effective agrobiotechnology tool for capsaicinoids increase: A review*. *Phytochemistry Reviews*, 21(6), 2022, pp.1941-1968.
44. K., Anwar, N., Maruf, Y., Arifani, & M., Mansour. *Affective factors and eustress-distress of nursing English students: A comparison analysis*. **JEES (Journal of English Educators Society)**, 8(1), 2023.
45. J.J., Villalba, & X., Manteca. *A case for eustress in grazing animals*. *Frontiers in veterinary science*, 6, 2019, p.303.
46. Y., Wu, L., Zhou, X., Zhang, X., Yang, G., Niedermann, & J., Xue. *Psychological distress and eustress in cancer and cancer treatment: Advances and perspectives*. *Science Advances*, 8(47), 2022, p.eabq7982.
47. A.B., Bonache. *The stressors-performance relationship in accounting and auditing firms: Is there eustress out there?*. *Accounting Auditing Control*, 28(1), 2022, pp.87-130.
48. V., Hessel, S., Liang, N.N., Tran, M., Escriba-Gelonch, O., Zeckovic, M., Knowling, E., Rebrov, H., This, S., Westra, I., Fisk, & M., Gilliam. *Eustress in Space: Opportunities for plant stressors beyond the Earth Ecosystem*. *Frontiers in Astronomy and Space Sciences*, 9, 2022, p.40.
49. G., Tricarico, & Travagli, V. *The relationship between ozone and human blood in the course of a well-controlled, mild, and transitory oxidative eustress*. *Antioxidants*, 10(12), 2021, p.1946.
50. A.U., Haque, A.U., Basuki, J., Aston, & R., Widyanti. *Do different stressors affect working efficiency of public university personnel differently?*. **Polish Journal of Management Studies**, 23(1), 2021, pp.172-187.

51. J.V., Grummeck-Braamt, I., Nastjuk, A., Najmaei. & M., Adam. *A bibliometric review of technostress: Historical roots, evolution and central publications of a growing research field*, 2021.
52. D., Gawlick. *The associations between depression, eustress, distress and stress mindset* (Bachelor's thesis, University of Twente), 2019.
53. K.A.P., Ariussanto, Z.J.H., Tarigan, MM, D., br Sitepu, & D.S.K., Singh. *Leadership style, employee engagement, and work environment to employee performance in manufacturing companies* (Doctoral dissertation, EDP Sciences), 2022.
54. N., Santhanam, & S., Srinivas. *Modeling the impact of employee engagement and happiness on burnout and turnover intention among blue-collar workers at a manufacturing company*. **Benchmarking: An International Journal**, 27(2), 2019, pp.499-516.
55. H.Y., Ali, M., Asrar-ul-Haq, S., Amin, S., Noor, M., Haris-ul-Mahasbi, & M.K., Aslam. *Corporate social responsibility and employee performance: The mediating role of employee engagement in the manufacturing sector of Pakistan*. *Corporate Social Responsibility and Environmental Management*, 27(6), 2020, pp.2908-2919.
56. H., Hermawan, H.M., Thamrin, & P., Susilo. *Organizational citizenship behavior and performance: the role of employee engagement*. **The Journal of Asian Finance, Economics and Business**, 7(12), 2020, pp.1089-1097.
57. M.M., Zheng, & V.I., Tian. *Empowerment across cultures: how national culture affects structural and psychological empowerment and employee engagement*. **Journal of Marketing Development & Competitiveness**, 13(3), 2019.
58. A., Setiyani, D., Djumarno, S., Riyanto, & L., Nawangsari. *The effect of work environment on flexible working hours, employee engagement and employee motivation*. *International Review of Management and Marketing*, 9(3), 2019, pp.112-116.
59. N., Chanana, & A., Sangeeta. *Employee engagement practices during COVID-19 lockdown*. **Journal of Public Affairs**, 21(4), 2021, p.e2508.
60. K., Maltseva. *Wearables in the workplace: The brave new world of employee engagement*. *Business Horizons*, 63(4), 2020, pp.493-505.
61. S., Begum, E., Xia, F., Ali, U., Awan, & M., Ashfaq. *Achieving green product and process innovation through green leadership and creative engagement in manufacturing*. **Journal of Manufacturing Technology Management**, 33(4), 2020, pp.656-674.
62. Y., Ge. *Psychological safety, employee voice, and work engagement*. **Social Behavior and Personality: An International Journal**, 48(3), 2020, pp.1-7.
63. M., Baran, & B., Sypniewska. *The impact of management methods on employee engagement*. *Sustainability*, 12(1), 2020, p.426.

64. K.R., Memon, B., Ghani, & S., Khalid. *The relationship between corporate social responsibility and employee engagement: A social exchange perspective. International Journal of Business Science & Applied Management (IJBSAM)*, 15(1), 2020, pp.1-16.
65. F.L., Ohemeng, T., Obuobisa Darko, & E., Amoako-Asiedu. *Employee engagement and task performance in state-owned enterprises in developing countries: The case study of the power sector in Ghana. Journal of Public Affairs*, 20(2), 2020, p.e2021.
66. E., Bridger. *Employee engagement: A practical introduction (Vol. 24)*. 2022, Kogan Page Publishers.
67. M., Farrukh, M., Sajid, J.W.C., Lee, & I.A., Shahzad. *The perception of corporate social responsibility and employee engagement: Examining the underlying mechanism. Corporate Social Responsibility and Environmental Management*, 27(2), 2020, pp.760-768.
68. H., Tannady, F.E., Gunawan, & A., Heryjanto. *Moderation effect of work motivation toward employee engagement of worker in textile industry in province of central java, Indonesia. Test Engineering and Management*, 83(9716), 2020, pp.9716-9723.
69. J., Habanik, A., Martosova, & N., Letkova. *The impact of managerial decision-making on employee motivation in manufacturing companies. Journal of Competitiveness*, 12(2), 2020, p.38.
70. K., Kwon, & T., Kim. *An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model. Human Resource Management Review*, 30(2), 2020, p.100704.
71. V.K., Shrotryia, & U., Dhanda. *Measuring employee engagement: perspectives from literature. IUP Journal of Organizational Behavior*, 18(3), 2019.
72. O.M., Karatepe, H., Rezapouraghdam, & R., Hassannia. *Does employee engagement mediate the influence of psychological contract breach on pro-environmental behaviors and intent to remain with the organization in the hotel industry?. Journal of Hospitality Marketing & Management*, 30(3), 2021, pp.326-353.
73. S., Mani, & M., Mishra. *Non-monetary levers to enhance employee engagement in organizations–“GREAT” model of motivation during the Covid-19 crisis. Strategic HR Review*, 19(4), 2020, pp.171-175.
74. J., Ulmer, S., Braun, C.T., Cheng, S., Dowey, & J., Wollert. *Human-centered gamification framework for manufacturing systems. Procedia CIRP*, 93, 2020, pp.670-675.
75. M., Alefari, M., Almani, & K., Salonitis. *Lean manufacturing, leadership and employees: the case of UAE SME manufacturing companies. Production & Manufacturing Research*, 8(1), 2020, pp.222-243.

76. B., Tiwari, & U., Lenka. *Employee engagement: A study of survivors in Indian IT/ITES sector*. IIMB Management Review, 32(3), 2020, pp.249-266.
77. D., Change, T.K., Linge, & D., Sikalieh. *Influence of idealized influence on employee engagement in parastatals in the energy sector in Kenya*. **International Journal of Research in Business and Social Science** (2147-4478), 8(5), 2019, pp.123-135.
78. G., Delina. *A study on the interrelationships between employee engagement, employee engagement initiatives and job satisfaction*. **International Journal of Business Excellence**, 20(2), 2020, pp.242-268.
79. S., Othman. & N., Mahmood. *Linking employee engagement towards individual work performance through human resource management practice: From high potential employee's perspectives*. Management Science Letters, 9(7), 2019, pp.1083-1092.
80. R., Chaudhary. *Corporate social responsibility perceptions and employee engagement: role of psychological meaningfulness, safety and availability*. **Corporate Governance: The International Journal of Business in Society**, 19(4), 2019, pp.631-647.
81. L.M.I., Wardani, & R., Firmansyah. *The work-life balance of blue-collar workers: The role of employee engagement and burnout*. **Jurnal Psikologi Ulayat**, 6(2), 2019, pp.227-241.
82. K.S., Ajibola, E., Mukulu, & G.O., Orwa. *Performance appraisal as determinant of employee work engagement: evidence from Nigeria manufacturing firms*. **International Journal of Human Resources and Procurement**, 8(2), 2019, pp.45-58.
83. H.N., Ismail, A., Iqbal, & L., Nasr. *Employee engagement and job performance in Lebanon: the mediating role of creativity*. **International Journal of Productivity and Performance Management**, 68(3), 2019, pp.506-523.
84. L.R., Men, J., O'Neil, & M., Ewing. *Examining the effects of internal social media usage on employee engagement*. Public Relations Review, 46(2), 2020, p.101880.
85. S.N., Azlan, & A.R.S., Wahab. *Does psychological empowerment contribute to employee's engagement in Companies*. **International Journal of Humanities and Social Science Invention**, 9(5), 2020, pp.6-14.
86. P., Horváthová, M., Mikušová, & K., Kashi. *Evaluation of the employees' engagement factors importance methodology including generation Y*. Economic research-Ekonomska istraživanja, 32(1), 2019, pp.3895-3917.
87. S., Saengchai, P., Siriattakul, & K., Jermisittiparsert. *The mediating role of employee engagement between team and co-worker relation, work environment, training and development and employee performance*. **International Journal of Psychosocial Rehabilitation**, 23(4), 2019, pp.853-865.

88. M.F., Basheer, W.U., Hameed, A., Rashid, & M., Nadim. *Factors effecting employee loyalty through mediating role of employee engagement: Evidence from PROTON automotive industry, Malaysia.* **Journal of Managerial Sciences**, 13(2), 2019.
89. D., Jurburg, E., Viles, M., Tanco, R., Mateo, & A., Lleó. *Understanding the main organisational antecedents of employee participation in continuous improvement.* **The TQM Journal**, 31(3), 2019, pp.359-376.
90. L., Arco-Castro, M.V., López-Pérez, M.C., Pérez-López, & L., Rodríguez-Ariza. *Corporate philanthropy and employee engagement.* *Review of Managerial Science*, 14,2020, pp.705-725.
91. K., Na-Nan, P., Pukkeeree, & K., Chaiprasit. *Employee engagement in small and medium-sized enterprises in Thailand: the construction and validation of a scale to measure employees.* **International Journal of Quality & Reliability Management**, 37(9/10), 2020, pp.1325-1343.
92. T., Lang, & S., Saurage-Altenloh. *Emotional intelligence as a predictor of employee engagement: a study of us manufacturing workers.* **Business Management Research and Applications: A Cross-Disciplinary Journal**, 2(1), 2023, pp.77-96.
93. Z.S., Byrne. *Understanding employee engagement: Theory, research, and practice*, 2022.
94. F., Werdati, D., Darmawan, & N.R., Solihah. *The role of remuneration contribution and social support in organizational life to build work engagement.* **Journal of Islamic Economics Perspectives**, 1(2), 2020, pp.20-32.
95. T.P., Ooi, & K.B., Teoh. *Factors affecting the turnover intention among employees in Penang manufacturing industry.* *Annals of Human Resource Management Research*, 1(1), 2021, pp.29-40.
96. C.G., Machado, M., Winroth, D., Carlsson, P., Almström, V., Centerholt, & M., Hallin. *Industry 4.0 readiness in manufacturing companies: challenges and enablers towards increased digitalization.* *Procedia Cirp*, 81,2019, pp.1113-1118.
97. A., Azmy. *Employee engagement factors in a higher education institution.* *Binus Business Review*, 10(3), 2019, pp.187-200.
98. M.C., De-la-Calle-Durán, & J.L., Rodríguez-Sánchez. *Employee engagement and wellbeing in times of COVID-19: A proposal of the 5Cs model.* **International Journal of Environmental Research and Public Health**, 18(10), 2021, p.5470.
99. M., Weideman, & K.B., Hofmeyr. *The influence of flexible work arrangements on employee engagement: An exploratory study.* **SA Journal of Human Resource Management**, 18(1), 2020, pp.1-18.

100. O.M.A., Ababneh. *The impact of organizational culture archetypes on quality performance and total quality management: the role of employee engagement and individual values*. **International Journal of Quality & Reliability Management**, 38(6), 2021, pp.1387-1408.
101. G., Cattermole. *Developing the employee lifecycle to keep top talent*. *Strategic HR review*, 18(6), 2019, pp.258-262.
102. M., Tarafdar, C.L., Cooper, & J.F., Stich, J.F. *The technostress trifecta-techno eustress, techno distress and design: Theoretical directions and an agenda for research*. **Information Systems Journal**, 29(1), 2019, pp.6-42.
103. M., Moletsane, O., Tefera, & S., Migiro. *The relationship between employee engagement and organisational productivity of sugar industry in south africa: the employees' perspective*. **African Journal of Business & Economic Research**, 14(1), 2019.
104. H., Nienaber, & N., Martins. *Exploratory study: Determine which dimensions enhance the levels of employee engagement to improve organisational effectiveness*. **The TQM Journal**, 32(3), 2020, pp.475-495.
105. N.F., Ibrahim, A.M.A., Said, N., Abas, & J., Shahreki. *Relationship between well-being perspectives, employee engagement and intrinsic outcomes: A literature review*. **Journal of Critical Reviews**, 7(12), 2020, pp.69-74.
106. O.M., Ababneh, M., LeFevre, & T., Bentley. *Employee engagement: Development of a new measure*. **International Journal of Human Resources Development and Management**, 19(2), 2019, pp.105-134.
107. M., Govender, & M.H., Bussin. *Performance management and employee engagement: A South African perspective*. **SA Journal of Human Resource Management**, 18(1), 2020, pp.1-19.
108. G., Khajuria, & N., Khan. *Perceived organisational support and employee engagement: A literature review*. **Journal of Positive School Psychology**, 6(3), 2022, pp.1366-1384.
109. M., Arslan, & J., Roudaki. *Examining the role of employee engagement in the relationship between organisational cynicism and employee performance*. **International Journal of Sociology and Social Policy**, 39(1/2), 2019, pp.118-137.
110. J., Afram, A., Manresa, & M., Mas Machuca. *The impact of employee empowerment on organisational performance: The mediating role of employee engagement and organisational citizenship behaviour*. *Intangible Capital*, 18(1), 2022, pp.96-119.
111. A.T., Verčič. *The impact of employee engagement, organisational support and employer branding on internal communication satisfaction*. **Public Relations Review**, 47(1), 2021, p.102009.

112. O.O., Oladipupo, & F.H., Olubusayo. *Human resource analytics dimensions and employee engagement in manufacturing industry in Nigeria: a conceptual review*. **Journal of Management Information and Decision Sciences**, 23(5), 2020, pp.629-637.
113. K.S., Ajibola. *Human resource management practices and employee engagement in manufacturing firms in Nigeria* (Doctoral dissertation, JKUAT-COHRED), 2019.
114. O.O., Ogueyungbo, C.L., Moses, E.E., Igbino, A., Osibanjo, H., Falola, & O., Salau. *Prescriptive learning and sustainable employee engagement in selected pharmaceutical firms in Nigeria*. *Sustainability*, 14(5), 2022, p.3043.
115. C., Nwachukwu, H.M., Vu, H., Chládková, & R.S., Agboga. *Psychological empowerment and employee engagement: role of job satisfaction and religiosity in Nigeria*. *Industrial and Commercial Training*, 54(4), 2022, pp.666-687.
116. A., Adeniji, A., Osibanjo, O., Salau, T., Atolagbe, O., Ojebola, A., Osoko, R., Akindele, & O., Edewor. *Leadership dimensions, employee engagement and job performance of selected consumer-packaged goods firms*. *Cogent arts & humanities*, 7(1), 2020, p.1801115.
117. O.O., Ogueyungbo, L.M., Chinonye, E., Igbino, O., Salau, H., Falola, & M., Olokundun. *Organisational learning and employee engagement: The mediating role of supervisory support*. *Cogent Business & Management*, 7(1), 2020, p.1816419.
118. F.C., Onwuchekwa, L.T., Onwuzuligbo, & T.T., Ifeanyi. *Gender diversity and employee engagement: A study of cable manufacturing companies in Anambra State, Nigeria*. **IOSR Journal of Business and Management**, 2019.
119. J.O., Ohioyenoye, & E.O., Eguavoen. *Influence of organizational justice on employee engagement in tertiary institutions in edo state, Nigeria*. **European Scientific Journal**, 15(28), 2019, pp.566-75.
120. R., Faizan, & A.U., Haque, A.U. *Working efficiency of contrasting genders under eustress, distress, hyper-stress, and hypo-stress*. **Prabandhan: Indian Journal of Management**, 12(11), 2019, pp.32-46.
121. H., Pluut, P.L., Curşeu, & O.C., Fodor. *Development and validation of a short measure of emotional, physical, and behavioral markers of eustress and distress (MEDS)*. In *Healthcare*, Vol. 10, No. 2, 2022, p. 339.
122. U.D., Natsir, T.S., Dipotmodjo, A., Arjang, M., Hidayat, & M.Y., Mustafa. *Eight days a week: Eustress and distress among the athletes*. **International Journal of Human Movement and Sports Sciences**, 9(5), 2021, pp.912-920.
123. S., Faiz, S., Safdar, & N., Mubarak. *Impact of thriving at work on eustress and distress: career growth as mediator*. **European Journal of Training and Development**, 46(1/2), 2022, pp.178-193.

124. V., Branson, M.J., Dry, E., Palmer, & D., Turnbull. *The adolescent distress-eustress scale: Development and validation*. SAGE Open, 9(3), 2019, p.2158244019865802.
125. C., Van Slyke, J., Lee, B.Q., Duong, & T.S., Ellis. *Eustress and distress in the context of telework*. **Information Resources Management Journal (IRMJ)**, 35(1), 2022, pp.1-24.
126. T., Meirun, S., Bano, M.U., Javaid, M.Z., Arshad, M.U., Shah, U., Rehman, Z.A., Parvez, & M., Ilyas. *Nuances of COVID-19 and psychosocial work environment on nurses' wellbeing: the mediating role of stress and eustress in lieu to JD-R theory*. *Frontiers in Psychology*, 11, 2020, p.570236.
127. J.T., Zielonka, & F., Rothlauf. *Techno-eustress: The impact of perceived usefulness and perceived ease of use on the perception of work-related stressors*, 2021.
128. K., Nizam. *The impact of stress management interventions on job satisfaction: a mediating role of work eustress*. **International Journal of Business Diplomacy and Economy**, 1(1), 2022, pp.8-23.
129. A.C., Ogwueleka, & D.I., Ikediashi. *Exploring the effects of positive organizational behaviour (POB) models on occupational eustress amongst construction employees*. **Journal of Construction Business and Management**, 5(1), 2021, pp.38-46.
130. H.H., Burleson. *Eustress instead of Distress A quantitative investigation into technostress and promoting eustress in IT users (Doctoral dissertation, Master Thesis, Open Universiteit Nederland)*, 2020. <https://research.ou.nl/en/student-Theses/eustress-insteadof-distress>
131. A.C., Pavithra, & V.J., Siyakumar. *Impact of eustress on work-life balance: an analysis on public sector bank employees in South India*. **Asia-Pacific Journal of Management Research and Innovation**, 16(3), 2020, pp.196-209.
132. F.M., Lartey. *Impact of career planning, employee autonomy, and manager recognition on employee engagement*. **Journal of Human Resource and Sustainability Studies**, 9(02), 2021, p.135.
133. T., Chakraborty, & M., Ganguly. *Crafting engaged employees through positive work environment: Perspectives of employee engagement*. In *Management Techniques for Employee Engagement in Contemporary Organizations*, 2019, pp. 180-198.

Chapter Three

Methodology

This chapter presents the methodology to be used for the study. This includes the research design, population, sample and sampling techniques, research instrument, validity and reliability of research instrument, method of data collection and method of data analysis.

3.1 Research Design

A cross-sectional survey research was adopted for the study as it studied a subset of population at a point in time and to investigate the organizational eustress and employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria. This design is considered appropriate for this study because it saves time, expenses, and the amount of quality information yielded is valid and reliable, while researchers bias is reduced because respondents complete worded questionnaire. Moreover, is less cumbersome than a longitudinal survey design.

3.2 Population of the Study

The population of this study covers One Thousand Eight Hundred and Forty (1,840) staff of the selected manufacturing firms which covers both the permanent and contract staff. Two manufacturing firms in Ibadan Nigeria were studied which includes; Henkel Manufacturing Company, Oluyole, Ibadan, UG Chemicals formerly Procter and Gamble Nigeria Ltd Oluyole, Ibadan. The reason for this selection is because the identified gaps which form the purpose of this study have been traced to exist there.

Table 3.1: Population of the Study

S/N	Manufacturing Firms	Study Population
1.	Henkel Manufacturing Company, Oluyole, Ibadan	1780
2.	UG Chemicals formerly P & G Nigeria Ltd Oluyole, Ibadan	60
	Total	1,840

Source: Researcher's work 2023

3.3 Sample and Sampling Technique

This study has a total of one thousand eight hundred and forty (1,840) employees. The sample size of the population is three hundred and eighteen (318) which comprises of both Permanent and contract staff of the selected manufacturing firms. This sample size was derived using Raosoft Sample size (2004)² table as shown in Table 3.2.



Sample size calculator

What margin of error can you accept?

5 %

5% is a common choice

The margin of error is the amount of error that you can tolerate. If 90% of respondents answer *yes*, while 10% answer *no*, you may be able to tolerate a larger amount of error than if the respondents are split 50-50 or 45-55.

Lower margin of error requires a larger sample size.

What confidence level do you need?

95 %

Typical choices are 90%, 95%, or 99%

The confidence level is the amount of uncertainty you can tolerate. Suppose that you have 20 yes-no questions in your survey. With a confidence level of 95%, you would expect that for one of the questions (1 in 20), the percentage of people who answer *yes* would be more than the margin of error away from the true answer. The true answer is the percentage you would get if you exhaustively interviewed everyone.

Higher confidence level requires a larger sample size.

What is the population size?

1840

If you don't know, use 20000

How many people are there to choose your random sample from? The sample size doesn't change much for populations larger than 20,000.

What is the response distribution?

50 %

Leave this as 50%

For each question, what do you expect the results will be? If the sample is skewed highly one way or the other, the population probably is, too. If you don't know, use 50%, which gives the largest sample size. See below under **More information** if this is confusing.

Your recommended sample size is

318

This is the minimum recommended size of your survey. If you create a sample of this many people and get responses from everyone, you're more likely to get a correct answer than you would from a large sample where only a small percentage of the sample responds to your survey.

Online surveys with **Vovici** have completion rates of 66%!

Alternate scenarios

With a sample size of	100	200	300	With a confidence level of	90	95	99
Your margin of error would be	9.53%	6.54%	5.18%	Your sample size would need to be	236	318	488

Save effort, save time. **Conduct your survey online with Vovici.**

More information

If 50% of all the people in a population of 20000 people drink coffee in the morning, and if you were repeat the survey of 377 people ("Did you drink coffee this morning?") many times, then 95% of the time, your survey would find that between 45% and 55% of the people in your sample answered "Yes".

The remaining 5% of the time, or for 1 in 20 survey questions, you would expect the survey response to more than the margin of error away from the true answer.

When you survey a sample of the population, you don't know that you've found the correct answer, but you do know that there's a 95% chance that you're within the margin of error of the correct answer.

Try changing your sample size and watch what happens to the *alternate scenarios*. That tells you what happens if you don't use the recommended sample size, and how M.O.E and confidence level (that 95%) are related.

To learn more if you're a beginner, read **Basic Statistics: A Modern Approach** and **The Cartoon Guide to Statistics**. Otherwise, look at the **more advanced books**.

In terms of the numbers you selected above, the sample size n and margin of error E are given by

Figure 3.1 Raosoft Table for Determining Sample Size of a Population

Source: Raosoft (2004) Sample Size Determinant

Proportionate allocation formula,

$$N_h = \frac{n \times n_h}{N}$$

Nh=

Henkel = Determined sample size x Total population of respondents in each group

Total Population size

1780 x 100%

1840 = 96.7% = 307.5

60 x 100%

1840 = 0.03 = 3.260% = 11
318

3.4 Description of Research Instrument

The instrument used for this study is tagged Organizational Eustress and Employee Engagement (OEEE scale). A structured questionnaire was used to gather data from the respondents because it was used to analyze the structured questions and responses easily to achieve the study's objective. The study also adopted the Likert scale design which has allowed the researcher to list options where respondents chooses from. The instrument is made of four sections which are as follows:

Section A: This contains demographic characteristics of the respondents. The bio-data of respondents comprises of gender, age, qualification and work experience.

Section B: Employee Engagement scale consists of three dimensions; level of creativity, work commitment and role of competence which is aimed at examining the employee engagement in the selected manufacturing firms. The items were adopted from existing literatures as a guide in formulating the questions. A four-point response format was used, Very High (VH) =4, High (H) = 3, Low (L) = 2, Very Low (VL) = 1.

The Instrument were used to gather opinion and perception of staff on subject such as Employees Satisfaction, Employees Performance and Employee wellbeing

Section C: Organisational Eustress scale consists of three sub-variables of employee performance, employee satisfaction, and employee wellbeing. The items were adopted from existing literatures on organizational eustress. The scale used a four-point response format of 4=Strongly Agree, 3=Agree, 2= Disagree and 1=Strongly Disagree.

3.5 Validity of the Research Instrument

To validate this study, instrument was gathered through related literature review and adaptation from questionnaires that have been used by other researchers. Content and construct validity were done. Content validity was used to assess the internal validity of the research instruments which was ascertained through the supervisor and other experts in accounting field. Corrections made were incorporated in constructing the final questionnaire which was given out to the respondents for the study.

Pilot study was conducted in Ibadan for employees of manufacturing companies who are into product different from detergent. This became necessary because of the standard practice of conducting pilot study in organisations that share similar attribute with the organisation selected for the main study. The essence of the pilot study is to pre-test the research instrument and certify its validity and reliability for the main study.

It is standard research practice to ensure that as much as the instrument exhibit face and content validity, the instrument should exhibit construct validity. According to scholars, the result of convergent validity established by AVE and discriminant validity by HTMT offers a reassurance of construct validity. The SmartPLS version

3.3.9 interface offered the opportunity to calculate AVE and HTMT statistics. The result of the pilot study is presented in table 3.2

Table 3.2: Summary of Pilot Test Incorporating Construct Validity Test

Variable	No. of Items	AVE	Remark
Employee satisfaction	6	0.601	Reliable
Role demands	6	0.640	Reliable
Employee wellbeing	6	0.686	Reliable
Level of creativity	5	0.655	Reliable
Role competence	5	0.648	Reliable
Work commitment	5	0.693	Reliable

Source: Computed from Pilot study, (2023)

The HTMT criterion, according to scholars is a reliable method for establishing discriminant validity by gauging average correlations between indicators and construct (XXX). Where the HTMT values for all the reflective constructs are below 1, it provides evidence of discriminant validity between the reflective constructs. The HTMT criterion for this research was reported in Table 3.3 and was calculated using the SmartPLS statistical platform, version 3.3.9.

Table 3.3: Discriminant Validity using Heterotrait-Monotrait Ratio (HTMT)

Construct	ES	EP	EW	LC	RC	WC
Employee satisfaction						
Role Demands	0.905					
Employee wellbeing	0.944	0.965				
Level of creativity	0.913	0.792	0.751			
Role competence	0.869	0.952	0.997	0.825		
Work commitment	0.970	0.998	0.983	0.836	0.904	

Source: Computed from Pilot study, (2023)

All of the reflective constructs in table 3.3 above have HTMT values below 1.00, which is consistent with the threshold for proving discriminant validity given by (XXX). Both convergent validity (as measured by AVE) and discriminant validity (as measured by the HTMT criterion) have been emphasized by scholars as crucial indicators of construct validity.

3.6 Reliability of the Research Instrument

In ensuring validity of the data, questionnaires were tested by subjecting it to the inspection of HR of the manufacturing firms under study who gave their opinions as to whether the hypotheses used to measure the concepts were valid so as to ensure it covers all variables under study. The researcher subjected the questionnaire to a reliability test to check the internal consistency of all items measuring each variable in the study. The reliability of the instrument was done through a pilot study using thirty (30) copies of the questionnaire that were administered to the respondents (from another area) which is not part of the study. Data obtained was subjected to Cronbach's alpha reliability test to establish internal consistency of the items.

Internal consistency method of reliability was examined for all the variables in this study. Cronbach's alpha coefficient is commonly used to evaluate this internal consistency, and it is applicable to multi-item assessment instruments like those developed for this study. A questionnaire is considered reliable if it has a Cronbach's alpha score of > 0.7 but < 1 ¹². The consistency of all the variables in this analysis is shown in Table 3.6 and it confirmed the reliability of this study's instrument for the main study.

Table 3.4: Reliability Statistic

S/N	Variables	Cronbach's alpha coefficient
1.	Employee satisfaction	0.863
2.	Role Demands	0.886
3.	Employee wellbeing	0.906
4.	Level of creativity	0.869
5.	Role competence	0.863
6.	Work commitment	0.888

: Computed from Pilot Study (2023)

3.7 Administration of Research Instrument and Method of Data Collection

Primary data was collected to address the objectives of the study through a structured questionnaire in line with existing literatures. This instrument works well with a cross-section survey design mainly because it supports the collection of data regarding opinion and perception of respondents at a point in time on current issues.

A letter of introduction was obtained from the Department of Management and Accounting; Lead City University, Ibadan which was used to gain permission to

conduct the survey from the management to selected manufacturing firms. Due to number of respondents, a three (3) day training was conducted for four (4) research assistants to ease the administration, retrieval and initial sorting of copies of the questionnaires. In all, 318 copies of questionnaires was administered to employees of Henkel Manufacturing Company, Oluyole, Ibadan and UG Chemicals formally Procter and Gamble Nigeria Ltd Oluyole Ibadan.

3.8 Method of Data Analysis

The researcher analyzed the data collected using the descriptive and inferential statistic for the items in all the sections in the questionnaires. The use of the descriptive statistics is appropriate because it helps to describe and summarize data in terms of frequency distribution, mean, standard deviation, and percentage of response about variables under study, thereby answering the research questions. To test the hypotheses formulated, inferential analysis was used to analyze null hypotheses one to four using multiple regression analyses. All hypotheses in the study were at level of 0.05 significance. The data collected for the study were analyzed using Statistical Package for Social Sciences (SPSS), Version 24.

Endnotes

1. Bowley, Proportional Allocation Formulae, 1926.
2. A., Peter, A., Adeniji, K., Oladele, F., Peter, H., Inegbedion, & A., Sajuyigbe. *Data set on work routine management among academic staff in selected Nigerian University: The eustress perspective*. Data in Brief, 39, 2021, p.107621.
3. H., Sies. *Oxidative eustress: On constant alert for redox homeostasis*. Redox Biology, 41, 2020, p.101867.
4. S.E., Lorrain. *Technostress from Email: A case study* (Doctoral dissertation, Grand Canyon University), 2020.

Do Not Copy, Lead City University, Nigeria

Chapter Four

Results and Discussion of Findings

The chapter provides empirical information concerning the result of the data analysis with respect to data description, interpretation of the result of the hypotheses tested and the discussion of the study's implications within extant literature. The purpose of this research is to analyze how organisational eustress can enhance employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria. This research was carried out via questionnaire in order to acquire the necessary information for this purpose. The study adopted the SPSS version 25 for the descriptive and the inferential statistics to analyze the data.

4.1 Response Rate

A total of three hundred and eighteen (318) copies of questionnaire were administered, and three hundred and sixteen (316) copies were returned. After sorting the questionnaires only three hundred and twelve (312) copies were certified as duly filled and considered usable. The useable questionnaire represented 98%% response rate. The high response rate was recorded as the researcher administered the instruments with the help of research assistants who put concerted efforts to regularly visit the respondents to request them to fill the instrument. The response results are presented in Table 4.1.

Table 4.1: Response Rate

Responses	Frequency	Percent
Completed usable copies of questionnaire	312	98%
Unusable, unreturned and disqualified questionnaires	6	2%
Total	318	100%

Source: Field Survey Results (2023)

4.2 Demographic Data of Respondents

Table 4.2: Demographic data of Respondents

Variables	Category	Frequency	Percentage
Gender	Male	198	63.5%
	Female	114	36.5%
Age	20-25 years	106	34.0%
	26-30 years	98	31.4%
	31-35 years	32	20.5%
	36-40 years	64	89.0%
	41-45 years	14	4.5%
	46 and above	2	0.6%
Educational Level	NCE	112	35.9%
	Bachelor's degree	120	38.5%
	Master's Degree	62	19.9%
	Ph.D.	18	5.8%

Work Experience	5-10 years	198	63.5%
	11-15 years	80	25.6%
	16-20 years	26	8.3%
	21-25 years	6	1.9%
	26-30 years	2	0.6%

Source: Field Survey Results (2023)

This section consists of background and respondents' information that describes basic characteristics such as gender of the respondents, age, educational level, and work experience. To this effect, the results are presented in Table 4.2.

Table 4.2 presents the demographic and personal profile of respondents used for this study. Demographic and personal profile of respondents as shown in table 4.2. Profile of gender indicated that 198 respondents representing 63.5% were male, while, 114 respondents representing 36.5% were female, indicating that most of the respondents were male. Also, 106 respondents representing 34.0% were between 20-25 years, 98 respondents representing 31.4% were between 26-30 years, 64 respondents representing 20.5% were between 31-35 years, 28 respondents representing 8.9% were 36-40 years, 14 respondents representing 4.5% were between 41-45 years, and 2 respondent representing 0.6% were between 46 years and above, indicating that most of the respondents were between 20-25 years. Furthermore, 112 respondents representing 35.9% had NCE, 120 respondents representing 38.5% had Bachelor's degree, 62 respondents representing 19.9% had Master's degree, 18 respondents representing 5.8% had Ph.D. In addition, 198 respondents representing 63.5% spent 5-10 years, 80 respondents representing 25.6% spent 11-15 years, 26 respondents

representing 8.3% spent 16-20 years, 6 respondents representing 1.9% spent 21-25 years, and 2 respondents representing 0.6% spent 26-30 years.

Table 4.3: Descriptive Analysis of the response Work Demands

Role Demands	SA	A	D	SD	MEAN
Completing of duties specified in the job description	126 (40.4%)	182(58.3%)	4 (1.3%)	-	3.39
Meeting formal performance requirements of the job	140 (44.9%)	166 (53.2%)	6(1.9%)	-	3.43
Fulfillment of all responsibilities required	138 (44.2%)	158 (50.6%)	12(3.8%)	4(1.3%)	3.38
I have the tools and resources I need to do my job	150(48.1%)	144 (46.2%)	14 (4.5%)	4(1.3%)	3.41
Performing my work well with minimal time and effort	122 (39.1%)	142 (45.5%)	48 (15.4%)	-	3.24
I took on challenging tasks, when available	134 (42.9%)	172 (55.1%)	2 (0.6%)	4(1.3%)	3.40
Weighted Mean					3.38

Source: Field Survey Results (2023)

According to results in Table 4.3., 40.4% of respondents strongly agree that they complete duties specified in the job description, 58.3% agree, and 1.3% disagree. On

average, the respondents indicated that they complete duties specified in the job description has a mean of 3.39. Results also indicated that 44.9% of respondents strongly agree that they meet formal performance requirements of the job, 53.2% agree, and 1.9% disagree. On average, the respondents indicated that they meet formal performance requirements of the job has a mean of 3.43. Results also indicated that 44.2% of the respondents strongly agree that they fulfill all responsibilities required, 50.6% agree, 3.8% disagree, and 1.3% strongly disagree. On average, the respondents indicated that they fulfill all responsibilities required has a mean of 3.38. Results also indicated that 48.1% of the respondents strongly agree that they have the tools and resources they need to do their job, 46.2% agree, 4.5% disagree, and 1.3% strongly disagree. On average, the respondents indicated that they have the tools and resources they need to do their job has a mean of 3.41.

Results also indicated that 39.1% of the respondents strongly agree that they perform their work well with minimal time and effort, 45.5% agree, and 15.4% disagree. On average, the respondents indicated that they perform work well with minimal time and effort has a mean of 3.24. Results also indicated that 42.9% of the respondents strongly agree that they took on challenging tasks, when available, 55.1% agree, 0.6% disagree, and 1.3% strongly disagree. On average, the respondents indicated that they took on challenging tasks, when available has a mean of 3.40. The weighted mean for employee performance is 3.38 which indicate that on average, respondents agreed with most of the statements on the high scale as it relates to how employee performance is an appropriate measure of organisational eustress. More so, the weighted mean of 3.38 posit that employee performance in the manufacturing company in Ibadan is moderately high.

Table 4.4: Descriptive Analysis of the response Employee's Level of Creativity

Level of Creativity	VH	H	L	VL	MEAN
Open to new ideas	172(55.1%)	136 (43.6%)	2(0.6%)	2 (0.6%)	3.53
Participates in quality improvement initiatives	106 (34.0%)	202 (64.7%)	2 (0.6%)	2(0.6%)	3.32
On my own initiative, I started new task when my old tasks were completed	100 (32.1%)	196 (62.8%)	14 (4.5%)	2(0.6%)	3.26
Providing creative solutions for new problems	148 (47.4%)	146 (46.8%)	14 (4.5%)	4 (1.3%)	3.40
Keeping my job-related knowledge up-to-date	198 (63.5%)	102 (32.7%)	6(1.9%)	4 (1.3%)	3.60
Weighted Mean					3.42

Source: Field Survey Results (2023)

According to results in Table 4.3, 55.1% of respondents rated very high that they are open to new ideas, 43.6% high, 0.6% low, and 0.6% very low. On average, the respondents indicated that they are open to new ideas has a mean of 3.53. Results also indicated that 34.0% of respondents rated very high that they participates in quality improvement initiatives, 64.7% high, 0.6% low, and 0.6% very low. On average, the respondents indicated that they participates in quality improvement initiatives has a mean of 3.32. Results also indicated that 32.1% of the respondents rated very high that they started a new task when their old tasks were completed on their own, 62.8% high, 4.5% low, and 0.6% very low. On average, the respondents indicated that they started a new tasks when their old tasks were completed on their own has a mean of 3.26.

Results also indicated that 47.4% of the respondents rated very high that they providing creative solutions for new problems, 46.8% high, 4.5% low, and 0.6% very low. On average, the respondents indicated that they providing creative solutions for new problems has a mean of 3.40. Results also indicated that 63.5% of the respondents rated very high that they keep their job-related knowledge up-to-date, 32.7% high, 1.9% low, and 1.3% very low. On average, the respondents indicated that they keep their job-related knowledge up-to-date has a mean of 3.60. The weighted mean for employee's level of creativity is 3.42 which indicate that on average, respondents agreed with most of the statements on the high scale as it relates to how employee creativity is an appropriate measure of employee engagement. More so, the weighted mean of 3.42 posit that employee level of creativity in the manufacturing company in Ibadan is moderately high.

Relating results in tables 4.3 and 4.4 together, the employee performance has varying patterns of increase with level of employee creativity in manufacturing companies in Ibadan Oyo State, Nigeria. The findings reveal that there is reasonable evidence to show a moderate level of employee performance and creativity for manufacturing companies investigated. The descriptive analysis for employee performance and creativity was at a moderately high level. Nonetheless, reasonable efforts in strategies can be put in place to improve these results. Consequent on these findings mentioned above, it suggests that employee performance may affect employee creativity in manufacturing companies in Ibadan Oyo State, Nigeria. This provides response to research question one and create the basis for the achievement of first specific objective of this study.

Table 4.5: Descriptive Analysis of the response Employee Satisfaction

Employee Satisfaction	SA	A	D	SD	MEAN
I get full credit for the work I do	66 (42.3%)	51 (32.7%)	31 (19.9%)	8 (5.1%)	3.12
I feel the level of responsibility I am given is acceptable	63 (40.4%)	80 (51.35)	8 (5.1%)	4 (2.6%)	3.31
I get a feeling of accomplishment from my job	67 (42.9%)	65 (41.7%)	20 (12.8%)	4 (2.6%)	3.25
I do interesting and challenging work	75 (48.1%)	76 (48.7%)	4 (2.6%)	1 (0.6%)	3.44
I have a clear understanding of my job responsibilities and what is expected of me	95 (60.9%)	60 (38.5%)	1 (0.6%)	-	3.60
I know where to get help if I have a problem at work	73 (46.8%)	81 (51.9%)	2 (1.3%)	-	3.46
Weighted Mean					3.36

Source: Field Survey Results (2023)

According to results in Table 4.5., 42.3% of respondents strongly agree that they get full credit for the work they do, 32.7% agree, 19.9% disagree, 5.1% strongly disagree. On average, the respondents indicated that they get full credit for the work they do has a mean of 3.12. Results also indicated that 40.4% of respondents strongly agree that they feel the level of responsibility they are given is acceptable, 51.3% agree, 5.1% disagree, and 2.6% strongly disagree. On average, the respondents indicated that they feel the level of responsibility they are given is acceptable has a mean of 3.31. Results also indicated that 42.9% of the respondents strongly agree that they get a feeling of accomplishment from their job, 41.7% agree, 12.8% disagree, and 2.6% strongly disagree. On average, the respondents indicated that they get a feeling of accomplishment from their job has a mean of 3.25.

Results also indicated that 48.1% of the respondents strongly agree that they do interesting and challenging work, 48.7% agree, 2.6% disagree, and 0.6% strongly disagree. On average, the respondents indicated that they do interesting and challenging work has a mean of 3.44. Results also indicated that 60.9% of the respondents strongly agree that they have a clear understanding of their job responsibilities and what is expected of them, 38.5% agree, and 0.6% disagree. On average, the respondents indicated that they have a clear understanding of their job responsibilities and what is expected of them has a mean of 3.60. The weighted mean for employee satisfaction is 3.36 which indicate that on average, respondents agreed with most of the statements on the high scale as it relates to how employee satisfaction is an appropriate measure of organisational eustress. More so, the weighted mean of 3.36 posit that employee level of employee satisfaction in the manufacturing company in Ibadan is moderately high.

Table 4.6: Descriptive Analysis of the response Work Commitment

Work Commitment	VH	H	L	VL	MEAN
Rules and procedures enable me to meet my customer's requirements	89 (57.1%)	64 (41.0%)	3 (1.9%)	-	3.55
Provision of sufficient resources to satisfy	88	47	21	-	3.43

customer needs	(56.4%)	(30.1%)	(13.5%)	
Acceptance of organizational values	61 (39.1%)	91 (58.3%)	3 (1.9%)	1 (0.6%)
Willingness to exert effort	58 (37.2%)	94 (60.3%)	3 (1.9%)	1 (0.6%)
Strong sense of belonging to my organization	96 (61.5%)	55 (35.3%)	5 (3.2%)	-
Weighted Mean				3.45

Source: Field Survey Results (2023)

According to results in Table 4.6., 57.1% of respondents rated very high that the rules and regulations enable them to meet their customer's requirements, 41.0% high, and 1.9% low. On average, the respondents indicated that the rules and regulations enable them to meet their customer's requirements has a mean of 3.55. Results also indicated that 56.4% of respondents rated very high that they provide sufficient resources to satisfy customer needs, 30.1% high, and 13.5% low. On average, the respondents indicated that they provide sufficient resources to satisfy customer needs has a mean of 3.43. Results also indicated that 39.1% of the respondents rated very high that they accept organizational values, 58.3% high, 1.9% low, and 0.6% very low. On average, the respondents indicated that they accept organizational values has a mean of 3.36.

Results also indicated that 37.2% of the respondents rated very high that there is willingness to exert effort, 60.3% high, 1.9% low, and 0.6% very low. On average, the respondents indicated that there is willingness to exert effort has a mean of 3.34. Results also indicated that 61.5% of the respondents rated very high that there is strong sense of belonging to their organization, 35.3% high, and 3.2% low. On average, the respondents indicated that there is strong sense of belonging to their

organization has a mean of 3.58. The weighted mean for work commitment is 3.45 which indicate that on average, respondents agreed with most of the statements on the high scale as it relates to how work commitment is an appropriate measure of employee engagement. More so, the weighted mean of 3.45 posit that employee level of work commitment in the manufacturing company in Ibadan is moderately high.

Relating results in tables 4.5 and 4.6 together, the employee satisfaction has varying patterns of increase with level of work commitment in manufacturing companies in Ibadan Oyo State, Nigeria. The findings reveal that there is reasonable evidence to show a moderate level of employee satisfaction and work commitment for employees in the manufacturing companies investigated. The descriptive analysis for employee satisfaction and work commitment was at a moderately high level. Nonetheless, reasonable efforts in strategies can be put in place to improve these results. Consequent on these findings mentioned above, it suggests that employee satisfaction may affect employee's work commitment in manufacturing companies in Ibadan Oyo State, Nigeria. This provides response to research question two and create the basis for the achievement of second specific objective of this study.

Table 4.7: Descriptive Analysis of the response Employee Wellbeing

Employee Wellbeing	SA	A	D	SD	MEAN
Feel strong and empowered	79	74	1	2	3.47

	(50.6%)	(47.4%)	(0.6%)	(1.3%)	
Communicate well with others by expressing myself effectively, listening to others	72 (46.2%)	81 (51.9%)	2 (1.3%)	1 (0.6%)	3.44
Feel empathetic & connected with others	73 (46.8%)	81 (51.9%)	2 (1.3%)	-	3.46
Weighted Mean					3.46

Source: Field Survey Results (2023)

According to results in Table 4.7., 50.6% of respondents strongly agree that they feel strong and empowered, 47.4% agree, 0.6% disagree, and 1.3% strongly disagree. On average, the respondents indicated that they feel strong and empowered has a mean of 3.47. Results also indicated that 46.2% of respondents strongly agree that they communicate well with others by expressing themselves effectively, listening to others, 51.9% agree, 1.3% disagree, and 0.6% strongly disagree. On average, the respondents indicated that they communicate well with others by expressing themselves effectively, listening to others has a mean of 3.44. Results also indicated that 46.8% of the respondents strongly agree that they feel empathetic and connected with others, 51.9% agree, and 1.3% disagree. On average, the respondents indicated that they know where to get help if they have a problem at work has a mean of 3.46. The weighted mean for employee wellbeing is 3.46 which indicate that on average, respondents agreed with most of the statements on the high scale as it relates to how employee satisfaction is an appropriate measure of organisational eustress. More so, the weighted mean of 3.46 posit that employee level of employee wellbeing in the manufacturing company in Ibadan is moderately high.

Table 4.8: Descriptive Analysis of the response Role Competence

Role competence	VH	H	L	VL	MEAN
Maintains professional boundaries with customers	106 (67.9%)	44 (28.2%)	6 (3.8%)	-	3.64
Demonstrates respectful behaviours both within the team throughout the organization in words and actions	58 (37.2%)	95 (60.9%)	3 (1.9%)	-	3.35
Listens and responds to people's concerns by altering own behavior in a helpful manner	73 (46.8%)	77 (49.4%)	6 (3.8%)	-	3.43
Completes work in a conscientious, thorough, accurate and timely manner	56 (35.9%)	99 (63.5%)	1 (0.6%)	-	3.35
Complete work in a conscientious manner	54 (34.6%)	99 (63.5%)	2 (1.3%)	1 (0.6%)	3.32
Weighted Mean					3.42

Source: Field Survey Results (2023)

According to results in Table 4.8. 67.9% of respondents rated very high that they maintain professional boundaries with customers, 28.2% high, and 3.8% low. On average, the respondents indicated that they maintain professional boundaries with customers have a mean of 3.64. Results also indicated that 37.2% of respondents rated very high that they demonstrate respectful behaviours both within the team throughout the organization in words and actions, 60.9% high, and 1.9% low. On average, the respondents indicated that they demonstrate respectful behaviours both within the team throughout the organization in words and actions have a mean of 3.35. Results also indicated that 46.8% of the respondents rated very high that they listen and responds to people's concerns by altering own behavior in a helpful manner, 49.4% high, and 3.8% low. On average, the respondents indicated that they listen and

responds to people's concerns by altering own behavior in a helpful manner has a mean of 3.43.

Results also indicated that 35.9% of the respondents rated very high that they complete work in a conscientious, thorough, accurate and timely manner, 63.5% high, and 0.6% low. On average, the respondents indicated that they complete work in a conscientious, thorough, accurate and timely manner has a mean of 3.35. Results also indicated that 34.6% of the respondents rated very high that they complete work in a conscientious manner, 63.5% high, 1.3% low, and 0.6% very low. On average, the respondents indicated that they complete work in a conscientious manner has a mean of 3.32. The weighted mean for role competence is 3.42 which indicate that on average, respondents agreed with most of the statements on the high scale as it relates to how role competence is an appropriate measure of employee engagement. More so, the weighted mean of 3.42 posit that employee level of role competence in the manufacturing company in Ibadan is moderately high.

Relating results in tables 4.7 and 4.8 together, the employee wellbeing has varying patterns of increase with level of role competence in manufacturing companies in Ibadan Oyo State, Nigeria. The findings reveal that there is reasonable evidence to show a moderate level of employee wellbeing and role competence for employees in the manufacturing companies investigated. The descriptive analysis for employee wellbeing and role competence was at a moderately high level. Nonetheless, reasonable efforts in strategies can be put in place to improve these results. Consequent on these findings mentioned above, it suggests that employee wellbeing may affect role competence in manufacturing companies in Ibadan Oyo State, Nigeria. This provides response to research question three and create the basis for the achievement of third specific objective of this study.

Relating results in tables 4.3, 4.4, 4.5, 4.6, 4.7 and 4.8 together, the organisational eustress with respect to employee performance, employee satisfaction and employee wellbeing has varying patterns of increase with level of employee engagement vis-à-vis level of creativity, work commitment and role competence in manufacturing companies in Ibadan Oyo State, Nigeria. The findings reveal that there is reasonable evidence to show a moderate level of organisational eustress and employee engagement in the manufacturing companies investigated. The descriptive analysis for suggest that organisational eustress and employee engagement was at a moderately high level. Consequent on these findings mentioned above, it suggests that organisational eustress may affect employee engagement in manufacturing companies in Ibadan Oyo State, Nigeria. This provides response to research question four and create the basis for the achievement of fourth specific objective of this study.

4.2 Test of Hypotheses

H₀₁: There is no significant effect of work demands on creativity of employee in selected manufacturing firms in Ibadan, Oyo State, Nigeria.

The null hypothesis one which states that there is no significant effect of work demands on creativity of employee in selected manufacturing firms in Ibadan was tested using simple linear regression analysis. In the analysis, the value of employee engagement was regressed on the values of employee's level of creativity. The data for employee engagement (independent variable) was generated by summing responses of all items while that of employee's level of creativity (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.9a-c

Table 4.9a-c: Summary of Regression Analysis for the Employee Performance on Creativity of Employee in Selected Manufacturing Firms in Ibadan, Oyo State, Nigeria

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.436 ^a	.190	.187	.34079

a. Predictors: (Constant), NewEP

Source: Field Survey Results (2023)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.919	1	7.919	68.192	.000 ^b
	Residual	33.795	291	.116		
	Total	41.715	292			

a. Dependent Variable: NewLC

b. Predictors: (Constant), NewEP

Source: Field Survey Results (2023)

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.982	.175		11.327	.000
	NewEP	.419	.051	.436	8.258	.000

a. Dependent Variable: NewLC

Source: Field Survey Results (2023)

Table 9a-c presents the results of the regression analysis for the effect of employee performance on creativity of employee in selected manufacturing firms in Ibadan, Oyo State, Nigeria. Table 4.9a presents a model summary which establishes how the model equation fits into the data. The R^2 was used to establish the predictive power of the study's model.

From the results, employee performance has weak and significant relationship with creativity of employee in selected manufacturing firms in Ibadan, Oyo State, Nigeria

($R = 0.436^a$). The coefficient of determination (R^2) of 0.190 shows that employee performance explained 19% of the changes in employee's creativity while the remaining 81% variation in employee's creativity is explained by other exogenous variable different from those considered in this study. This result suggests that employee performance influence 19% of creativity of employee in selected manufacturing firms in Ibadan, Oyo State, Nigeria. It is important to stress that the effect predicted by employee performance is positive but weak.

Table 4.9b presents the results of ANOVA (overall model significance) of regression test which revealed that the employee performance has a significant influence on creativity of employee in selected manufacturing firms in Ibadan, Oyo State, Nigeria. This can be explained by the F-value (68.192) and $p=0.000$ which is statistically significant at 95% confidence interval. Furthermore, the results of regression coefficients in table 4.9c, revealed that at 95% confidence level, a unit change in employee performance will lead to a 0.419 increase in creativity of employee in selected manufacturing firms in Ibadan, Oyo State, Nigeria, given that all other factors are held constant. On the strength of this result ($R^2= 0.190$, $F(1,291)= 68.192$, $p= 0.000$), this study reject the null hypothesis one (H_01) which state that employee performance has no significant effect on creativity of employee in selected manufacturing firms in Ibadan, Oyo State, Nigeria .

H₀₂: There is no significant effect of employee satisfaction on employee work commitment in selected manufacturing firms in Ibadan, Oyo State, Nigeria.

The null hypothesis two which states that there is no significant effect of employee satisfaction on employee work commitment in selected manufacturing firms in Ibadan, Oyo State, Nigeria was tested using simple linear regression analysis. In the analysis, the value of employee performance was regressed on the values of employee's level of creativity. The data for employee satisfaction (independent variable) was generated by summing responses of all items while that of employee work commitment (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.10a-c

Table 4.10a-c: Summary of Regression Analysis for the Effect of Employee Satisfaction on Employee Work Commitment in Selected Manufacturing Firms in Ibadan, Oyo State, Nigeria

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.303 ^a	.092	.089	.31853

a. Predictors: (Constant), NEWNewES

Source: Field Survey Results (2023)

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.993	1	2.993	29.500	.000 ^b
	Residual	29.525	311	.101		
	Total	32.518	312			

a. Dependent Variable: NewWC

b. Predictors: (Constant), NEWNewES

Source: Field Survey Results (2023)

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	T
1	(Constant)	2.691	.146		18.475
	NewES	.226	.042	.303	5.431

a. Dependent Variable: NewWC

Source: Field Survey Results (2023)

Table 10a-c presents the results of the regression analysis for the effect of employee satisfaction on employee work commitment in selected manufacturing firms in Ibadan, Oyo State, Nigeria. Table 4.10a presents a model summary which establishes how the model equation fits into the data. The R^2 was used to establish the predictive power of the study's model.

From the results, employee satisfaction has weak and significant relationship with employee work commitment in selected manufacturing firms in Ibadan, Oyo State, Nigeria ($R = 0.303$). The coefficient of determination (R^2) of 0.089 shows that employee satisfaction explained 8.9% of the variations in employee work commitment while the remaining 91.1% changes in employee work commitment is explained by other external variables different from those considered in this study. This result suggests that employee satisfaction influence 8.9% of employee work commitment in selected manufacturing firms in Ibadan, Oyo State, Nigeria. It is important to stress that the effect predicted by employee satisfaction is positive but weak.

Table 4.10b presents the results of ANOVA (overall model significance) of regression test which revealed that the employee satisfaction has a significant influence on employee work commitment in selected manufacturing firms in Ibadan, Oyo State,

Nigeria. This can be explained by the F-value (29.500) and $p=0.000$ which is statistically significant at 95% confidence interval. Furthermore, the results of regression coefficients in table 4.10c, revealed that at 95% confidence level, a unit change in employee satisfaction will lead to a 0.226 increase in employee work commitment in selected manufacturing firms in Ibadan, Oyo State, Nigeria, given that all other factors are held constant. On the strength of this result ($R^2= 0.226$, $F(1,311)= 29.500$, $p= 0.000$), this study reject the null hypothesis two (H_02) which state that employee satisfaction has no significant effect on employee work commitment in selected manufacturing firms in Ibadan, Oyo State, Nigeria.

H₀₃: There is no significant effect of employee wellbeing on employee role competence in selected manufacturing firms in Ibadan, Oyo State, Nigeria.

The null hypothesis three which states that there is no significant effect of employee wellbeing on employee role competence in selected manufacturing firms in Ibadan, Oyo State, Nigeria was tested using simple linear regression analysis. In the analysis, the value of employee wellbeing was regressed on the values of employee role competence. The data for employee wellbeing (independent variable) was generated by summing responses of all items while that of employee role competence (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.11a-c

Table 4.11a-c: Summary of Regression Analysis for the Effect of Employee Wellbeing on Employee Role Competence in Selected Manufacturing Firms in Ibadan, Oyo State, Nigeria

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.417 ^a	.174	.171	.31835

a. Predictors: (Constant), New EW

Source: Field Survey Results (2023)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.196	1	6.196	61.136	.000 ^b
	Residual	29.493	311	.101		
	Total	35.689	312			

a. Dependent Variable: NewRC

b. Predictors: (Constant), NewEW

Source: Field Survey Results (2023)

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.340	.143		16.395	.000
	NewEW	.316	.040	.417	7.819	.000

a. Dependent Variable: NewRC

Source: Field Survey Results (2023)

Table 11a-c presents the results of the regression analysis for the effect of employee wellbeing on employee role competence in selected manufacturing firms in Ibadan, Oyo State, Nigeria. Table 4.11a presents a model summary which establishes how the model equation fits into the data. The R^2 was used to establish the predictive power of the study's model.

From the results, employee wellbeing has weak and significant relationship with employee role competence in selected manufacturing firms in Ibadan, Oyo State,

Nigeria ($R = 0.417$). The coefficient of determination (R^2) of 0.171 shows that employee wellbeing predicts 17.1% of the variations in employee role competence while the remaining 82.9% changes in employee role competence is explained by other external variables different from those considered in this study. This result suggests that employee wellbeing influence 17.1% of employee role competence in selected manufacturing firms in Ibadan, Oyo State, Nigeria. It is important to stress that the effect predicted by employee wellbeing is positive but weak.

Table 4.11b presents the results of ANOVA (overall model significance) of regression test which revealed that the employee wellbeing has a significant influence on employee role competence in selected manufacturing firms in Ibadan, Oyo State, Nigeria. This can be explained by the F-value (61.136) and $p=0.000$ which is statistically significant at 95% confidence interval. Furthermore, the results of regression coefficients in table 4.11c, revealed that at 95% confidence level, a unit change in employee wellbeing will lead to a 0.316 increase in employee role competence in selected manufacturing firms in Ibadan, Oyo State, Nigeria, given that all other factors are held constant. On the strength of this result ($R^2= 0.171$, $F(1,311)= 61.136$, $p= 0.000$), this study reject the null hypothesis three (H_03) which state that employee wellbeing has no significant effect on employee role competence in selected manufacturing firms in Ibadan, Oyo State, Nigeria.

H₀₄: There is no significant effect of organizational eustress and employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria.

The null hypothesis four which states that there is no significant effect of organizational eustress on employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria was tested using simple linear regression analysis. In the analysis, the value of organizational eustress was regressed on the values of

organizational eustress. The data for organizational eustress (independent variable) was generated by summing responses of all items while that of employee engagement (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.12a-c

Table 4.12a-c: Summary of Regression Analysis for the Effect of Employee Wellbeing on Employee Role Competence in Selected Manufacturing Firms in Ibadan, Oyo State, Nigeria

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529 ^a	.279	.277	.23574

a. Predictors: (Constant), OrgEustress

Source: Field Survey Results (2023)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.272	1	6.272	112.853	.000 ^b
	Residual	16.172	311	.056		
	Total	22.444	312			

a. Dependent Variable: Employeeengagement

b. Predictors: (Constant), OrgEustress

Source: Field Survey Results (2023)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.152	.123		.000
	OrgEustress	.374	.035	.529	.000

a. Dependent Variable: Employee engagement

Source: Field Survey Results (2023)

Table 12a-c presents the results of the regression analysis for the effect of organizational eustress on employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria. Table 4.12a presents a model summary which establishes

how the model equation fits into the data. The R^2 was used to establish the predictive power of the study's model.

From the results, organizational eustress has moderately strong and significant relationship with employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria ($R = 0.529$). The coefficient of determination (R^2) of 0.279 shows that organizational eustress predicts 27.9% of the changes experienced in employee engagement while the remaining 72.1% changes in employee engagement is explained by other external variables different from those considered in this study. This result suggests that organizational eustress influence 27.9% of employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria. It is important to stress that the effect predicted by organizational eustress is positive and average.

Table 4.12b presents the results of ANOVA (overall model significance) of regression test which revealed that the organizational eustress has a significant influence on employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria. This can be explained by the F-value (112.853) and $p=0.000$ which is statistically significant at 95% confidence interval. Furthermore, the results of regression coefficients in table 4.12c, revealed that at 95% confidence level, a unit change in organizational eustress will lead to a 0.374 increase in employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria, given that all other factors are held constant. On the strength of this result ($R^2= 0.279$, $F(1,311)= 112.853$, $p= 0.000$), this study reject the null hypothesis four (H_04) which state that organizational eustress has no significant effect on employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria.

4.3 Discussion of Findings

This section discusses the findings of this study in relation to past studies. Research findings are discussed and organized according to earlier stated hypothesis and in relation with past studies.

Hypothesis one results examined the effect of employee performance on creativity of employee in selected manufacturing firms in Ibadan, Oyo State, Nigeria revealed that employee performance has a significant influence on creativity of employee in selected manufacturing firms in Ibadan, Oyo State, Nigeria. Conceptually, employee performance is considered a critical success factor towards the effectiveness of an individual and institution at large. The findings of this study have support in empirical literature. Employee work performance is multidimensional and critical for organizational success and effectiveness^{1,2}. Research has found that structures of organization that promote open, ongoing contact with others or information seeking from multiple sources were relates to creativity³. Through formulating an innovative climate, employees are encouraged to think freely and communicate their opinions and ideas openly, employees, thus, are more willing to interact with others for sharing knowledge and creating thoughts⁴. A study titled “Employee engagement and job performance in Lebanon: the mediating role of creativity” found that there is significant positive effect of employee engagement on job performance⁵. However, mediation analysis using bootstrapping methods has shown that creativity has fully mediated the relationship between engagement and performance. The research sample consisted of 186 respondents working in Lebanese firms. The questionnaire included established measures relating to employee engagement, job performance and

creativity – in addition to various demographic questions. Stepwise multiple regression and bootstrapping methods were employed in the analysis of the data. The study extends previous research and increases the external validity of the findings by investigating the relationship between engagement and performance in new non-western contexts. Moreover, this is one of the first research studies that explores the role of creativity in the relationship between the two variables; this helps in improving our understanding of the model and aids in enhancing the effect of engagement on performance.

Hypothesis two result for the effect of employee satisfaction on employee work commitment in selected manufacturing firms in Ibadan, Oyo State, Nigeria revealed that employee satisfaction has a significant influence on employee work commitment in selected manufacturing firms in Ibadan, Oyo State, Nigeria. The modern business environment, being particularly dynamic, requires new techniques for achieving competitive advantage. A survey was conducted using a structured questionnaire in January and March, 2018. The results showed that the “Social Aspects of job”, “Job Characteristics” and “Work Environment”, are the most important factors positively affecting organizational commitment, while "Promotion" and "Rewards" are not significant factors⁶.

Furthermore, a study was conducted on the comparison between job satisfaction and organizational commitment in employees, managers, and members of the delegation in Islamic Azad University (IAU) of Kogiluyeh and Boyer Ahmad province⁷. They found that the relationship between employee job satisfaction and organizational commitment is positive and significant. Also, in Pakistan, a study investigated the impact of job satisfaction and job control on organizational commitment in air traffic

controllers of the Civil Aviation Authority (CAA)⁸. The study revealed that there was a positive impact of job satisfaction on organizational commitment. In the same country, Pakistan, a study investigated the relationships between retention of employees, employee job satisfaction, perceived supervisory support, and compensation by considering organizational commitment as mediating variable in the pharmaceutical industry⁹. They found there was a positive relationship between compensation and organizational commitment.

Managers need to actively improve job satisfaction in order for employees to achieve a higher level of organizational commitment¹⁰. They examined the role of job satisfaction in organizational commitments. The findings indicated that all three considered factors of job satisfaction (Promotions, Personal relationships, and Favorable conditions of work) have positive and significant effects on organizational commitments. Moreover, another study investigated the relationship between job satisfaction and organizational commitment among hospitals nurses in Kazeroon City, Iran¹¹. The researchers found that job satisfaction had a significant, positive relationship with affective, continuance, and normative commitment. Similarly, a study found a significant and positive relationship between job satisfaction and each of the dimensions of organizational commitment (affective, continuance, and normative) when they investigated the relationship between job satisfaction, organizational trust, and organizational citizenship behavior from two private banking organizations in Tiruchirappalli District, India¹².

Despite the numerous studies with found significant relationships, however, some studies have found no significant relationship between job satisfaction and organizational commitment. For instance, a scholar conducted research to identify the

relationship between organizational commitment and job satisfaction among employees at higher learning education institutions in Kelantan¹³. The findings revealed that job satisfaction did not significantly relate to all the dimensions of commitment; affective, continuance, and normative commitment. He described the cause of the insignificant relationship to the context of the study and argued that the context of the study is very crucial in determining the relationship between job satisfaction and organizational commitment.

Hypothesis three results on the effect of employee wellbeing on employee role competence in selected manufacturing firms in Ibadan, Oyo State, Nigeria revealed that there is employee wellbeing has a significant influence on employee role competence in selected manufacturing firms in Ibadan, Oyo State, Nigeria. A study on “Employee psychological well-being and job performance: exploring mediating and moderating mechanisms” found that affective commitment mediates the association between psychological well-being (hedonic and eudaimonic) and employee job performance¹⁴. In addition, perceived job insecurity buffers the association of psychological well-being (hedonic and eudaimonic) and affective commitment. The study results suggest that fostering employee psychological well-being may be advantageous for the organization. However, if interventions aimed at ensuring job security are not made, it may result in adverse employee work-related attitudes and behaviors. A study titled “HR practices and employee performance: the mediating role of well-being” examined the associations between the skill-, motivation- and opportunity-enhancing dimensions of human resource (HR) practices and in-role and innovative job performance¹⁵. Furthermore, it considers the mediating effects of psychological, physical and social employee well-being on these associations. Structural equation modeling was utilized to analyze multi-source survey data from a

sample of 300 employees and 34 immediate supervisors in a professional service company in Finland. The results indicate that whereas physical and social employee well-being partially mediate the association between skill- and opportunity-enhancing HR practices and in-role job performance, psychological employee well-being partially mediates the association between motivation-enhancing HR practices and innovative job performance.

Hypothesis four results on the effect of organizational eustress and employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria revealed that organizational eustress has a significant influence on employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria. Employees have tendency towards high level of stress regarding time, working for longer hours which reduces employees urge for performing better. Management support helps in reducing or increases stress in employees. Different relationships are projected between job stress and performance: U-shaped and curvilinear, positive linear, negative linear and no relationship between the stress and performance. A random sample of 305 blue-collar and 325 managerial workers in Canadian firm are surveyed through structured questionnaire¹⁶. Variables used for this study were job stress, job performance, and organizational commitment. A negative linear relationship between job stress and job performance was found. Very limited evidence is seen for curvilinear or no association. Numerous studies found that job stress influences the employees' job satisfaction and their overall performance in their work. Because most of the organizations now are more demanding for the better job outcomes. In fact, modern times have been called as the "age of anxiety and stress". The stress itself will be affected by number of stressors. Nevertheless, Stress is a situation which will force a person to deviate from normal functioning due to the change (i.e. disrupt or enhance)

in his/her psychological and/or physiological condition, such that the person is forced to deviate from normal functioning.

Studies have tried to demonstrate that high skills are contributory factors responsible for the success of organizations. Research indicates a substantial relationship amongst an effective workforce and employee performance mainly gauged by the level of workforce productivity. A report confirmed that employees of manufacturing companies with on average a higher/additional qualification performed better¹⁷. Employees' innovations are sparked through the acquisition of higher skills which leads to a more refined production process and higher quality products. Similarly, in the US it was found that an additional year of education increased productivity in the range of 4.9 - 8.5% in the manufacturing sector and 12.7% in the services sector. The impact of training on performance has been analysed for different indicators including improved output, profits, salary bandwidth. Increased training led to a more effective work force with increased productivity across several sectors. The manufacturing companies participating in trainings showed increased level of productivity, higher intensity, conducted more research, and had a more competent workforce. A scholar found that increased funding in training reduces the chances of an organization closing down. For smaller organizations, informal workers training had an impact whereas for larger organizations, training of informal workers. Employees' motivation and positive outlook are evidence-based benefits from training noted¹⁸.

A study revealed the impact of work stress on job performance. The study used target population of 144 respondents consisting of graduate employees, customer service officers of managers of banks in Pakistan. This study is expected to achieve similar results as the one done in Pakistan, where work stress had a negative relation with job

performance in that when stress occurs it affects performance negatively. A researcher found that management support helps in reducing work stress. His research seeks to support the objective of this research that stress management techniques have an impact on helping employees manage stress. However, research does not point out specific ways that management can assist employees in coping with stress at the workplace¹⁹.

Therefore, on the strength of the support found in prior conceptual, empirical and theoretical studies with this present study's result, the study posits that organizational eustress has positive and significant effect on employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria.

Endnotes

1. Y. M., Kundi, M., Aboramadan, E. M., Elhamalawi, & S., Shahid. *Employee psychological well-being and job performance: exploring mediating and moderating mechanisms*, **International Journal of Organizational Analysis**, 29(3), 2021, 736-754. <https://doi.org/10.1108/IJOA-05-2020-2204>
2. T. A., Shah, M. N. Khattak, R. Zolin, & S. Z. Shah, *Psychological empowerment and employee attitudinal outcomes: The pivotal role of psychological capital*. **Management Research Review**, 42(7), 2019, 797-817.
3. F.L., Ohemeng, T., Obuobisa Darko, & E., Amoako-Asiedu. *Employee engagement and task performance in state-owned enterprises in developing countries: The case study of the power sector in Ghana*. **Journal of Public Affairs**, 20(2), 2020, p.e2021.
4. M., Farrukh, M., Sajid, J.W.C., Lee, & I.A., Shahzad. *The perception of corporate social responsibility and employee engagement: Examining the underlying mechanism*. *Corporate Social Responsibility and Environmental Management*, 27(2), 2020, pp.760-768.
5. H., Tannady, F.E., Gunawan, & A., Heryjanto. *Moderation effect of work motivation toward employee engagement of worker in textile industry in province of Central Java, Indonesia*. *Test Engineering and Management*, 83(9716), 2020, pp.9716-9723.
6. J., Habanik, A., Martosova, & N., Letkova. *The impact of managerial decision-making on employee motivation in manufacturing companies*. **Journal of Competitiveness**, 12(2), 2020, p.38.
7. K., Kwon, & T., Kim. *An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model*. *Human Resource Management Review*, 30(2), 2020, p.100704.
8. V.K., Shrotryia, & U., Dhanda. *Measuring employee engagement: perspectives from literature*. **IUP Journal of Organizational Behavior**, 18(3), 2019.
9. A., Aktar, & Y., Islam. *Green human resource management practices and employee engagement: Empirical evidence from RMG sector in Bangladesh*. Available at SSRN 3363860, 2019.
10. O.M., Karatepe, H., Rezapouraghdam, & R., Hassannia. *Does employee engagement mediate the influence of psychological contract breach on pro-environmental behaviors and intent to remain with the organization in the hotel industry?*. **Journal of Hospitality Marketing & Management**, 30(3), 2021, pp.326-353.

11. S., Mani, & M., Mishra. *Non-monetary levers to enhance employee engagement in organizations–“GREAT” model of motivation during the Covid-19 crisis*. Strategic HR Review, 19(4), 2020, pp.171-175.
12. J., Ulmer, S., Braun, C.T., Cheng, S., Dowey, & J., Wollert. *Human-centered gamification framework for manufacturing systems*. Procedia CIRP, 93, 2020, pp.670-675.
13. M., Alefari, M., Almani, & K., Salonitis. *Lean manufacturing, leadership and employees: the case of UAE SME manufacturing companies*. Production & Manufacturing Research, 8(1), 2020, pp.222-243.
14. B., Tiwari, & U., Lenka. *Employee engagement: A study of survivors in Indian IT/ITES sector*. IIMB Management Review, 32(3), 2020, pp.249-266.
15. D., Change, T.K., Linge, & D., Sikalieh. *Influence of idealized influence on employee engagement in parastatals in the energy sector in Kenya*. **International Journal of Research in Business and Social Science (2147-4478)**, 8(5), 2019, pp.123-135.
16. G., Delina. *A study on the interrelationships between employee engagement, employee engagement initiatives and job satisfaction*. **International Journal of Business Excellence**, 20(2), 2020, pp.242-268.
17. S., Othman. & Mahmood, N. *Linking employee engagement towards individual work performance through human resource management practice: From high potential employee's perspectives*. Management Science Letters, 9(7), 2019, pp.1083-1092.
18. M., Moletsane, O., Tefera, & S., Migiro. *The relationship between employee engagement and organisational productivity of sugar industry in South Africa: the employees' perspective*. **African Journal of Business & Economic Research**, 14(1), 2019.
19. R., Chaudhary. *Corporate social responsibility perceptions and employee engagement: role of psychological meaningfulness, safety and availability*. **Corporate Governance: The International Journal of Business in Society**, 19(4), 2019, pp.631-647.
20. T., Meirun, S., Bano, M.U., Javaid, M.Z., Arshad, M.U., Shah, U., Rehman, Z.A., Parvez, & M., Ilyas. *Nuances of COVID-19 and psychosocial work environment on nurses' wellbeing: the mediating role of stress and eustress in lieu to JD-R theory*. Frontiers in Psychology, 11, 2020, p.570236.

Chapter Five

Conclusion

This chapter presents and discusses the summary of findings, conclusions and provides useful recommendations, contributions to knowledge and suggestions for further studies.

5.1 Summary of Findings

This study investigated the effect of organizational eustress (employee performance, employee satisfaction, employee wellbeing) on employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria. The study has five chapters so as to achieve its main objective. Chapter one presented the background to the study which confirms that the success of every organization depends solely on developing human capabilities for the workforce through employment, resulting in positive individual and organizational outcomes which goes a long way to show how valuable an employee is to the organization.

Literature review of existing relevant studies to the concept of organizational eustress and employee engagement was done. Organizational eustress in this study included dimensions such as employee performance, employee satisfaction and employee wellbeing which are used as measures of organizational eustress. Employee engagement was measured with level of creativity, work commitment and role competence respectively. The empirical review was done to capture the interaction between Organizational eustress and employee engagement.

The study reviewed three different theories which are of specific relevance to the study. These are; Social Exchange Theory (SET), and Herzberg's Theory of Stress Factors.

This study is unpinned on Herzberg's Theory of Stress Factors. This theory explained that organizational eustress can serve as a motivator for employees. Hygiene factors must be provided in order to avoid employee dissatisfaction and motivators need to be made effective in order to increase employee satisfaction and performance which will eventually boost employee positive stress at work and he/she will work optimally to achieve the organizational goals and objectives.

A cross-sectional survey design was employed as it studied a subset of a population at a point in time and to investigate the organizational eustress and employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria. The population of the study was One Thousand Eight Hundred and Forty (1,840) staff of the selected manufacturing firms which covers both the permanent and contract staff. Two manufacturing firms in Ibadan Nigeria was studied which includes; Henkel Manufacturing Company, Oluyole, Ibadan, UG Chemicals formally Procter and Gamble Nigeria Ltd Oluyole, Ibadan. 318 respondents were sampled, the sample size was derived using Raosoft Sample size (2004). Self-rated questionnaires were used to elicit response from 312 staff of the sampled organizations who returned the questionnaires. The study adopted descriptive and inferential statistic for the items in all the sections in the questionnaires to explain the effect of organizational eustress on employee engagement. The data collected for the study were analyzed using Statistical Package for Social Sciences (SPSS), Version 24 to test the hypotheses at 0.05 level of significance to determine the rejection or acceptance of the null hypotheses. The results were extensively discussed in the context of the current research as well as extant literature.

The findings of the study based on hypothesis can be summarized as follows:

H01: There is a positive and significant effect of role demands on creativity of employee in selected manufacturing firms in Ibadan, Oyo State, Nigeria.

H02: There is a positive and significant effect of employee satisfaction on employee work commitment in selected manufacturing firms in Ibadan, Oyo State, Nigeria.

H03: There is a positive and significant effect of employee wellbeing on employee role competence in selected manufacturing firms in Ibadan, Oyo State, Nigeria.

H04: There is a positive and significant effect of organizational eustress on employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria.

5.2 Conclusion

In a competitive environment, every organizational need to continuously adapt to complexities arising from forces impacting the workforce which require employees to continuously change to new environments with greater demands. This goes a long way in enhancing organizational productivity. Hence it is important that organizations prioritize engagement and the employee experience. Employee Engagement is a fundamental concept in the effort to understand and describe both qualitatively and quantitatively, the nature of the relationship between an organisation and its employees. On the other hand, Eustress is one of the inducing factors of job satisfaction. It is positive stress which motivates employees to enhance their performance, pursue excellence and achieve satisfaction in the job. The success of any organization depends mainly on the quality of its resources. This quality can only be generated if an employee works without pressure and is being satisfied with his or her job. Eustress is an appraisal of stressors of opportunities or challenges that the

individual feels confident about overcoming by effectively mobilizing and using resources. Eustress provides the employees with an energy boost to perform challenging activities-especially where they need to focus and put in extra effort for excellence. Based on the empirical findings, this study concluded that there is statistically significant effect of organizational eustress on employee engagement in selected manufacturing firms in Ibadan, Oyo State, Nigeria.

5.3 Recommendations

This study hereby recommends the following based on the objectives and hypothesis:

- i. The descriptive analysis for role demands and creativity was at a moderately high level. Nonetheless, reasonable efforts in strategies can be put in place to improve these results.
- ii. Given the significance of employee satisfaction and wellbeing towards the engagement of employees in the selected manufacturing companies in Ibadan, management should take appropriate measures to enhance clear understanding of job responsibilities.
- iii. Management of the manufacturing companies should intensify effort towards the reinforcement of organizational eustress sub-variables (role demand, satisfaction and wellbeing) which will go a long way in yielding superior engagement.

5.4 Contributions to Knowledge

This study offers significant contribution to literature conceptually, theoretically, and empirically.

Conceptually, the study focused on identifying gaps in literature pertaining organizational eustress and employee engagement. The conceptual framework of this

study equally offers conceptual contribution as it was constructed by the researcher to analyze the gaps identified in literature. The model also can be adapted to suite future studies.

From the theoretical stand point the Herzberg's Theory of Stress Factors was strengthened. This theory explained that organizational eustress can serve as a motivator for employees. Hygiene factors must be provided in order to avoid employee dissatisfaction and motivators need to be made effective in order to increase employee satisfaction and performance which will eventually boost employee positive stress at work and he/she will work optimally to achieve the organizational goals and objectives. This study's results are in concomitance with these theoretical perspectives.

Empirically, the study is able to add to recent literature on the interaction among organizational eustress and employee engagement. Though, studies on Organizational eustress and Employee engagement abound in developed economy context, however empirical study from developing countries like Nigeria seems to be few in this regard. Hence by the findings of the four null hypotheses examined, the study becomes a basis for reference for future study on organizational eustress and employee engagement. Moreover, the study provides findings which scholars can use to buttress the empirical submissions in their study.

Overall, these above-mentioned points lay emphasis on the fact that this study offers significant contribution to knowledge and has practical implication for the management of manufacturing companies in Ibadan, Oyo State, Nigeria that were investigated.

5.5 Suggestions for Further Research

This study focused on the effect of Organizational eustress on Employee engagement in selected manufacturing companies in Ibadan, Oyo State, Nigeria. Nevertheless, to further broaden the frontiers of knowledge, the following areas of studies are suggested for further research:

- i. The present study was carried out in two manufacturing firms in Ibadan, further studies can as well be carried out in other manufacturing firms so as to be able to extend the knowledge gained from this work to all manufacturing firms in the State.
- ii. This study investigated Organizational Eustress and Employee Engagement in manufacturing firms in Ibadan, Oyo State, and a comparative study with other organizations in Nigeria may be considered in the nearest future.
- iii. The study employed a cross-sectional survey design, which prevents proof of causality from being established; consequently, future researchers may take into account longitudinal survey designs to explain causality over an extended period of time. The present study was carried out in manufacturing firms; future research work may look into tertiary institutions.
- iv. Other factors like employee onboarding and organization culture can equally influence employee engagement and hence becoming an interesting area for future study.
- v. This study employed primary data for collection of information from the selected manufacturing firms, same study may be carried out in the nearest future using the secondary data for collection of information.

Bibliography

Books

- Branson, V., Dry, M.J., Palmer, E. & Turnbull, D. *The adolescent distress-eustress scale: Development and validation*. SAGE Open, 9(3), 2019, p.2158244019865802.
- Bridger, E. *Employee engagement: A practical introduction (Vol. 24)*. 2022, Kogan Page Publishers.
- Byrne, Z.S. *Understanding employee engagement: Theory, research, and practice*, 2022. Routledge.
- Ikhide, J.E. & Ogunmokun, O.A. *Eustress*. In *Encyclopedia of tourism management and marketing*, 2022, pp. 130-132.
- Sies, H. *Oxidative eustress and oxidative distress: Introductory remarks*. In *oxidative stress*, 2020, pp. 3-12. Academic Press.

Conference Proceedings

- Machado, C.G., Winroth, M., Carlsson, D., Almström, P., Centerholt, V. & Hallin, M. *Industry 4.0 readiness in manufacturing companies: challenges and enablers towards increased digitalization*. Procedia Cirp, 81, 2019, pp.1113-1118.
- Rodriguez, C.F. & Choudrie, J. *The impact of different organizational environments on technostress: exploring and understanding the bright and dark sides before and during Covid-19*. In UK Academy for Information Systems Conference Proceedings 2021 [Paper presentation], 2021.
- Ulmer, J., Braun, S., Cheng, C.T., Dowey, S. & Wollert, J. *Human-centered gamification framework for manufacturing systems*. Procedia CIRP, 93, 2020, pp.670-675.

Journals

- Ababneh, O.M., LeFevre, M. & Bentley, T. *Employee engagement: Development of a new measure*. **International Journal of Human Resources Development and Management**, 19(2), 2019, pp.105-134.
- Ababneh, O.M.A. *The impact of organizational culture archetypes on quality performance and total quality management: the role of employee engagement and individual values*. **International Journal of Quality & Reliability Management**, 38(6), 2021, pp.1387-1408.

- Abdel Latef, A.A.H., Kordrostami, M., Zakir, A., Zaki, H. & Saleh, O.M. *Eustress with H₂O₂ facilitates plant growth by improving tolerance to salt stress in two wheat cultivars*. *Plants*, 8(9), 2019, p.303.
- Adeniji, A., Osibanjo, A., Salau, O., Atolagbe, T., Ojebola, O., Osoko, A., Akindele, R. & Edewor, O. *Leadership dimensions, employee engagement and job performance of selected consumer-packaged goods firms*. *Cogent Arts & Humanities*, 7(1), 2020, p.1801115.
- Afram, J., Manresa, A. & Mas Machuca, M. *The impact of employee empowerment on organisational performance: The mediating role of employee engagement and organisational citizenship behaviour*. *Intangible Capital*, 18(1), 2022, pp.96-119.
- Aimar, T., Bouhdaoui, Y., Mateu, G. & Sutan, A. *Entrepreneurial alertness in eustress complex environments: An experimental approach of the exploitation/exploration dilemma*. *Strategic Change*, 29(3), 2020, pp.301-309.
- Ajibola, K., S., Mukulu, E., Orwa, G.O. *Performance appraisal as determinant of employee work engagement: evidence from Nigeria manufacturing firms*. **International Journal of Human Resources and Procurement**, 8(2), 2019, pp.45-58.
- Aktar, A. & Islam, Y. *Green human resource management practices and employee engagement: Empirical evidence from RMG sector in Bangladesh*. Available at SSRN 3363860, 2019.
- Alefari, M., Almani, M. & Saloni, K. *Lean manufacturing, leadership and employees: the case of UAE SME manufacturing companies*. **Production & Manufacturing Research**, 8(1), 2020, pp.222-243.
- Ali, H.Y., Asrar-ul-Haq, M., Amin, S., Noor, S., Haris-ul-Mahasbi, M. & Aslam, M.K. *Corporate social responsibility and employee performance: The mediating role of employee engagement in the manufacturing sector of Pakistan*. **Corporate Social Responsibility and Environmental Management**, 27(6), 2020, pp.2908-2919.
- Alkailanee, Z., Alelaimat, A.M. & Alkhaza'leh, M. *The valencia eustress-distress appraisal scale (VEDAS): Validation of the arabic version*. **North American Journal of Psychology**, 24(3), 2022, pp.395-410.
- Anjum, A. & Zhao, Y. *The impact of stress on innovative work behavior among medical healthcare professionals*. *Behavioral Sciences*, 12(9), 2022, p.340.
- Anjum, A., Zhao, Y. & Faraz, N. *An empirical study analyzing the moderating effect of supervisor support and mediating effect of presenteeism among eustress, distress, and innovative behavior*. *Behavioral Sciences*, 13(3), 2023, p.219.
- Anwar, K., Maruf, N., Arifani, Y. & Mansour, M. *Affective factors and eustress-distress of nursing English students: A comparison analysis*. **JEES (Journal of English Educators Society)**, 8(1), 2023.
- Arco-Castro, L., López-Pérez, M.V., Pérez-López, M.C. & Rodríguez-Ariza, L. *Corporate philanthropy and employee engagement*. **Review of Managerial Science**, 14, 2020, pp.705-725.

- Arslan, M. & Roudaki, J. *Examining the role of employee engagement in the relationship between organisational cynicism and employee performance*. **International Journal of Sociology and Social Policy**, 39(1/2), 2019, pp.118-137.
- Ayudia, R. & Rochendi, T. *Hubungan iklim organisasi, eustress dengan kinerja karyawan di pt. pulsa indomedia pratama*. **Kompleksitas: Jurnal Ilmiah Manajemen, Organisasi Dan Bisnis**, 9(01), 2022, pp.58-72.
- Azhar, N.A. *Social media at the workplace: The relationship between techno eustress and employee performance at Universiti Malaysia Pahang*, 2020.
- Azlan, S.N. & Wahab, A.R.S. *Does psychological empowerment contribute to employee's engagement in Companies*. **International Journal of Humanities and Social Science Invention**, 9(5), 2020, pp.6-14.
- Azmy, A. *Employee engagement factors in a higher education institution*. **Binus Business Review**, 10(3), 2019, pp.187-200.
- Bahar, U. *Impact of emotional labor on employee wellbeing: Mediating role of eustress and moderating role of psychological capital*, 2019.
- Bak, S., Shin, J. & Jeong, J. *Subdividing stress groups into eustress and distress groups using laterality index calculated from brain hemodynamic response*. **Biosensors**, 12(1), 2022, p.33.
- Baran, M. & Sypniewska, B. *The impact of management methods on employee engagement*. **Sustainability**, 12(1), 2020, p.426.
- Basheer, M.F., Hameed, W.U., Rashid, A. & Nadim, M. *Factors effecting employee loyalty through mediating role of employee engagement: Evidence from PROTON automotive industry, Malaysia*. **Journal of Managerial Sciences**, 13(2), 2019.
- Begum, S., Xia, E., Ali, F., Awan, U. & Ashfaq, M. *Achieving green product and process innovation through green leadership and creative engagement in manufacturing*. **Journal of Manufacturing Technology Management**, 33(4), 2020, pp.656-674.
- Bonache, A.B. *The stressors-performance relationship in accounting and auditing firms: Is there eustress out there?*. **Accounting Auditing Control**, 28(1), 2022, pp.87-130.
- Brandão, M.R.F., Polito, L.F., Hernandez, V., Correa, M., Mastrocola, A.P., Oliveira, D., Oliveira, A., Moura, L., Junior, M.V.B. & Angelo, D. *Stressors in indoor and field Brazilian soccer: are they perceived as a distress or eustress?*. **Frontiers in Psychology**, 12, 2021, p.623719.
- Branson, V., Turnbull, D., Dry, M.J. & Palmer, E. *How do young people experience stress? A qualitative examination of the indicators of distress and eustress in adolescence*. **International Journal of Stress Management**, 26(3), 2019, p.321.
- Caicedo-Lopez, L.H., Guevara-Gonzalez, R.G., Ramirez-Jimenez, A.K., Feregrino-Perez, A.A. & Contreras-Medina, L.M. *Eustress application through-controlled elicitation strategies as an effective agrobiotechnology tool for capsaicinoids increase: A review*. **Phytochemistry Reviews**, 21(6), 2022, pp.1941-1968.

- Castro Rodriguez, C.F. & Choudrie, J. *The impact of different organizational environments on technostress: Exploring and understanding the bright and dark sides before and during Covid-19*, 2021.
- Castro Rodriguez, C.F., & Choudrie, J. *Technostress: Exploring and understanding its duality through the experiences of individuals working in organizations*, 2020.
- Cattermole, G. *Developing the employee lifecycle to keep top talent*. Strategic HR review, 18(6), 2019, pp.258-262.
- Chakraborty, T. & Ganguly, M. *Crafting engaged employees through positive work environment: Perspectives of employee engagement*. In Management techniques for employee engagement in contemporary organizations, 2019, pp. 180-198.
- Chanana, N. & Sangeeta. *Employee engagement practices during COVID-19 lockdown*. **Journal of Public Affairs**, 21(4), 2021, p.e2508.
- Change, D., Linge, T.K. & Sikalieh, D. *Influence of idealized influence on employee engagement in parastatals in the energy sector in Kenya*. **International Journal of Research in Business and Social Science** (2147-4478), 8(5), 2019, pp.123-135.
- Chaudhary, R. *Corporate social responsibility perceptions and employee engagement: role of psychological meaningfulness, safety and availability*. **Corporate Governance: The International Journal of Business in Society**, 19(4), 2019, pp.631-647.
- De Castro, T.A.V.T., Berbara, R.L.L., Tavares, O.C.H., da Graça Mello, D.F., Pereira, E.G., de Souza, C.D.C.B., Espinosa, L.M. & García, A.C. *Humic acids induce a eustress state via photosynthesis and nitrogen metabolism leading to a root growth improvement in rice plants*. Plant Physiology and Biochemistry, 162, 2021, pp.171-184.
- De-la-Calle-Durán, M.C. & Rodríguez-Sánchez, J.L. *Employee engagement and wellbeing in times of COVID-19: A proposal of the 5Cs model*. **International Journal of Environmental Research and Public Health**, 18(10), 2021, p.5470.
- Delina, G. *A study on the interrelationships between employee engagement, employee engagement initiatives and job satisfaction*. **International Journal of Business Excellence**, 20(2), 2020, pp.242-268.
- Faiz, S., Safdar, S., & Mubarak, N. *Impact of thriving at work on eustress and distress: career growth as mediator*. **European Journal of Training and Development**, 46(1/2), 2022, pp.178-193.
- Faizan, R. & Haque, A.U. *Working efficiency of contrasting genders under eustress, distress, hyper-stress, and hypo-stress*. **Prabandhan: Indian Journal of Management**, 12(11), 2019, pp.32-46.
- Farrukh, M., Sajid, M., Lee, J.W.C. & Shahzad, I.A. *The perception of corporate social responsibility and employee engagement: Examining the underlying mechanism*. **Corporate Social Responsibility and Environmental Management**, 27(2), 2020, pp.760-768.
- Ge, Y. *Psychological safety, employee voice, and work engagement*. **Social Behavior and Personality: An International Journal**, 48(3), 2020, pp.1-7.

- Gift, R.A.A. & Obindah, F. *Examining the influence of motivation on organizational productivity in Bayelsa state private hospitals*. **Open Access Journal of Science**, 4(3), 2020, pp.94-108.
- Govender, M. & Bussin, M.H. *Performance management and employee engagement: A South African perspective*. **SA Journal of Human Resource Management**, 18(1), 2020, pp.1-19.
- Grummeck-Braamt, J.V., Nastjuk, I., Najmaei, A. & Adam, M. *A bibliometric review of technostress: Historical roots, evolution and central publications of a growing research field*, 2021.
- Gulzar, I., Ashraf, Z. & Mehmood, A. Workplace distress and eustress among teachers during the pandemic. **Open Journal of Social Sciences**, 10(11), 2022, pp.156-176.
- Habanik, J., Martosova, A. & Letkova, N. *The impact of managerial decision-making on employee motivation in manufacturing companies*. **Journal of Competitiveness**, 12(2), 2020, p.38.
- Haque, A.U., Basuki, , Aston, J. & Widyanti, R. *Do different stressors affect working efficiency of public university personnel differently?*. **Polish Journal of Management Studies**, 23(1), 2021, pp.172-187.
- Hermawan, H., Thamrin, H.M. & Susilo, P. *Organizational citizenship behavior and performance: the role of employee engagement*. **The Journal of Asian Finance, Economics and Business**, 7(12), 2020, pp.1089-1097.
- Hessel, V., Liang, S., Tran, N.N., Escriba-Gelonch, M., Zeckovic, O., Knowling, M., Rebrov, E., This, H., Westra, S., Fisk, I. & Gilliam, M. *Eustress in Space: Opportunities for plant stressors beyond the Earth Ecosystem*. *Frontiers in Astronomy and Space Sciences*, 9, 2022, p.40.
- Horváthová, P., Mikušová, M. & Kashi, K. *Evaluation of the employees' engagement factors importance methodology including generation Y*. *Economic research-Ekonomska istraživanja*, 32(1), 2019, pp.3895-3917.
- Ibrahim, N.F., Said, A.M.A., Abas, N. & Shahreki, J. *Relationship between well-being perspectives, employee engagement and intrinsic outcomes: A literature review*. **Journal of Critical Reviews**, 7(12), 2020, pp.69-74.
- Ismail, H.N., Iqbal, A. & Nasr, L. *Employee engagement and job performance in Lebanon: the mediating role of creativity*. **International Journal of Productivity and Performance Management**, 68(3), 2019, pp.506-523.
- Jurburg, D., Viles, E., Tanco, M., Mateo, R. & Lleó, Á. *Understanding the main organisational antecedents of employee participation in continuous improvement*. **The TQM Journal**, 31(3), 2019, pp.359-376.
- Karatepe, O.M., Rezapouraghdam, H. & Hassannia, R. *Does employee engagement mediate the influence of psychological contract breach on pro-environmental behaviors and intent to remain with the organization in the hotel industry?*. **Journal of Hospitality Marketing & Management**, 30(3), 2021, pp.326-353.

- Khajuria, G. & Khan, N. *Perceived organisational support and employee engagement: A literature review*. **Journal of Positive School Psychology**, 6(3), 2022, pp.1366-1384.
- Kwon, K. & Kim, T. *An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model*. **Human Resource Management Review**, 30(2), 2020, p.100704.
- Lang, T. & Saurage-Altenloh, S. *Emotional Intelligence as a Predictor of Employee Engagement: A Study of US Manufacturing Workers*. **Business Management Research and Applications: A Cross-Disciplinary Journal**, 2(1), 2023, pp.77-96.
- Lartey, F.M. *Impact of career Planning, employee autonomy, and manager recognition on employee engagement*. **Journal of Human Resource and Sustainability Studies**, 9(02), 2021, p.135.
- Majeed, M. & Naseer, S. *Is workplace bullying always perceived harmful? The cognitive appraisal theory of stress perspective*. **Asia Pacific Journal of Human Resources**, 59(4), 2021, pp.618-644.
- Maltseva, K. *Wearables in the workplace: The brave new world of employee engagement*. **Business Horizons**, 63(4), 2020, pp.493-505.
- Mani, S. & Mishra, M. *Non-monetary levers to enhance employee engagement in organizations—"GREAT" model of motivation during the Covid-19 crisis*. **Strategic HR Review**, 19(4), 2020, pp.171-175.
- Meirun, T., Bano, S., Javaid, M.U., Arshad, M.Z., Shah, M.U., Rehman, U., Parvez, Z.A. & Ilyas, M. *Nuances of COVID-19 and psychosocial work environment on nurses' wellbeing: the mediating role of stress and eustress in lieu to JD-R theory*. **Frontiers in Psychology**, 11, 2020, p.570236.
- Memon, K.R., Ghani, B. & Khalid, S. *The relationship between corporate social responsibility and employee engagement: A social exchange perspective*. **International Journal of Business Science & Applied Management (IJBSAM)**, 15(1), 2020, pp.1-16.
- Men, L.R., O'Neil, J. & Ewing, M. *Examining the effects of internal social media usage on employee engagement*. **Public Relations Review**, 46(2), 2020, p.101880.
- Merino, M.D., Vallellano, M.D., Oliver, C. & Mateo, I. *What makes one feel eustress or distress in quarantine? An analysis from conservation of resources (COR) theory*. **British Journal of Health Psychology**, 26(2), 2021, pp.606-623.
- Moletsane, M., Tefera, O. & Migiro, S. *The relationship between employee engagement and organisational productivity of sugar industry in South Africa: the employees' perspective*. **African Journal of Business & Economic Research**, 14(1), 2019.
- Moseley, A.C. *Eustress in advanced placement (AP) and international baccalaureate (IB) students*. University of South Florida, 2020.
- Na-Nan, K., Pukkeeree, P. & Chaiprasit, K. *Employee engagement in small and medium-sized enterprises in Thailand: the construction and validation of a scale to measure employees*. **International Journal of Quality & Reliability Management**, 37(9/10), 2020, pp.1325-1343.

- Natsir, U.D., Dipomatmodjo, T.S., Arjang, A., Hidayat, M. & Mustafa, M.Y. *Eight days a week: Eustress and distress among the athletes*. **International Journal of Human Movement and Sports Sciences**, 9(5), 2021, pp.912-920.
- Nienaber, H. & Martins, N. *Exploratory study: Determine which dimensions enhance the levels of employee engagement to improve organisational effectiveness*. **The TQM Journal**, 32(3), 2020, pp.475-495.
- Nizam, K. *The impact of stress management interventions on job satisfaction: a mediating role of work eustress*. **International Journal of Business Diplomacy and Economy**, 1(1), 2022, pp.8-23.
- Nwachukwu, C., Vu, H.M., Chládková, H. & Agboga, R.S. *Psychological empowerment and employee engagement: role of job satisfaction and religiosity in Nigeria*. **Industrial and Commercial Training**, 54(4), 2022, pp.666-687.
- Ogueyungbo, O.O., Chinonye, L.M., Igbinoba, E., Salau, O., Falola, H. & Olokundun, M. *Organisational learning and employee engagement: The mediating role of supervisory support*. **Cogent Business & Management**, 7(1), 2020, p.1816419.
- Ogueyungbo, O.O., Moses, C.L., Igbinoba, E.E., Osibanjo, A., Falola, H. & Salau, O. *Prescriptive learning and sustainable employee engagement in selected pharmaceutical firms in Nigeria*. **Sustainability**, 14(5), 2022, p.3043.
- Ogwueleka, A.C. & Ikediashi, D.I. *Exploring the effects of positive organizational behaviour (POB) models on occupational eustress amongst construction employees*. **Journal of Construction Business and Management**, 5(1), 2021, pp.38-46.
- Ohemeng, F.L., Obuobisa Darko, T. & Amoako-Asiedu, E. *Employee engagement and task performance in state-owned enterprises in developing countries: The case study of the power sector in Ghana*. **Journal of Public Affairs**, 20(2), 2020, p.e2021.
- Ohioorenaya, J.O. & Eguavoen, E.O. *Influence of organizational justice on employee engagement in tertiary institutions in edo state, Nigeria*. **European Scientific Journal**, 15(28), 2019, pp.566-75.
- Oladipupo, O.O. & Olubusayo, F.H. *Human resource analytics dimensions and employee engagement in manufacturing industry in Nigeria: a conceptual review*. **Journal of Management Information and Decision Sciences**, 23(5), 2020, pp.629-637.
- Onwuchekwa, F.C., Onwuzuligbo, L.T. & Ifeanyi, T.T. *Gender diversity and employee engagement: A study of cable manufacturing companies in Anambra State, Nigeria*. **IOSR Journal of Business and Management**, 2019.
- Ooi, T.P. & Teoh, K.B. *Factors affecting the turnover intention among employees in Penang manufacturing industry*. **Annals of Human Resource Management Research**, 1(1), 2021, pp.29-40.
- Othman, S. & Mahmood, N. *Linking employee engagement towards individual work performance through human resource management practice: From high potential employee's perspectives*. **Management Science Letters**, 9(7), 2019, pp.1083-1092.

- Pavithra, A.C. & Sivakumar, V.J. *Impact of eustress on work-life balance: an analysis on public sector bank employees in South India*. **Asia-Pacific Journal of Management Research and Innovation**, 16(3), 2020, pp.196-209.
- Peter, A., Adeniji, A., Oladele, K., Sajuyigbe, A., Peter, F. & Inegbedion, H. *Role demand management among academic staff in selected Nigerian university: the eustress perspective*. **Journal of Management Information & Decision Sciences**, 25(1), 2022.
- Pluut, H., Curşeu, P.L. & Fodor, O.C. *Development and validation of a short measure of emotional, physical, and behavioral markers of eustress and distress (MEDS) in healthcare*, Vol. 10, No. 2, 2022, p. 339.
- Quick, J.C. *Organizational stress in the United States of America research and practice*. In *organizational stress around the World*, 2021, pp. 303-317.
- Saengchai, S., Siriattakul, P. & Jermstittiparsert, K. *The mediating role of employee engagement between team and co-worker relation, work environment, training and development and employee performance*. **International Journal of Psychosocial Rehabilitation**, 23(4), 2019, pp.853-865.
- Santhanam, N. & Srinivas, S. *Modeling the impact of employee engagement and happiness on burnout and turnover intention among blue-collar workers at a manufacturing company*. **Benchmarking: An International Journal**, 27(2), 2019, pp.499-516.
- Setiyani, A., Djumarno, D., Riyanto, S. & Nawangsari, L. *The effect of work environment on flexible working hours, employee engagement and employee motivation*. **International Review of Management and Marketing**, 9(3), 2019, pp.112-116.
- Shen, Y., Wang, S., Chen, J. & Wu, J. *Development and validation of a Chinese version of the eustress–distress psychological response scale*. **Social Behavior and Personality: an international Journal**, 48(8), pp.1-10.
- Shirish, A., Chandra, S. & Srivastava, S.C. *Switching to online learning during COVID-19: Theorizing the role of IT mindfulness and techno eustress for facilitating productivity and creativity in student learning*. **International Journal of Information Management**, 61, 2021, p.102394.
- Shirish, A., Verstraete, N. & Tantan, O.C. *The impact of ICT characteristics on students' learning outcomes during COVID-19 lockdown period: The crucial role of techno eustress perception*. **Human Systems Management**, 2022, pp.1-14.
- Shrotryia, V.K. & Dhanda, U. *Measuring employee engagement: perspectives from literature*. **IUP Journal of Organizational Behavior**, 18(3), 2019.
- Sies, H. *Oxidative eustress: On constant alert for redox homeostasis*. *Redox Biology*, 41, 2020, p.101867.
- Sies, H. *Oxidative stress: eustress and distress in redox homeostasis*. In *Stress: physiology, biochemistry, and pathology*, 2021, pp. 153-163.

- Silva, E., Aguiar, J., Reis, L.P., Sá, J.O.E., Gonçalves, J. & Carvalho, V. *Stress among Portuguese medical students: the eustress solution*. **Journal of Medical Systems**, 44, 2020, pp.1-6.
- Tannady, H., Gunawan, F.E. & Heryjanto, A. *Moderation effect of work motivation toward employee engagement of worker in textile industry in province of Central Java, Indonesia*. **Test Engineering and Management**, 83(9716), 2020, pp.9716-9723.
- Tarafdar, M., Cooper, C.L. & Stich, J.F. *The technostress trifecta-techno eustress, techno distress and design: Theoretical directions and an agenda for research*. **Information Systems Journal**, 29(1), 2019, pp.6-42.
- Thanem, T. & Elraz, H. *From stress to resistance: Challenging the capitalist underpinnings of mental unhealth in work and organizations*. **International Journal of Management Reviews**, 24(4), 2022, pp.577-598.
- Tiwari, B. & Lenka, U. *Employee engagement: A study of survivors in Indian IT/ITES sector*. **IIMB Management Review**, 32(3), 2020, pp.249-266.
- Tricarico, G. & Travagli, V. *The relationship between ozone and human blood in the course of a well-controlled, mild, and transitory oxidative eustress*. **Antioxidants**, 10(12), 2021, p.1946.
- Van Slyke, C., Clary, G. & Tazkarji, M. *Distress, eustress, and continuance intentions for distance learners*. **Journal of Computer Information Systems**, 63(1), 2023, pp.149-161.
- Van Slyke, C., Lee, J., Duong, B., Ma, X. & Lou, H. *Telework distress and eustress among Chinese teleworkers*. **Journal of Global Information Management (JGIM)**, 30(1), 2022, pp.1-29.
- Van Slyke, C., Lee, J., Duong, B.Q. & Ellis, T.S. *Eustress and distress in the context of telework*. **Information Resources Management Journal (IRMJ)**, 35(1), 2022, pp.1-24.
- Verčič, A.T. *The impact of employee engagement, organisational support and employer branding on internal communication satisfaction*. **Public Relations Review**, 47(1), 2021, p.102009.
- Villalba, J.J. & Manteca, X. *A case for eustress in grazing animals*. **Frontiers in veterinary science**, 6, 2019, p.303.
- Wardani, L.M.I. & Firmansyah, R. *The work-life balance of blue-collar workers: The role of employee engagement and burnout*. **Jurnal Psikologi Ulayat**, 6(2), 2019, pp.227-241.
- Weideman, M. & Hofmeyr, K.B. *The influence of flexible work arrangements on employee engagement: An exploratory study*. **SA Journal of Human Resource Management**, 18(1), 2020, pp.1-18.
- Werdati, F., Darmawan, D. & Solihah, N.R. *The role of remuneration contribution and social support in organizational life to build work engagement*. **Journal of Islamic Economics Perspectives**, 1(2), 2020, pp.20-32.

Westergren, U., Vidolov, S. & Vieru, D. *Introduction to the minitrack on social-technical issues in organizational information technologies*, 2021.

Wu, Y., Zhou, L., Zhang, X., Yang, X., Niedermann, G. & Xue, J. *Psychological distress and eustress in cancer and cancer treatment: Advances and perspectives*. *Science Advances*, 8(47), 2022, p.eabq7982.

Yazdanmehr, A., Li, Y. & Wang, J. *Does stress reduce violation intention? Insights from eustress and distress processes on employee reaction to information security policies*. *European Journal of Information Systems*, 2022, pp.1-19.

Zheng, M.M. & Tian, V.I. *Empowerment across cultures: how national culture affects structural and psychological empowerment and employee engagement*. *Journal of Marketing Development & Competitiveness*, 13(3), 2019.

Zielonka, J.T. & Rothlauf, F. *Challenge accepted: on the juxtaposed effect of the appraisal of social media as challenge and hindrance stressors on the perception of eustress and distress*. *Challenge*, 7, 2021, pp.12-2021.

Zielonka, J.T. & Rothlauf, F. *Techno-eustress: The impact of perceived usefulness and perceived ease of use on the perception of work-related stressors*, 2021.

Zielonka, J.T., Heigl, R.M. & Rothlauf, F. *Technostress revisited at work-from-home: the impact of technostress creators on the perception of eustress moderated by work-home-conflict and job satisfaction*, 2022.

Unpublished Theses/Dissertation

Ajibola, K.S. *Human resource management practices and employee engagement in manufacturing firms in Nigeria* (Doctoral dissertation, JKUAT-COHRED), 2019.

Ariussanto, K.A.P., Tarigan, Z.J.H., MM, D., br Sitepu, R. & Singh, D.S.K. *Leadership style, employee engagement, and work environment to employee performance in manufacturing companies* (Doctoral dissertation, EDP Sciences), 2022.

Burleson, H.H. *Eustress instead of Distress A quantitative investigation into technostress and promoting eustress in IT users* (Doctoral dissertation, Master Thesis, Open Universiteit Nederland], 2020. <https://research.ou.nl/en/studentTheses/eustress-insteadof-distress>).

Gawlick, D. *The associations between depression, eustress, distress and stress mindset* (Bachelor's thesis, University of Twente), 2019.

Lorrain, S.E. *Technostress from Email: A case study* (Doctoral dissertation, Grand Canyon University), 2020.

Löwensteijn, R.V., Rieser, L. & Helms, R. *The impact of technology self-efficacy on stress perception and how the perception of stress influence job outcomes* (Doctoral dissertation, Master Thesis, Open Universiteit Nederland], 2020. https://research.ou.nl/ws/portalfiles/portal/32247930/Lowensteijn_R_IM9806_AF_BPMIT_scriptie_PURE.pdf).

Matejek, E.T. *The explanatory role of eustress and distress in the relationship between extraversion and depression a cross-sectional study* (Bachelor's thesis, University of Twente), 2019.

McQueen, S.A. *On Surgeon Stress: An exploration of distress and eustress* (Doctoral dissertation, University of Toronto (Canada)), 2021.

Seeger, F. *Development and validation of the eustress questionnaire* (Master's thesis, University of Twente), 2019.

Lead City University, Ibadan

Faculty of Management and Social Sciences (FM&SS)

Department of Management and Accounting

Dear Respondent,

I am a Master's student in Business Administration of the above-named Institution gathering data for the purpose of academic research on the topic **“Organisational Eustress and Employee Engagement of selected Manufacturing Firms in Ibadan, Oyo State, Nigeria.** To achieve this, your optimum cooperation is needed, there are no right or wrong answers. All your responses will be kept confidential and used for research purpose only.

Thank you.

Section A: Demographic Character

Instruction: please tick (✓) the option that best describes you

Gender: Male (), Female ()

Age: 20 – 25 (), 26 – 30 (), 31 – 35 (), 36 – 40 (), 41-45 (), 46 and above ()

Educational Level: NCE () Bachelor's degree () Master's degree () PhD ()

Work Experience: 5 – 10 (), 11 – 15 (), 16 – 20 (), 21 – 25 (), 26 - 30 ()

Section B: Level of Engagement of Employees of Manufacturing Firms in Ibadan, Oyo State Nigeria

The statement in this section concerns employee engagement as observed by the selected Manufacturing Firms. Using the four-point Likert scale provided below. Please tick the appropriate choice that indicates your opinion on level of employee engagement in your organisation.

Very High (VH) =4, High (H) = 3, Low (L) = 2, Very Low (VL) = 1

Items on Employee Engagement

S/N	In what way have you engaged in the following?	VH 4	H 3	L 2	VL 1
	Level of creativity				
1	Open to new ideas				
2	Participates in quality improvement initiatives				
3	On my own initiative, I started new task when my old tasks were completed				
4	Providing creative solutions for new problems				
5	keeping my job-related knowledge up-to-date				
	Work Commitment				
6	Rules and procedures enable me to meet my customer's requirements				
7	Provision of sufficient resources to satisfy customer needs.				
8	Acceptance of organizational values				
9	Willingness to exert effort				
10	Strong sense of belonging to my organization				
	Role competence				

11	Maintains professional boundaries with customers.				
12	Demonstrates respectful behaviours both within the team throughout the organization in words and actions.				
13	Listens and responds to people's concerns by altering own behavior in a helpful manner				
14	Completes work in a conscientious, thorough, accurate and timely manner				
15	Complete work in a conscientious manner				

Section C: Level of Organisational Eustress of Employee of Manufacturing Firms in South West, Nigeria

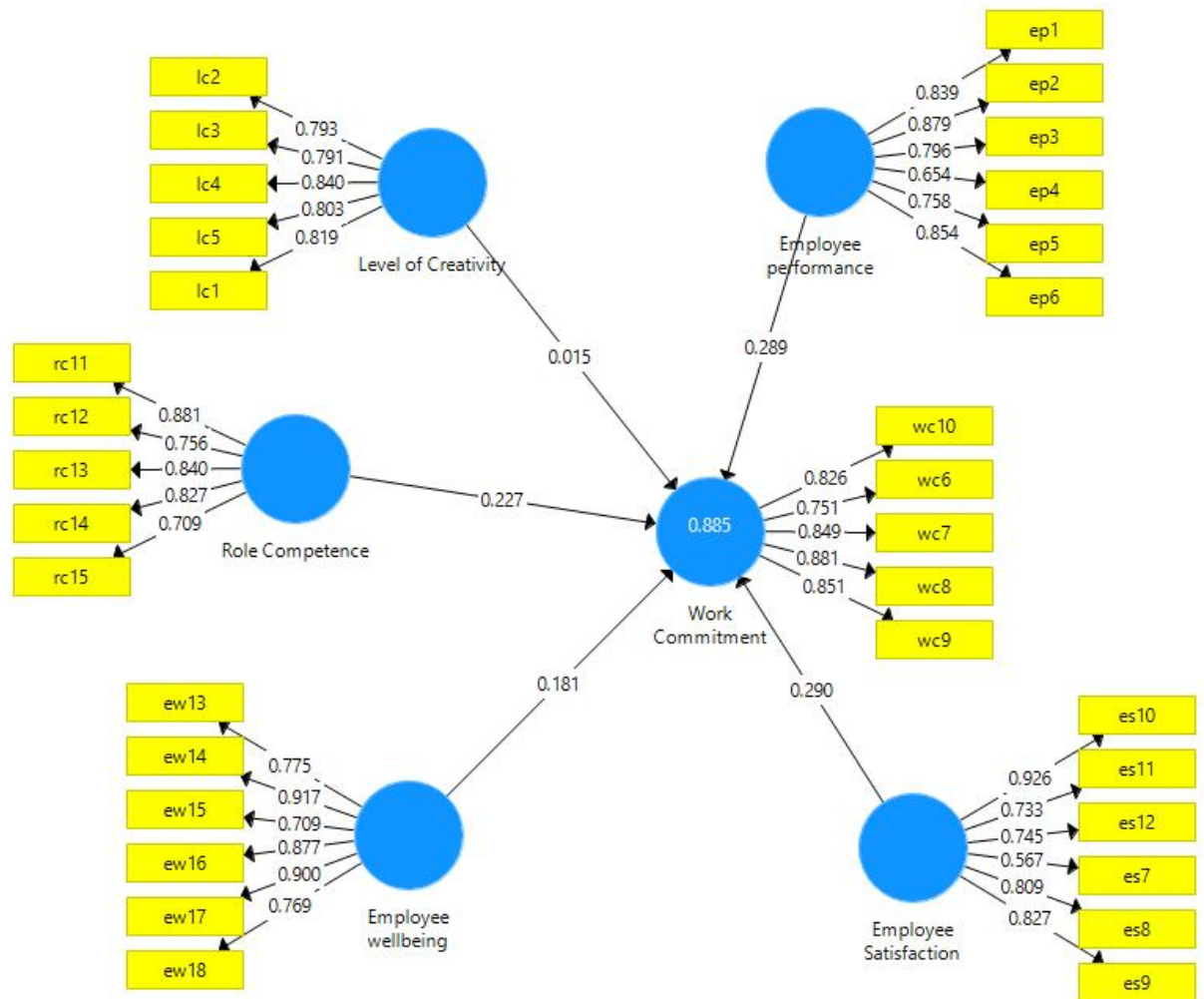
The statement in this section concerns organizational eustress as observed by the selected manufacturing firms. Using the four-point Likert scale provided below.

Please tick the appropriate choice that indicates your opinion on level of organizational eustress in your organisation. Strongly Agree (SA) =4, Agree (A) = 3, Disagree (D) = 2, Strongly Disagree (SD) = 1

Items on Organisational Eustress

S/N	In what way have you engaged in the following?	SA	A	D	SD
		4	3	2	1
	Role Demands				

1	Completing of duties specified in the job description.				
2	Meeting formal performance requirements of the job.				
3	Fulfilment of all responsibilities required.				
4	I have the tools and resources I need to do my job.				
5	Performing my work well with minimal time and effort.				
6	I took on challenging tasks, when available.				
	Employee Satisfaction				
7	I get full credit for the work I do				
8	I feel the level of responsibility I am given is acceptable				
9	I get a feeling of accomplishment from my job				
10	I do interesting and challenging work.				
11	I have a clear understanding of my job responsibilities and what is expected of me				
12	I know where to get help if I have a problem at work.				
	Employee Wellbeing				
13	Feel strong and empowered				
14	Communicate well with others by expressing myself effectively, listening to others				
15	Feel empathetic & connected with others				
16	Cherish the good in myself, others life				
17	Focus on positive attitudes and beliefs instead of negative attitudes/beliefs				
18	Deal effectively with people upsetting me by staying calm				



SmartPLS model for Validity and Reliability Test

Bio-data

Personal Data:

Name: Olufisayo Juliana ADEKUNLE

Sex: Female

Marital Status: Married

Date and Place of Birth: 18-05-1982, Ibadan

Nationality: Nigerian

State of Origin: Oyo

Local Govt. Area: Ibadan North East

Address: A11 Ogbere Housing Estate, behind Ogbere Police
Station Akanran Road Ibadan

E-mail address: fissy4christ@gmail.com

Phone number: 08030421073

Next of Kin: Mr. ADEKUNLE Adedotun

Education:

Master of Science (M.Sc.)
Lead City University, Ibadan, in view

Bachelor of Science
Lead City University, Ibadan 2020

Higher National Diploma
The Polytechnic, Ibadan 2009

Ordinary National Diploma
The Polytechnic, Ibadan 2004

NECO
Mufu-Lanihun Grammar School Oremeji Ibadan 2005

NECO
Methodist Secondary Grammar School Elekuro Ibadan 2000

Primary School Leaving Certificate
Tunmise Children School Olunloyo Ibadan 1994

Membership of Professional/Bodies/Learned Societies:

Institute of Debt Recovery

Certificate and Trainings:

Major Conferences /Workshops Attended

Executive Diploma in Office & Information (Liprorich Consult) 2017
Certificate of Participation (Ethical Conduct in the Workshop) 2018
Certificate of Participation (Upskilling & Reskilling for Effective Service Delivery in the
Automation Age) Liprorich Consult 2021
Certificate of Participation (Widening Skill Gap and the Future of Work) 2022
Department of Management and Accounting (Academic & Industry Edge)
Certificate of Participation (2nd International conference of Faculty of Management and
Social Sciences, Lead City University, Ibadan)
2023
Certification of Participation (Upskilling & Reskilling for Global 2023
Workplace Demand) Department of Management & Accounting, Lead City University,
Ibadan

Signature

Date

The University Compliance Certification

This is to certify that this Thesis written by Olufisayo Juliana ADEKUNLE with Matriculation No. LCU/PG/002067 in the Department of Management and Accounting of the Faculty of Management and Social Sciences, Lead City University, Ibadan is in full compliance with the approved University format and style.

Signature

Date

Do Not Copy, Lead City University, Nigeria