Office Design, Occupational Stress and Employee Engagement among Employees at Uganda National Farmers Federation (UNFFE)

By

JOSHUA BAKEHAYO

18/U/10486/EVE

A research dissertation submitted to the college of humanities and social sciences, Makerere University in partial fulfillment of the requirements for the award of a Bachelor's degree in Industrial and Organizational Psychology

March, 2022

DECLARATION

I **Joshua Bakehayo** declare to the best of my knowledge and understanding that this research study is my original work and has never been published or submitted to any college or university for nay academic award.

Signed

Joshua Bakehayo

APPROVAL

This research dissertation has been undertaken under the close mentorship and supervision of the university supervisor.
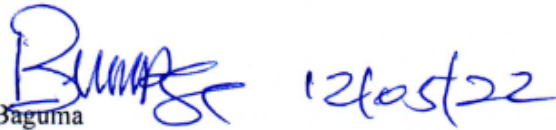
Signed

Prof. Peter Baguma   12/05/22

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

ABSTRACT

The purpose of the study was to establish the relationship between office design, occupational stress and employee engagement in organizations with specific reference to Uganda National Farmers Federation (UNFFE). The study was guided by three objectives namely: to establish the relationship between office design and occupational stress at the workplace, to establish the relationship office design and employee engagement and to establish the relationship between occupational stress and employee engagement among employees of UNFFE. The study used a cross sectional survey design, used only quantitative data collected from a total of 46 respondents. The study revealed a non-significant positive relationship between office design andemployee engagement. The study further revealed a significant negative relationship between office design and occupational stress. In addition, a significant negative relationship was established between occupational stress and employee engagement thus the presence of stress in an organization would result into poor employee performance. The study findings showed that occupational stress management is paramount for improved employee engagement.

Recommendations were; further research particularly qualitative should be carried out to examine the influence of office design on employee engagement. Organizations should carry out surveys to ascertain the level of employee engagement of their employees. This will also helpdetermine the level of occupational stress. If the level of employee engagement is low, organizations should find remedies which increase the engagement.

CHAPTER ONE

INTRODUCTION

Background

Employee engagement is the extent to which employees feels passionate about their jobs, committed to the organization and put discretionary effort into their work (www.custominsight.com). It is an important issue that cuts across many institutions and has a dramatic impact on them. Engaged employees give their companies competitive advantages such as increased productivity and lowered employee turnover rate (Vance, 2006). According to the 2017 Trends in Global Employee Engagement report that covered 1000 organizations alongside their 5 million employees, only a quarter of the employees were highly engaged while 39% of them were moderately engaged (Scott, 2017). In Uganda, according to the Employer of the Year Award Survey that was carried out by the Federation of Uganda Employers in conjunction with Makerere University's School of Psychology, only 49% of the employees were engaged, 45% were moderately engaged and 6% were disengaged (Opio, 2018). The low levels of engagement amongst their employees.

An employee's job and the stressors that come with it, result in burn out. Consequently, burn out affects the employee's level of engagement (Bakker, Demerouti, & Sanz-Vergel, 2014). As well as their emotional and cognitive availability (Ongori and Agolla, 2008 Velnampy and Aravintham, 2013). Therefore, occupational stress is the most probable cause of poor engagement at work. (Khan, 1990). A study carried out by Columbia's Mailman School ofPublic workers about health, of 376 Ugandan workers at 21 humanitarian agencies, revealed that there was a significant number of the staff at these organizations that experienced high levels of symptoms for depression at 68% and anxiety disorders at 53% (Columbia Mailman School of Public Health, 2013). According to the American Institute of Stress, occupational stress isnegatively related to employee engagement.

Today in 2022, the number of workers in the office setting has reduced from 80% in the 2000s to 53% due to the advancement in technology that has led to their replacement. Even the relationships, interactions and behaviors between employees have changed making the workplace complex. Workspaces today are filled with technology such as computer machines that cause fatigue among employees which in turn results in stress and thereby negativelyaffecting their engagement with each other and with the organization. In an office where furniture is designed ergonomically, people are likely to be relieved of stress however, this is not the case in many of the workplace offices found in Uganda. Most offices do not have adequate space that would permit employees to exercise their muscles while at work in order to avoid work stress and fatigue which in turn can negatively affect their engagement. According to an article in the New Vision newspaper together with World Health Organization 2005, the nurses working in Ugandan hospitals experience occupational stress and the levels vary depending on the nature of the work place design resulting into poor work engagement. One of the senior staff in Mulago hospital reported that there were only 8-12 staff members in different departments experiencing stressful factors such as high office temperatures that were found to be 22-26 degrees Celsius. These high temperature levels were closely associated with discomfort and fatigue among the staff members thereby leading to their low work engagement levels.

Problem Statement

In Uganda only about 49% the employees are engaged at their workplace which insinuates that approximately 51% of them are not fully engaged (New Vision, June 12 2018). Employees' jobs come with stressors that affect their emotional and cognitive availability which in turn lowers their engagement levels at the workplace. Excessive levels of stress can cause fatigue, anxiety, depression and social withdrawal which lowers employee engagement levels.

The office design as well which can be seen through various aspects such as office lighting, privacy and temperature to mention but a few can result into employee burn out, which in turn affects

employee engagement levels. In fact, research findings showing the relationship between office design, occupational stress and employee engagement are scanty.

Purpose of the Study

This study was intended to investigate the relationship between office design, occupational stress and employee engagement among employees at Uganda National Farmers Federation (UNFFE).

Objectives of the Study

The study was guided by the following objectives;

- To examine the relationship between office design and occupational stress at the workplace

- To find out the relationship between office design and employee engagement at the workplace

- To examine the influence of occupational stress on employee engagement at the workplace.

Scope of Study

Geographical Scope

The study was carried out at UNFFE located at plot 27 Nakasero Road Kampala, Uganda. The UNFFE is the largest non-government farmer's organization in Uganda. It was founded in January 1992 as Uganda national farmers' association and turned into a federation in 2002. UNFFE is non-religious and non-political for all Ugandan farmers. UNFFE's vision is empowered farmers through strong farmer's organizations, and mission is to promoted favorable policies for farmer empowerment and strengthen farmer's organization.

Content Scope

The study focused on the relationship between office design, occupational stress and employee engagement among the employees at UNFFE. Office design achieves the smooth performance of official work. It helps to increase the profit of the organization and provides comfort to the employees in their work. It helps to increase the profit of the organization and provides comfort to the employees in their work by creating a systematic layout of departments and physical facilities. It incorporates how the workspace and work tools used in the workplace can be designed for comfort, efficiency, safety to enhance workflow, efficiency, effectiveness, productivity and engagement (Hansika & Amarathunga, 2016). Occupational stress is defined as the physiological and physical effects of negative activity in the workplace as a result of many factors including external events, job demands and colleague behavior (HR zone, 2013). Causes of occupational stress include environments, organizational climate and a conflict arising from the job demands of the employees.

Employee engagement is the extent to which employees feel passionate about their jobs, are commited to the organization and put discretionary effort into their work. It is the positive fulfilling work-related state of mind characterized by vigor, dedication and absorption (Schaufeli, 2013). Employees experience three constructs in the work environment that support engagement which are vigor, absorption and dedication. Engaged employees look at the whole of the company and understand their purpose where and how they fit in which leads to better decision making (www.custominsight.com).

Significance of the Study

The discoveries of the study are of great importance to academicians, policy makers and employers in many ways some of which include guiding employers in office design practices to increase employee engagement while reducing occupational stress at the work place. To employers, this study will help them enforce policies regarding proper designs of offices in a workplace in order to increase engagement. Lastly, the study will guide policy makers through the policy decision making process by informing them about the current state of office designs and employee

engagement at UNFFE.

The conceptual frame work above indicated how office design influences occupational stress which in turn influences employee engagement. It's also important to note that office design directly influences employee engagement at the work place as well.

Organizations with right designs that promote team work have the highest percentage of employee engagement in the organization activities because the connected employees will always pull the disconnected individuals to fulfill the common goals.

Conceptual Framework

```
┌─────────────────────┐                          ┌─────────────────────┐
│                     │                          │                     │
│    Office Design    │ ───────────────────────► │ Occupational Stress │
│                     │                          │                     │
└─────────────────────┘                          └─────────────────────┘
          │                                                 │
          │           ┌─────────────────────────┐           │
          └────────►  │   Employee Engagement   │  ◄────────┘
                      │                         │
                      └─────────────────────────┘
```
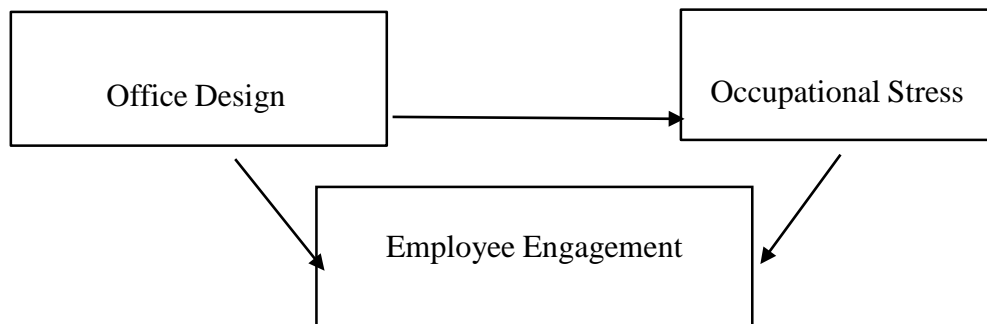
Figure 1: Conceptual framework

Indicators of variables; Performance is one of the indicators. In this research, the focus was to assess how different aspects of employee engagement impacts organization performance (Baker, 2013). Chronic occupational stress is defined by interactions of objectives (job instability, shift work) and subjective (perceived job insecurity, perceived increase of work load) indicators as assessed by structured interviews. There are also five indicators of office design such as furniture, noise, temperature, lighting and spatial arrangements for this research.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter focused on reviewing the existing literature on the variables to be studied which were office design, occupational stress and employee engagement at UNFFE. Additionally, it paid particular attention to the relationship between office design, occupational stress and employee engagement.

The first section focused on the relationship between office design and employee engagement, the second section examines office design and occupational stress and the third section also examines occupational stress and employee engagement. Lastly, a list of extracted hypotheses follows.

Office Design and Employee Engagement

According to Nathanael (2006), office design deals with the shape, dimensions and layout (i.e. the placement and orientation) of the different material elements that surrounded one or more working persons. It included elements like seats, office desks, equipment and other tools and displayed used during the work including the windows, heating and cooling equipment (Salvendy, 2005).

On the other hand, employee engagement is described as a positive, fulfilling, work-relatedstate of mind characterized by vigor, dedication and absorption (Schaufelli, Salanova, Gonzales- Roma & Baker, 2002). It is the extent to which employees are willing to stay in the company andwork hard for the company (Hewitt Organization, 2001). It can be reflected in three aspects the first one is "say" employees where use a positive language to describe their colleagues, companyand jobs. The second aspect is "stay" where employees strongly hope to be a member of the company, want to stay in the company for a long time, instead of using existing jobs as a temporary transition. The last aspect is "strive" in which employees are willing to devote extra effort to work

for the success of the company (Sun & Bunchapattanasakda, 2019).

There's evidence that a conducive office design boosts employees' engagement to the job and organization (Hammed & Amjad, 200, Carnevale,1992). According to Taiwo (2010) and Chandrasekhar (2011), a favorable office design space guarantees the comfort of employees and facilitates the exertion of energy towards work roles which may translate to higher employee engagement (p. 876).

According to a survey carried out by the Steelcase firm, a third of workers across 17 of theworld's most important economies are actually disengaged. The study found that there is a strong correlation between high workplace satisfaction and high employee engagement, with employees who have greater control over their physical workplace – including access to private spaces – also reporting the highest engagement levels. Workers who have the ability to choose where they want to work in the office based on the task at hand are much more engaged in the work they do (Borghero, 2019). The data from the survey also shows that workers who are satisfied withthe different aspects of their work place design also demonstrate higher levels of engagement.

Employee engagement is the involvement of employees either physically or emotionally in their organization. According to (Borghero, 2019), it is an employee's enthusiasm and involvement in their work., or an energetic and effective relationship between employees and their work. It is the courage of employees which make them able to deal with the challenging circumstances of their work. Employee engagement is the ability and willingness of an employee to lead their organization towards success by engaging themselves in different work activities. It is a continuous process and it denotes positive aspects of employees (Little & Little, 2006). Measure (2004) reported that employee engagement is the involvement and commitment of someone towards their job. Employees with high engagement will speak positively about all of theorganization related things. They will care about the values and rules of the organization.

The overall rise and fall of any organization is directly related to their employees. It is true that engaged and committed employees give a good identity to their organization. They are intellectually and emotionally bound to their job. Therefore, most of the organizations have started welfare services to improve their employees physically, psychologically and emotionally (Arora, Adhikari & Shetty, 2012). Most of the research in this regard reported a positiverelationship between employee engagement and performance.

Office Design and Occupational Stress

There are a lot of factors which effect workplace environment. Stress is the most important and basic factor among them. Stress is the cognitive response of someone towards the upcoming circumstances. It is the body's responses towards demands and circumstances facing by employees. Sometimes stress may be positive or challenging. Challenge stress pulls the employee to achieve the target goals. This type of stress also increases productivity, while on the other hand, the negative stress prevents the employees from goal achievement. This type of stress decreases employee performance and productivity (Selye, 1987). Workload demands are identified as the main reason behind job stress. Some of the employees effectively get rid of the workload while some employees are facing a lot of problems (Le Fevre, Matheny & Kolt, 2003). The other factor which effects workplace environment include behavioral conflicts with colleagues and seniors and sometimes conflicts with managers and organizational policies (Mansoor, Fida, Nasir & Ahmad, 2011). Work environment may also be affected by extreme temperature, air pollution, noise, light, and exposure to some hazards related to office design thatresearch intends to investigate. Females' employees are more affected by unsafe workplace which may lead to emotional, physical and sexual abuse. The employees in a workplace feeling stress due to prolong work schedule, lack of colleagues and seniors support, lack of expectations from an organization (Mansoor et al., 2011).

Most of the researchers on job stress reported that low job satisfaction is negatively linked to job

stress while in case of high job satisfaction the level of job stress will be definitely low (Mansoor et al., 2011). A study conducted in 2017 on teachers reported that there is a strong correlation between job stress and wellbeing. 76% of teachers become ill due to stress while 56% reported a decrease in their performance. 40% reported disturbed interrelationship while 83% reported severing exhaustion due to job stress (Kazmi, Hashim, Manzoor & Kee, 2017).

According to Workplace Health and Safety Electrical Office's Workers Compensation Regulator, occupational stress is described as the physical, mental and emotional reactions of workers who perceive that their work demands exceed their abilities and/or their resources (e.g. time, access to help/support) to do work (Occupational Stress, 2018). Occupational stress can cause employees dread when it comes to going to their workplaces.

According to JLL (2019), occupational stress is increasingly globally as employees are spending longer hours shifting from one task to another which has alerted the companies of the toll it has on their staff (JLL, 2019). Outdoor views and natural lighting are some of the office design elements that employees highly value and they are known to have mood enhancing benefits translate into improved sleep, increased energy levels and the ability to handle stressful situationsbetter (JLL, 2019). "Workplace design can have a massive impact on employees' mental and emotional well-being by reflecting and reinforcing the type of environment that companies want to create," says Raymond Chu, Senior Pitch Designer at Tetris. "Ideally, meeting rooms should be placed away from the windows, so that daylight can flood open-plan space where the majorityof people spend their working day."

Chu goes on to say "Human beings are drawn to nature, and there is growing evidence that adding easy-to-maintain plants to office can lead to happier and healthier employees," which identifies a relationship with office design and occupational stress.

Occupational Stress and Employee Engagement

According to Simon & Amarakoon (2015), occupational stress is a personal experience that results from unpleasant aspects of work content, work organization and the work environment where an individual reacts emotionally, cognitively, behaviorally and psychologically. It is further suggested that excessive levels of occupational stress can cause fatigue, anxiety, social depression as well as a decline in employee engagement (Simon & Amarakoon, 2015).

According to Custominsight.com, employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work. It's a state of mind characterized by vigor, dedication and absorption (Schaufelli, Salanova, Gonzales-Roma & Baker, 2002). Vigor can be felt from the high level of endurance and energy of the mind while working, the willingness to give the best in a job and perseverance when facing a problem. Dedication refers to experiencing a sense of significance, inspiration, pride and the strength of engage in a job. Lastly, absorption is characterized by happiness and full concentration while doing work (IJournals & Ijournals).

According to existing literature, there is a negative relationship between occupational stress and employee engagement. It's important to note however that an acceptable level of stress isidentified to improve employees' performance. Occupational stress is ultimately unavoidable however excessive levels of stress are identified as a threat to quality of life of employees, therebyresulting in emotional and physical harm (Danna and Griffin, 1999).

Stress literature in general suggests the presence of a negative relationship between occupational stress and employee engagement (Ongori & Agolla, 2008). Excessive levels of occupational stress decrease the emotional and cognitive availability of employees (Ongori and (Agolla, 2008) and therefore is likely to result in poor employee engagement (Khan, 1990).

On the contrary however, Hicks and Mc Sherry (2006) point out that stress is a human response to various aspects in one's environment that comes naturally and therefore, stress can sometimes act as a motivator (Hicks & McSherry, 2006).

However, there is more literature supporting the existence of a negative relationship between occupational stress and employee engagement insinuating that higher levels of occupational stress experienced by employees are likely to result in lower engagement levels (Nishanthini & Amaarakoon, 2015).

Hypotheses

The study tested the following hypotheses;

1. There is no significant relationship between office design and employee engagement among the employees at UNFFE.

2. There is no significant relationship between occupational stress and employee engagement among the employees at UNFFE.

3. There is no significant relationship between office design and occupational stress among the employees at UNFFE.

CHAPTER THREE

METHODOLOGY

This chapter covered the research design, population, sample design, instrument measure, quality control, data collection and management, research procedure, data analysis and interpretation, validity of study and reliability concerns.

Research Design

This is the procedure of collecting, analyzing, interpreting and reporting data in research studies (Creswell & PlanoClark, 2007). It is the overall plan for connecting the conceptual research problems with the pertinent empirical research. The correlation study design is descriptive and quantitative in nature which enabled the researcher to explore the relationship between office design, occupational stress and employee engagement among employees at UNFFE.

Population

The study covered a total of 52 employees from different departments at UNFFE. This was because of the diverse nature of the office design structures and employees' tasks within the organization and how these diverse employees perceive how office design affects their day-to- day activities, identify different stressors within the organization and how they are engaged.

Sample Size and Sampling Technique

A total of 46 employees from different offices at UNFFE was selected to take part in the study. The employees were selected using stratified random sampling to avoid bias i.e., type 1 and type 2. Stratified random sampling is a method of sampling that involves the division of a population into smaller sub-groups called strata. The strata were formed based on members' shared attributes or characteristics i.e., educational attainment. Random samples were then collected from each stratum. The subsets from each stratum were then pooled to form a random sample (Hayes, 2020).

Research Instrument and Measurements

The research used self-administered questionnaires with closed ended questions to collect data from respondents. The questionnaire was divided in to four sections. The first section, A measured bio data, section B measured office space factors, and Section C measured occupational stress, while Section D measured employee engagement.

To quantify employee engagement, the researcher used the Utrecht Work Engagement Scale, which captures feelings of absorption (e.g. 'I am immersed in my work'), feelings of vigor (e.g. 'at work, I feel like am bursting with energy') and dedication (e.g. ' I am enthusiastic about my job') (Schaufeli & Bakker, 2004). This measure of employee engagement asked respondents to rate a number of questionnaire statements according to how much they agreed or disagreed withthem or how frequently they experienced the feeling or thought each statement refers to (Fletcher, Robinson, Bailey, & Alfes, 2014).

In order to measure occupational stress, the Pressure Management Indicator (PMI) which was a self-report questionnaire developed from the Occupational Stress Indicator (OSI) was used. It provided an integrated measure of the major dimensions of occupational stress (Williams & Cooper, 1998). The questionnaire guide adopted for this research is attached in Appendix 1.

Procedure

This section includes all research related activities undertaken to achieve the objectives of this research and to offer some solutions to the problem. It provides detailed description and complete information on the preparation of the questionnaire, details of the data collection and analysis. The questionnaire containing scales measuring for office design, employee engagement and occupational stress, was developed under the guidance of the supervisor. Thereafter the researcher obtained an introductory letter from the School of Psychology indicating that the researcher is conducting a study on the relationship between these variables which he used to seek permission

from employees at UNFFE. The respondents were given seven days to complete filling in the questionnaires. This was to provide them with convenient time to accomplish the questionnaires without being coerced. The questionnaires were then collected, data was coded into meaningful information out of which data analysis was conducted in SPSS version 20 to determine the correlations between these variables.

Quality Control

To ensure validity, the researcher adopted pre-validated measuring instruments such as the Utrecht Work Engagement Scale and the Pressure Management Indicator. The researcher also enlisted the help of research experts to verify their content. The researchers also pretested the measurement instruments for reliability analysis.

Data Processing

The quantitative information that was collected using questionnaires were coded and edited to obtain meaningful data. Data coding refers to a number, letter, character, symbol or a combination used to represent a data item. Data was stored on data sheets whose record was saved on a flash disk for redundancy. Data was then processed through the following steps, data collection, data preparation, data input, processing and then data stored.

Data Analysis

To make meaning of the quantitative data the researcher followed the process outlined by Kothari and Garg (2014). The process starts by checking of questionnaires if they are acceptable or not. This is followed by data editing to detect errors and omissions and coding to be able to put limited numbers in limited categories. The data is then classified according to the class intervals and attributes. It is then tabulated in such a way that correlations can be derived to establish the relationship between the study variable, graphical representation of data from the questionnaire, frequency tables for meaningful interpretation of the study.

The statistical package for social sciences (SPSS version 20) was used for processing and analysis of quantitative data. SPSS was opted for this study because it allows several data sets to be loaded into it easily. It provides a range of tools used for analyzing data and interfaces with other programs like excel thus making data management and analysis very easy (Kothari & Garg, 2014). Frequencies, percentages and cross tabulations were run to describe the sample. Objectives 1-3 were analyzed using Pearson's correlation co-efficient test to establish the relationship between the study variables. Finally, the regression analysis was run to determine the level of influence of occupational stress on employee performance.

Ethical Considerations

It is important to adhere to ethical norms in research considering that they prohibit fabrication, misrepresentation of research, falsification and promote the aims of research which include knowledge, truth and avoidance of errors (Gajjar, 2013) Therefore, when the research was being carried out, ethical principles like, communicating honestly, avoiding bias, respecting intellectual property, confidentiality, among others, were observed for the reasons above. To ensure that respondents are not coerced, they were advised on the purpose of the research with sufficient details, to get their consent to participate in the research from an informed point of view. To ensure confidentiality the names of the respondents were held in anonymity and the privacy ofthe respondents was also considered i.e., the respondents were met at their areas or places of convenience and time and were fully advised on the purpose of the research/study to enable them provide the required information with informed consent and without any bias.

CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION

Introduction

This chapter presents demographics and inferential statistics of this research study which were used to achieve the research objectives. The demographics statistics recorded the participants age, gender and position in the organization. The inferential statistics on the other hand examined the correlation between office design and occupational stress among respondents, office design and employee engagement of the respondents and occupational stress and employee engagement among the respondents. Pearson correlation coefficient was used to determine the interrelation between these variables.

Table 4. 1: Sex of the respondents

Sex	Frequency	Percentage (%)
Male	29	63.0
Female	17	37.0
Total	46	100

Source: Primary data   N=46

The majority of the respondents from which data was collected representing 63% of the total respondents were male while 37% of the respondents were female as depicted in table 4.1. The selection of these respondents was random and based on the friendliness of the respondents. The distribution of the respondents can be considered appropriate as it drew adequate samplesfrom both sexes and information generated can be considered to have captured both male and female views.

Out of the 52 questionnaires given out, 46 were returned with valid information, 3 were not returned at all and three were filled with invalid data. This reduced the intended sample space from 52 to 46. However, this was still a satisfactory number representing the overall employee numbers at UNFFE.

With knowledge that different age groups have different stressors and become engaged differently, the researcher wanted to quantify this logic by tracking response to its corresponding age group. This helped the researcher to additionally understand how different age groupsperceive their office designs at their work places. Table 4.2 shows the statistical variation of different age groups of the respondents.

Table 4. 2: Age groups of the respondents

Age group (Years)	Frequency	Percentage (%)
20-29	11	23.9
30-39	16	34.8
40-49	17	40.0
Above 50	2	4.3
Total	46	100

Source: Primary data   N=46

From results analyzed, the majority of the respondents were in the age group of 40-49 representing a percentage of 40 of the entire sample space. Respondents aged between 30-39 years with a percentage of 34.8. The respondents were approximately averagely distributed in age with the exception of age group of above 50 years. Thus, this sample space was a better approximation of the entire employee population at UNFFE since it captured all age groups inthe most realistic way. This sample space was wide enough and distributed over the different agegroups of employees at UNFFE.

Table 4. 3: Respondents by marital status

Status	Frequency	Percentage (%)
Single	21	45.7
Married	18	39.1
Others	7	15.2
Total	46	100

Source: Primary data   **N=46**

Table 4.3 above indicates that the majority of the respondents were single. The single respondents accounted to 45.7% of the total respondents and married respondents accounted for 39.1% of the total respondents however, 15.2% respondents accounted for the category of staff in the other category of marital status. They are most likely cohabiting. From that front the information obtained captured both married and single staff. Therefore, it can be relied upon for drawing conclusions.

Inferential Results

After data collection from the questionnaires, the data was coded from the questionnaires into meaningful information that could be fed into SPSS software. To analyze this information, the following null hypotheses were set.

- There is no significant relationship between Office design and employee engagement among employees at UNFFE.

- There is no significant relationship between Office design and occupational stress among employees at UNFFE.

- There is no significant relationship between occupational stress and employee engagement among employees at UNFFE.

To test these hypotheses, Pearson product moment correlation was performed.

Research objective one: To establish the relationship between office design and occupational stress among employees at UNFFE

To investigate the relationship between office design and occupation stress, eleven items which required each respondent to do self- rating on organization office design. The responses were based on a four Likert response scale types, ranging from one representing strongly disagree to four representing strongly agree. The frequency distributions along the Likert scale are aspresented in Table 4.4 below:

Table 4. 4: Frequency distribution for responses on organization office design

Questions	SD		D		A		SA		Total	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**
I like the design of my office	7	15.2	12	26	19	41.3	8	17.4	46	100
My furniture is flexible to adjust and to reorganize	10	22.2	06	13.3	17	37.8	12	26.7	45	100
My furniture is comfortable enough	02	4.3	10	21.7	22	47.8	12	26.1	46	100
The overall temperature in my office is conducive	00	00	07	15.2	04	8.7	35	76.1	46	100
My office is provided with efficient lighting that I work without straining my eyes	01	2.2	03	6.7	13	28.9	28	62.2	45	100
There is ample amount of natural light into my office	03	6.5	07	15.2	15	32.6	21	45.7	46	100
My office is open enough to see my colleagues working	02	4.3	02	4.3	30	65.2	12	26.1	46	100
My office is well ventilated	01	2.2	05	11.1	28	62.2	11	24.4	45	100

	SD F	SD %	D F	D %	A F	A %	SA F	SA %	F	%
The color in my office is good for my eyes	00	00	03	7.0	23	53.5	17	39.5	43	100
I would love to have some change in my office	12	26.1	00	00	03	6.5	31	67.4	46	100
I am satisfied with my office design	02	4.3	09	19.6	29	63.0	06	13.0	46	100
When the weather changes, I am not affected	00	00	02	4.4	02	4.4	41	91.1	45	100
My office has enough space for both my work and clients	19	42.2	11	24.4	10	22.2	05	11.1	45	100

SD = Strongly Disagree, D = Disagree, A = Agree, SA= Strongly agree, F=Frequency, %= Percentage

To verify the null hypothesis preset, the Pearson's correlation moment coefficient analysis was conducted. The Correlation is significant at 0.05 (95% level of Confidence) – 2 tailed. This implies that those items with p- values less than 0.05 were significant at 2 – tailed. Table 4.5 shows the results of the correlation analysis:

Table 4. 5: Pearson correlation coefficient for the relationship between office design and occupational stress

		Office design	Occupational stress
Office design	r	1	-.302*
	Sig. (2-tailed)		.048
	N	46	46
Occupational stress	r	-.302*	1
	Sig. (2-tailed)	.048	
	N	46	46

*. Correlation is significant at the 0.05 level (2-tailed).

From the results above the moment correlation coefficient p=0.48<0.05, this indicates that there is significant relationship between office design and occupational stress. The results further show that the relationship between the two variables is negative i.e., r = -.302*, this means that an increase in office design is related with a decrease in occupational stress. Therefore, the researcher rejected the null hypothesis and concluded that office design and occupational stress are significantly related among employees at UNFFE. The results suggest that good office designs help to reduce occupational stress among employees at UNFFE.

Research objective two: To establish the relationship between office design and employee engagement among employees at UNFFE

This research hypothesis was tested using seventeen items which required each respondent to do self-rating on employee engagement. The responses were based on a five Likert response scale types, ranging from one representing strongly disagree to five representing strongly agree. The frequency distributions along the Likert scale are as presented in Table 4.6 below:

Table 4. 6: Frequency distribution for responses on organization employee engagement

Questions	SD		D		NS		A		SA		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
When I wake up in the morning, I feel like going to work	02	4.7	05	11.6	00	00	18	41.9	21	48.8	43	100
At my work, I feel bursting with energy	04	8.7	07	15.2	08	17.4	19	41.3	08	17.4	46	100
At my work, I always persevere even when things do not go well	19	45.2	15	35.7	02	4.8	08	19	02	4.8	42	100
I can continue working for very long periods of time	06	13.3	04	8.9	21	46.7	09	20	05	11.1	45	100
At my job, I am very resilient mentally	01	2.2	11	23.9	03	6.5	22	47.8	09	19.6	46	100
At my job, I feel strong and vigorous	04	8.7	10	21.7	07	15.2	12	26.1	13	28.3	46	100
To me, my job is challenging	08	17.8	02	4.4	18	40	11	24.4	06	13.3	45	100
My job inspires me	02	4.3	13	28.3	04	8.7	18	39.1	09	9.61	46	100
I am enthusiastic about my job	01	2.2	07	15.2	03	6.5	21	45.7	14	30.4	46	100
I am proud on the work that I do	03	7.0	12	27.9	02	4.7	19	44.2	07	16.3	43	100
I find the work that I do full of meaning and purpose	01	2.4	06	14.6	01	2.4	16	39.0	17	41.5	41	100
When I am working, I forget everything else around me	02	4.4	18	40	12	26.7	04	8.9	09	20	45	100
Time flies when I am working	06	13	09	19.6	05	10.9	10	21.7	16	34.8	46	100
I get carried away when I am working	01	2.2	20	43.5	05	10.9	12	26.1	08	17.4	46	100
It is difficult to detach myself from my job	04	8.7	08	17.4	10	21.7	13	28.3	11	23.9	46	100
I am immersed in my work	04		09		07		11		11		42	100
I feel happy when I am working intensely	22	48.9	18	40	00	00	04	8.9	01	2.2	45	100

SD = Strongly Disagree, D = Disagree, NS = Not sure, A = Agree, SA= Strongly Disagree,

F=Frequency, %= Percentage

The hypothesis stated that there is no significant relationship between office design and Employee Performance among employees at UNFFE. To test the hypothesis Pearson correlation moment was used and the details are in table 4.7 below:

Table 4. 7: Pearson Correlation Coefficient showing the relationship between office designand employee engagement

		Office design	Employee engagement
	r	1	-.011
Office design	Sig. (2-tailed)		.861
	N	46	46
	r	-.011	1
Employee engagement			
	Sig. (2-tailed)	.861	
	N	46	46

Table 4.7 shows that that the moment correlation p=0.861> 0.05, this indicates that there is no significant correlation between office design and employee engagement at the 0.01 level (2- tailed). This relationship though not much significant, it's a negative relationship. This, means that an increase in office design is related to a decrease in employee engagement. Therefore, the researcher retained the null hypothesis and concluded that there is no significant correlation between office design and employee engagement among employees of UNFFE.

Research objective three: To establish the relationship between occupational stress and employee engagement among employees at UNFFE

This research objective was conceptualized using eight items which required each respondent to do self- rating on occupational stressors. Responses were based on a five Likert response scale type, ranging from one representing strongly disagree to five representing strongly agree. The frequency distributions along the Likert scale are as presented in table 4.8 below:

Table 4. 8: Summary statistics on respondents' self-rating on occupational stress

Questions	SD		D		S		A		SA		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
I am clear of what is expected of me at work	03	7.0	06	14	01	2.3	18	41.9	16	37.2	43	100
I can decide when to take a break	06	13.0	19	41.3	12	26.1	03	6.5	02	4.3	42	100
I know how to go about getting my job done	07	15.2	02	4.3	09	19.6	16	34.8	12	26.1	46	100

I am subject to personal harassment in the form of unkind words or behavior	06	13	19	41.3	12	26.1	07	15.2	02	4.3	46	100
I have unachievable deadlines	05	11.1	11	24.4	07	15.6	14	31.1	08	17.8	45	100
If work gets difficult, my colleagues help me	00	00	05	12.2	02	4.9	17	41.5	17	41.5	41	100
I am given supportive feedback on the work I do	04	8.9	07	15.6	10	22.2	15	33.3	09	20	45	100
I have to work very intensively	05	10.1	03	6.5	11	23.9	12	26.1	15	32.6	46	100

SD = Strongly Disagree, D = Disagree, S = Sometimes, A = Agree, SA= Strongly Disagree,

F=Frequency, %= Percentage

From table 4.9, the results indicate that Pearson correlation coefficient p=0.0015<0.000, this indicates that there is a significant relationship between occupational stress and employee engagement. The findings further show that the relationship between the two variables is inverse i.e., r = -.452**. This meant that an increase occupational stress was significantly related to a decrease in employee engagement.

Table 4. 9: Pearson Correlation Coefficient showing the relationship between occupationalstress and employee engagement

		Occupational stress	Employee engagement
Occupational stress	*r*	1	-.452**
	Sig. (2-tailed)		.0015
	N	46	46
Employee engagement	*r*	-.452**	1
	Sig. (2-tailed)	.0015	
		4	
	N	6	46

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

Since the relationship between occupational stress and employee engagement was negative, the null hypothesis earlier postulated was rejected and thus the researcher concluded with absolute certainty that occupational stress and employee engagement are significantly related among employees at UNFFE.

CHAPTER FIVE: DISCUSSION, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter discusses the findings of this research, conclusions drawn and recommendations to improve and alleviate the possible challenges encountered during this research dissertation.

Discussions

Under this section the relationship between the variables of study is discussed below.

Office design and employee engagement

Hypothesis 1 stated that there is no significant relationship between office design and employee engagement among the employees at UNFFE. In this study, results in chapter four indicate that there is no significant relationship between office design and employee engagement among employees at UNFFE. The findings reveal that employee engagement components such as vigor, dedication and absorption are not affected by change in office design.

These findings are inconsistent with the findings of (Borghero, 2019), he stated that according to a survey carried out by the Steelcase firm, a third of workers across 17 of the world's most important economies are actually disengaged. The study found that there is a strong correlation between high workplace satisfaction and high employee engagement, with employees who have greater control over their physical workplace including access to private spaces alsoreporting the highest engagement levels. Workers who have the ability to choose where they want to work in the office based on the task at hand are much more engaged in the work they do.

Office design and occupational stress

Hypothesis two stated that there is a significant relationship between office design and occupational stress among the employees at UNFFE. In this study, results in chapter 4 indicated that there is significant negative relationship between office design and occupational stress.

The findings are consistent with the findings of Chu (2017), who urged that "Workplace design can have a massive impact on employees' mental and emotional well-being by reflecting and

reinforcing the type of environment that companies want to create. He added that ideally,meeting rooms should be placed away from the windows, so that daylight can flood open-plan space where the majority of people spend their working day."

The findings further agree with the findings Jii (2019) of Outdoor views and natural lighting are some of the office design elements that employees highly value and they are known to have mood enhancing benefits that translate into improved sleep, increased energy levels and the ability to handle stressful situations better.

Employee engagement and occupational stress

Hypothesis three stated that there is a significant relationship between employee engagement and occupational stress among employees at UNFFE. Results indicated that there is a moderately negative significant relationship between employee engagement and occupational stress. The findings imply that an increase in employee engagement is related to a decrease in occupational stress.

The findings agree with the findings of Nishanthini and Amaarakoon (2015), he found the existence of a negative relationship between occupational stress and employee engagement insinuating that higher levels of occupational stress experienced by employees are likely to result in lower engagement levels.

In addition, the findings are consistent with the Danna and Griffin (1999) research, they found that there is a negative relationship between occupational stress and employee engagement. They further stated that it's important to note that an acceptable level of stress is identified to improve employees' performance – that occupational stress is ultimately unavoidable however excessive levels of stress are identified as a threat to quality of life of employees, thereby resulting in emotional and physical harm.

Conclusion

This study aimed to examine the relationship between office design, occupational stress and employee engagement. Data was collected from employees at UNFFE using questionnaire guides, this data was analyzed in SPSS using Pearson moment correlation coefficient to determine the relationship between these different variables. Results indicated the office design is not significantly related to employee engagement, occupational stress was found to be significantly related to office design, employee engagement and occupational stress were found to be significantly related.

Recommendations

Owing to the findings of this research, the researcher recommends the following procedures to better employee engagement and reduce stressors among employees at UNFFE.

- The scope of this research was narrow i.e., only 46 respondents participated in filling the questionnaires, a larger sample space of over 150 employees would provide conclusive relationship between these different variables.

- Organizations ought to realize human resource is the most important they have and thus strive to engage their employees to prevent from stress. Stressed and disengaged employees are less productive and consequently affect the overall productivity of the entire organization.

- This dissertation only considered quantitative data, to further confirm these correlations, qualitative data should be collected by carrying out interviews. The qualitative results will then be compared to these results for more conclusive research.

References

Bakker, A. B., Demerouti, E. I., & Sanz-Vergel, A. U. (2014). Burnout and Work Engagement: The JD–R Approach. *Annual Review of Organizational Psychology and Organizational Behavior, 1*(1), 389-411. doi:10.1146/annurev-orgpsych-031413-091235

Custominsight. (n.d). What is Employee Engagment? Retrieved June 22, 2020, from https://www.custominsight.com/employee-engagement-survey/what-is-employee-engagement.asp

Employee Engagement and Commitment – SHRM.(n.d). Retrieved from https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/Documents/Employee-Engagement-Commitment.pdf

Gladys, M.N., Asawo, S.P., & Gabriel, J.M (n.d). Physical workplace Environment and Employees' Engagement: A theoretical Explanation. Retrieved from http://www.journal-ijah.org/uploads/ijah_o1_63.pdf Case Study of Banking Organizations of North Western Proviyasser-compressed/3 Journals, & Journals. (n.d). The Conceptual Framework of Employee Engagement to Vigor, Dedication, and Absorption. Retrieved from https://issuu.com/ijournals/docs/2.7108-yasser- compressed/3

Marmars, N., & Nathanael, D. (2006). *Workplace Design. Handbook of Human Factors and Ergonomics*, 573-589.DOI:10.10

Ongori, H., & Agolla, J.E. (2008). (PDF) Occupational stress in organizations and its effects on organizational performance. Retrieved June 22, 2020, from https://www.researchgate.net/publication/288845360_Occupational_stress_in_organizations_and _its_effects_on_organizational_performance

Yadav, S. (2013). Occupational Stress and Organization Commitment in Private Banks: A Sri

Lankan Experience. Retrieved June, 2020 from

https://www.academia.edu/4777910/Occupational_Stress_and_organizational_commitment_

in_P rivate_Banks_A_Sri_Lankan_Experience?auto=download

Occupational stress and Organizational Commitment in….(n.d). Retrieved June 22, 2020, from

http://connection.ebscohost.com/c/articles/94377077/occupational-stress-organizational-

commitment-private-banks-sri-lankan-experience

Hicks, T., &McShery, C. (2006). A Guide to managing Workplace Stress. Retrieved from

http://www.bookpump.com/upb/pdf-b/1129424b.pdf

Borghero, S. (2019, March 17). The role of workplace design in employee engagement. Retrieved

from https://workplaceinsight.net/employee-engagement-role-workplace-design/ C. (2013,

January 30). Ugandan Aid Workers Show Signs of Stress, Depression, and Burnout.

Retrieved June 22, 2020, from https://www.publichealth.columbia.edu/public-health-

now/news/ugandan-aid-workers-show-signs-stress-depression-and-burnout

Custominsight. (n.d.). What is Employee Engagement? Retrieved June 22, 2020, from

https://www.custominsight.com/employee-engagement-survey/what-is-employee-

engagement.asp

Danna, K., & Griffin, R. W. (1999). (PDF) Health and Well-Being in the Workplace: A Review

and Synthesis of the Literature. Retrieved   June 22, 2020, from

https://www.researchgate.net/publication/247569840_Health_and_Well-

being_in_the_Workplace_A_Review_and_Synthesis_of_the_Literature Employee

Engagement and Commitment -   SHRM.   (n.d.).   Retrieved from

https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-

views/Documents/Employee-Engagement-Commitment.pdf

Employee   Engagement   and   Commitment - SHRM. (n.d.).   Retrieved
        fromhttps://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-
views/Documents/Employee-Engagement-Commitment.pdf

Fletcher, L., Robinson, D., Bailey, C., & Alfes, K. (2014). (PDF) Measuring Employee

        Engagement   and   Interpreting   Survey   Results.   Retrieved

                June   22,   2020,   from

        https://www.researchgate.net/publication/280234309_Measuring_Employee_Engagemen

        t_and_Interpreting_Survey_Results

Gladys, M. N., Asawo, S. P., & Gabriel, J. M. (n.d.). Physical Workplace Environment and

        Employees' Engagement: A theoratical Explanation. Retrieved from http://www.journal-

        ijah.org/uploads/ijah_01 63.pdf

H.   (2013, July 26).   What is Occupational Stress? Retrieved June 22, 2020, from

        https://www.hrzone.com/hr-glossary/what-is-occupational-stress

Handbook of Human Factors and Ergonomics. (2012). doi:10.1002/9781118131350

Hansika, W., & Amarathunga, P. (2016). Impact of Office Design on Employees' Productivity; A

        Case Study of Banking Organizations of North Western Province in Sri Lanka. *SSRN

        Electronic Journal*. doi:10.2139/ssrn.2910255

Hayes, A. (2020, February 05). How Simple Random Samples Work. Retrieved from

        https://www.investopedia.com/terms/s/simple-random-sample.asp

Hicks, T., & McSherry, C. (2006). A Guide To Managing WorkPlace Stress. Retrieved from

        http://www.bookpump.com/upb/pdf-b/1129424b.pdf How Engaged are your employees?

IJournals, & Ijournals. (n.d.). The Conceptual Framework of Employee Engagement to Vigor,

        Dedication, and Absorption. Retrieved from https://issuu.com/ijournals/docs/2.7108- yasser-

        compressed/3

Jll. (2019, October 09). How can workplace design cut stress levels? Retrieved from https://www.jll.co.uk/en/trends-and-insights/workplace/how-can-workplace-design-cut-stress-levels

Marmaras, N., & Nathanael, D. (2006). Workplace Design. *Handbook of Human Factors and Ergonomics,* 573-589. doi:10.1002/0470048204.ch22

Nishanthini, S., & Amaarakoon, U. (2015). (PDF) Impact of Occupational Stress on Employee Engagement. RetrievedJune 22, 2020, from https://www.researchgate.net/publication/314540085_Impact_of_Occupational_Stress_on_Employee_Engagement

Occupational Stress and Organizational Commitment in ... (n.d.). Retrieved June 22, 2020, from http://connection.ebscohost.com/c/articles/94377077/occupational-stress-organizational-commitment-private-banks-sri-lankan-experience

Occupational stress. (n.d.). Retrieved from https://www.worksafe.qld.gov.au/laws-and-compliance/workplace-health-and-safety-laws/specific-obligations/health-safety-contact-centres/occupational-stress

Ongori, H., & Agolla, J. E. (2008). (PDF) Occupational stress in organizations and its effects on organizational performance. RetrievedJune 22, 2020, from https://www.researchgate.net/publication/288845360_Occupational_stress_in_organizations_and_its_effects_on_organizational_performance

io, D. (2018, June 12). How engaged are your employees? Retrievedfromhttps://www.jobs.co.ug/how-engaged-are-your-employees/

PDF Measuring Employee Engagement and Interpreting Survey Results. (n.d.). Retrieved June 22, 2020, from https://www.researchgate.net/publication/280234309_Measuring_Employee_Engagement_and_Interpreting_Survey_Results

Schaufeli, W. B., . (2013).What is Engagement ? Retrieved 6/22/2020, fromhttps://www.wilmarschaufeli.nl/publications/Schaufeli/414.pdf

Schaufeli, W., & Bakker, A. (2004). Utrecht Work Engagement Scale. Retrieved 6/22/2020, from https://www.wilmarschaufeli.nl/publications/Schaufeli/Test%20Manuals/Test_manual_U WES_English.pdf

Scott, R. (2017, September 08). Employee Engagement Is Declining Worldwide. Retrieved from https://www.forbes.com/sites/causeintegration/2017/06/01/employee-engagement-is-declining-worldwide/#6d90403e34e2

Simon, N., & Amarakoon, U. A. (2015, December 06). Impact of Occupational Stress on Employee Engagement. Retrieved from https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2699785#:~:text=Excessive levels ofoccupational stress,and disengages employees from work.&text=Accordingly, it suggests thatmaintaining,higher level of employee engagement.

Sun, L., & Bunchapattanasakda, C. (2019). Employee Engagement: A Literature Review. *International Journal of Human Resource Studies, 9*(1), 63. doi:10.5296/ijhrs.v9i1.14167

Vance, B., Humphreys, S., & Reynold, F. (1989). *Sources and manifestations of occupational stress as reported by full time teachers working in a bia school*.

Vance, R. J. (n.d.). Employee Engagement and Commitment. Retrieved from https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/Documents/Employee-Engagement-Commitment.pdf

What is Employee Engagement? (n.d.). Retrieved from https://www.custominsight.com/employee-engagement-survey/what-is-employee-engagement.asp

Williams, A., & Cooper, C. (1998). Measuring occupational Stress: Development of the Pressure Management Indicator. Retrieved 6/22/2020, from https://scales.arabpsychology.com/pressure- management-indicator-questionnaire-pmi.pdf

Yadav, S. (2013). Occupational Stress and Organizational Commitment in Private Banks: A Sri Lankan Experience. Retrieved June 22, 2020, from https://www.academia.edu/4777910/Occupational_Stress_and_Organizational_Commitment_in_Private_Banks_A_Sri_Lankan_Experience?auto=download

APPENDIX 1: QUESTIONNAIRE GUIDE

I am a third year student from College of Humanities and Social Sciences pursuing bachelor's degree in Industrial and organizational psychology. As one of the prerequisites for the award of Bachelors of Industrial and Organizational Psychology of Makerere University, I am carrying out data collection for a research study on office design, occupational stress and employee engagement among employees at UNFFE.

The information you provide in this guide will be treated with maximum confidentiality to assure your anonymity. Additionally, this information is solely intended for academic purposes. Thank you for your cooperation.

SECTION A

Please fill in your personal information in this section by ticking the relevant boxes.

1. **GENDER**

   a) Male ☐

   b) Female ☐

2. **AGE**

   a) 20-29 ☐   c) 40-49 ☐

   b) 30-39 ☐   d) Above 50 ☐

3. **MARITAL STATUS**

a) Single ☐   b) Married ☐

4. What kind of office do you work in?

a) Open office ☐   b) Closed office ☐

5. How many are you in your office? …………………………………………………….

6. Are you okay with working with different people in the same office space?

a) Yes ☐   b) No ☐

SECTION B: OFFICE DESIGN

For this section, you will be required to show your attitude towards your office design at your work place. Using the scale given below, please circle the number by each statement that best represents the extent to which you agree with the given statements. Before you start, quickly readthrough the entire list to get a feel for how to rate each statement. Remember there are no right orwrong answers, and your honest opinion is critical to the success of this study. All your responses will be kept confidential.

1 = Strongly disagree

2 = Agree

3 = Disagree

4 = Strongly disagree

1.	I like the design of my office	1	2	3	4
2.	My furniture is flexible to adjust and to re organize	1	2	3	4
3.	My furniture is comfortable enough	1	2	3	4
4.	The overall temperature in my office is conducive	1	2	3	4
5.	My office is provided with efficient lighting that I work without straining my eyes	1	2	3	4
6.	There is ample amount of natural light into my office	1	2	3	4
7.	My office is open enough to see my colleagues working	1	2	3	4
8.	My office is well ventilated	1	2	3	4
9.	The color in my office is good for my eyes	1	2	3	4
10.	I would love to have some change in my office	1	2	3	4
11.	I am satisfied with my office design	1	2	3	4
12.	When the weather changes, I am not affected	1	2	3	4
13.	My office has enough space for both my work and clients	1	2	3	4

SECTION C: OCCUPATIONAL STRESS

It is recognized that working conditions affect worker well-being. Your responses to the questions below will help in draw conclusions on this relationship. Using the scale given below, please circle the number by each statement that best represents the extent to which you agree with the given statements.

1 = Always

2 = Often

3 = Sometimes

4 = Rarely

5 = Never

	Questions	1	2	3	4	5
1.	I am clear what is expected of me at work	1	2	3	4	5
2.	I can decide when to take a break	1	2	3	4	5
3.	Different groups at work demand things from me that are hard to combine	1	2	3	4	5
4.	I know how to go about getting my job done	1	2	3	4	5
5.	I am subject to personal harassment in the form of unkind words or behavior	1	2	3	4	5
6.	I have unachievable deadlines	1	2	3	4	5
7.	If work gets difficult, my colleagues will help me	1	2	3	4	5
8.	I am given supportive feedback on the work I do	1	2	3	4	5
9.	I have to work very intensively	1	2	3	4	5
10.	I have a say in my own work speed	1	2	3	4	5

11.	I am clear what my duties and responsibilities are	1	2	3	4	5
12.	I have to neglect some tasks because I have too much to do	1	2	3	4	5
13.	I am clear about the goals and objectives for my department	1	2	3	4	5
14.	There is friction or anger between colleagues	1	2	3	4	5
15.	I have a choice in deciding how I do my work	1	2	3	4	5
16.	I am unable to take sufficient breaks	1	2	3	4	5
17.	I understand how my work fits into the overall aim of the organization	1	2	3	4	5
18.	I am pressured to work long hours	1	2	3	4	5

19.	I have a choice in deciding what I do at work	1	2	3	4	5
20.	I have to work very fast	1	2	3	4	5
21.	I am subject to bullying at work	1	2	3	4	5

SECTION D: EMPLOYEE ENGAGMENT

Using the scale given below, please circle the number by each statement that best represents the extent to which you agree with the given statements. Before you start, quickly read through the entire list to get a feel for how to rate each statement. Remember there are no right or wrong answers, and your honest opinion is critical to the success of this study. All your responses will be kept confidential.

1 = Strongly disagree

2 = Disagree

3 = Not sure

4 = Agree

5 = Strongly agree

		1	2	3	4	5
1.	When I wake up in the morning, I feel like going to work	1	2	3	4	5
2.	At my work, I feel bursting with energy	1	2	3	4	5
3.	At my work, I always persevere even when things do not go well	1	2	3	4	5
4.	I can continue working for very long periods of time	1	2	3	4	5
5.	At my job, I am very resilient mentally	1	2	3	4	5
6.	At my job, I feel strong and vigorous	1	2	3	4	5
7.	To me, my job is challenging	1	2	3	4	5
8.	My job inspires me	1	2	3	4	5
9.	I am enthusiastic about my job	1	2	3	4	5
10.	I am proud on the work that I do	1	2	3	4	5
11.	I find the work that I do full of meaning and purpose	1	2	3	4	5

12.	When I am working, I forget everything else around me	1	2	3	4	5
13.	Time flies when I am working	1	2	3	4	5
14.	I get carried away when I am working	1	2	3	4	5
15.	It is difficult to detach myself from my job	1	2	3	4	5
16.	I am immersed in my work	1	2	3	4	5
17.	I feel happy when I am working intensely	1	2	3	4	5

Thank you for your cooperation