

*Original Research Article*

# Exploring Effect of Challenge – Hindrance Stress Model on Employee Engagement

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## Abstract

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The purpose of this research study is to explore the effect of challenge hindrance stress model on employee engagement. This study also objects to identify the role of psychological capital in employee engagement and challenge hindrance relationship. The data was collected from a target sample of 11 individuals through interview. The survey showed a response rate of 90% which means responses of 10 interviews were usable for the purpose of data analysis. Individual have potential gains from these challenge stressors, they are confident, hopeful, positive and constant as regard to the stressful incident, that they will overcome it with success and will accomplish their objectives. To achieve desired outcome they exercise their extreme efforts with energy and dedication. Henceforth it is hypothesized that psychological capital can help employees to take challenge stressors as potential gains and perform their work with engagement. Though our study does not recognize any fresh stress management practices, but our study does explain the possible benefits of detecting stressors as hindrances or challenges, and then applying renowned remedies selectively. On one side, managers could try to eliminate or reduce hindrances, as these kinds of demands do not appear to have any positive influences. We pointed that this idea stands in contrast to the inferences of the inverted-U viewpoint, which advises to the managers that up to some extent, all forms of stressors at work are fine. On other side, instead of eliminating or reducing challenge stressors (since there is positive relations with performance and motivation), in fact managers might rise levels of challenge stressors as long as practices to reduce the related strains are being used by them.

**Keywords:** Hindrance Stress, Employee's engagement, Challenge stress, Psychological capital, Organizational performance

## INTRODUCTION

In latest organizational studies a very commonly used statement "Employees are the most important asset of an enterprise" has appeared as one of the key competitive advantage if observed professionally. In prevalent most economic saturated atmosphere, each organization is looking forward to have evident distinctive gains over its competitors by implementing viz-a-viz announcing

innovations, new technologies and restoring of their policies and action plans. Employee's engagement has come up as one of the essential strategic mean as compared to many others. Researchers have recognized the fact that those corporations which are concentrating persuadably on their employee's engagement are accomplishing corporate social responsibility (CSR) and

cheering economical outcomes than others who are not or least concentrated on their aspect. Every business aims and struggling for the development of their staff engagement and their retentions. Even though there are numerous examples and reasons exist that leads to employee's dissatisfaction and due to these interferences it becomes more problematic to keep employees engaged. Workplace stress is one of the most important elements on the list that has become most wanted sensations in current study as well as for companies. Present economically deprived and in consistent condition of Pakistan is definitely looking for more attention and involvement as compared to the former years. Existing energy and political crisis and price hike in Pakistan subsequently leading to great unemployment ratio in the nation and posed high level of stress not only on individuals but also to all size of companies as well. Meanwhile the workplace atmosphere of Pakistan has transformed considerably due to increasing job rules, higher workload, insecurity and other various factors. These types of factors are stressors – stimuli that create the strain. (Selye 1976) has distinguished the job stressors as bad stress or “distress” and good stress or “eustress”. Eustress is perceived as important force to achieve enterprise goals while distress results opposite. (Cooper, Dewe et al., 2001) observed that high stress level leave negative effect on individual's psychological health. At the start, stress was studied as one dimensional variable nonetheless, progressively the study of (Cavanaugh, Boswell et al., 2000) illustrated the stress variables into multi-dimensional concept i.e. challenge stressors and hindrance. They also explained the workplace aftermaths as a result of challenge-hindrance stressors therefore, the specialists exerted more focus on these two dimensional stress models. (Boswell, Olson-Buchanan et al. 2004) found that challenge stress results in worker's high engagement and motivation to the achievement of aim while, hindrance stress works undesirably. Most of the organizations today are instigating such operational tactics which results in decrease in cost instead of employee's welfare. This matter has caused a great mental stress or pressure. To survive in today's competitive business atmosphere, organizations are focusing on layoff, revamping of business processes and decreasing cost (Bakker and Demerouti 2007). Nonetheless this is not the only solution therefore, organizations as persuadably discovering for revolutionized methods to get sustainable growth and development (Bakker, Schaufeli et al. 2008). (Bakker and Demerouti 2007) claimed the employees engagement (a combination of absorption, vigor and dedication). (Schaufeli, Salanova et al. 2002) may lead towards noticeable distinctive advantage for organizations. (Demerouti, Bakker et al., 2001) found that certain workers stayed least concerned and perform better regardless of workplace stress, high expectations and enhanced responsibility. “Employee engagement” is

considered as most useful feature for the businesses, in order to achieve maximum profit, employee's retention, performance and enhanced productivity. (Harter, Schmidt et al. 2002); (Bates, 2004). Moreover, the researchers studied and found that increase in individual engagement results in reduced workplace stress and associated belongings (Schaufeli, Taris et al. 2008); (Mostert and Rothmann, 2006).

## Literature Review

Stress is derived from a Latin word “Stingere” meaning; in order to pull tight. (Selye 1936) defined stress in everyday sciences as a worry alongside control which hinders staff members to work at their optimum level. Over a stretch of time, organizations are already working to take all necessary measures to reduce stress at workplace (Cooper, Dewe et al. 2001). Workplace stress is a mean used by organizations usually normal operations through which persons don't deal with career requirements and also to meet predicted benefits and consequently met intensive stress. Workplace stress as a procedure may be defined along with stressors and strains the main owners along with benefits respectively (Lazarus 1966) , (McGrath 1976). Stressor describes requirement at place of work for your persons whilst strains tend to be bad benefits electronic. Gary the gadget individual depressed along with anxiety. Physical, mental and behavioral angles at work environment which produce obstruction for representatives in their performance are described as occupation stressors (Beehr and Newman 1978). Work stressors are considered threat to physical and mental solace of persons bringing about unsettling influence, bothering and uneasiness (Spector, 2002). Strains are described into a structure of three; physical, mental and behavioral (Jex and Beehr, 1991). Mental strains are psychological hopelessness and torment, for instance, levels of uneasiness are raised (Spector 1998); (Boswell, Olson-Buchanan et al. 2004); (Podsakoff LePine et al., 2007) on work disillusionment and be drained (Schmidt, 2007). Behavioral strain is a demoralizing behavior showed up by individuals in delayed consequence of presentation to workplace, stressors like non-cooperation and unpredictable workplace conduct (Spector, 1998); (Fox and Spector, 1999). Physical strain is a physical response to vocation stressors like cardiovascular issue (Theorell and Karasek, 1996). Examiners chipping away at anxiety and its organization attempt to discover courses with which harming impacts of stressors and taking after work environment strains can be diminished. A percentage of the anxiety models close by prior inspected and represented on self-reported eventual outcomes of anxiety. (Beehr and Newman, 1978) taking into account prior study, gave seven countenances of occupation anxiety, which are close to home, human

results, mental, process, natural, authoritative outcomes, time and versatile reaction. Every face has various segments which in the long run influences individual's welfare. As an illustration workload and part fight is in regular segments, serve as stressor. A different model of uneasiness is reconsidered as 'U' hypothesis (Yerkes and Dodson, 1908). It was footed on recommendation that pressure of specific level is fine for overhauled execution, however when that time of anxiety is moved, execution is declined Muse, Harris and Field, (2003). Be that as it may, this study did not give covered light of stressor – execution affiliation and along these lines couldn't get wide thought (Neiss 1988); (Westman and Eden, 1991). Work Demand Control (JDC) model (Karasek Jr 1979) and its redesigned understanding (JDCS) Job Demand Control Support Johnson and Hall, (1988), are two by and large utilized models of uneasiness. Particularly models wishes on occupation infer stunning workload, which has been portrayed comparatively as part fight and time weight (Karasek, 1985) area shakiness (Spector 1998) and interpersonal clash Keenan and Newton, (1985). A business with lifted distraction and high control is an occupation with "low strain" Ganster and Fusilier, (1989). JDCS model system that other than control, strengthen likewise arranges the relationship of work request and strain Johnson and Hall, (1988). Backing is of various sorts including complete, supervisory and accomplice strengthen that decreases the impacts of raised work wishes Vagg and Spielberger, (1998). An extra model of occupation anxiety is given by (Spector, 1998) which secludes saw and trademark stressors. The circumstances of occupation ordinary are normal stressors while thanks of such conditions are considered stressors. Experts perceived that view of stressor, saw control over impression of stressor, self-possibility of individual and fiery reaction to saw stressor all move the relationship among work stressors and strain Frese and Zapf, (1988). Work stress has been considered and seen as one-dimensional structure, which is an individual's reaction towards his workplace that discourages him to perform up to the etching and serve as mental apprehension Dewa, Thompson and Jacobs, (2011); Jamal, (2011). This is the reason for this study to find clashing revelations on livelihood uneasiness and its outcomes for work results. In late times using stress as one-dimensional create gave some whimsical disclosures while figuring work uneasiness and specialist execution and agent perspectives Cavanaugh et al. (2000). Examiners concentrated on various degrees of stressors and their impacts on results at work. Part over-weight; work stressor was totally identified with inspiration and sentiment pride Margolis, Kroes and Quinn, (1974). Results were in inconsistency to winning thought with respect to the stressors that every one of the stressors are harming for laborers, as prior studies underlined the cynicism of occupation uneasiness. (Beehr and Newman, 1978) incited that there are stressors that effectively

influence business related results and can in like manner gain positive change delegate's life meanwhile. Discoveries from review of administrators delighted that time weight is gainful to them for finish of errand McCall, Lombardo and Morrison, (1988). The idea of valuable stressors paced up after the audit of occupation anxiety writing done by (Beehr and Newman 1978). They underlined on positive results of employment push and suggested that it requires further concentration. Later on the two dimensional impact of employment stressors was analyzed by experts. Two dimensional occupation stress theory imparts that, there are gainful employment stressors which are close to perilous occupation stressors, which enable execution, requirement for accomplishment and achievement (Lazarus and Folkman, 1984) ; (Boswell, Olson-Buchanan et al., 2004); (Podsakoff, LePine et al., 2007). (Lazarus and Folkman, 1984) set up that individuals disentangle chafing circumstances as conceivably weakening or perhaps pushing singular augmentations. Cavanaugh et. al., (2000) perceived two sorts of stressors that are, test and obstruction stressors. High workload, time constraints, new interests and more raised measure of commitment are such helps which fall in the class of test stressors. These are challenge stressors, since they make workers to feel that they are perhaps fit for managing their work's requesting, and subsequently producing better authorities and got people out of them Wallace, Edwards, Arnold, Frazier and Finch, (2009). The thought of laborer engagement has been building pace ensuing to 10 years and now it has wound up one of the "most sweltering point in organization" Welbourne, (2007). Affiliations are in no time concentrating on attracting their laborers. Engagement is "vital" for the force and accomplishment of any relationship in today's business world (Schaufeli and Salanova, 2007). Affiliation can accomplish essential and forceful edge by bigger measure of agent engagement Macey, Schneider, Barbera and Young, (2009). In the circle of delegate work part and perspective, the considered engagement has created in practically a quarter century in mental and organization composing. In a matter of seconds, four scopes of engagement to be particular 1) Work Engagement; 2) Burnout/Engagement; 3) Employee Engagement and 4) Personal Engagement are under study. In any case, the qualifications and inconsistencies win's the definition of conceptualization and estimation of the engagement (Shuck and Wollard, 2010). Kahn (1990) portrayed individual engagement as "the practices by which people gain or overlook their own selves in the midst of work part displays". According to him tackling the hierarchical representative's engagement is when individuals convey what needs be physically, candidly and intellectually amid performing their work obligations. Associated with agents will be associated deep down, physically and mentally to their predefined endeavors. Mental proximity while execution of legitimate endeavors bolsters laborer's

engagement (Kahn, 1992). Pulled in people keep themselves inside the part that they are performing. While the individual pulled back, people pull out themselves from the part that they are performing. Engagement of laborers portrayed as, individual commitment, satisfaction and imperativeness towards work (Harter, Schmidt et al., 2002). The definition is in synchronization with significance of Kahn's own engagement's definition. (Harter, Schmidt et al. 2003) considered master engagement inside the representative work part. Pulled in authority is around his work and have vitality for work, (Harter, Schmidt et al. 2009). (Maslach, Jackson et al., 1997), included nonappearance of engagement in wear out; delightful, principal and fundamental work convince the opportunity to be depleting, purposeless and unessential without engagement. Defined burnout as "An isolating of engagement with the occupation". Imperativeness, association and ampleness are parts of engagement, which are inverse of portions of burnout deficiency, feedback and nonappearance of master conviction Maslach and Leiter (2007). Engagement was delineated by them as, "a fiery experience of relationship with particularly fulfilling honed that redesign a staff part's supposition master ampleness" Leiter and Maslach, (1998, p. 351). Luthans (2002a; 2002b) draws considered positive authoritative conduct from positive cerebrum science which is all the more right. Positive Organizational Behavior (POB) is portrayed as "the study and utilization of emphatically orchestrated human asset qualities and mental limits that can be measured, made, and adequately oversaw for execution change in today's working environment" (Luthans, 2002b, p. 59). The significance of POB has amazingly depicted thought standard for fabricates; the change must be of mental point of confinement other than being sure quality; it must be quantifiable and have genuine clarification behind examination of its influence over the execution relationship at work (Luthans and Youssef, 2007; Luthans et. al., 2007). Considering all factors, there are four structures that meet the standard of POB are resiliency, hope, self-efficacy and optimism (Luthans, 2002a; Luthans and Youssef, 2004; Luthans and Youssef, 2007; Luthans et. al., 2007). Mental capital is a methodology which surpasses other inter related thoughts like social capital, human capital and budgetary capital (Avolio and Luthans, 2006). Mental capital is portrayed as, "an individual's positive mental state of change and it is depicted by: (1) having assurance (Self-sufficiency) to handle and contribute the essential push to succeed at testing endeavors; (2) making a positive attribution (Optimism) about succeeding now and later on; (3) holding on towards destinations, and when crucial, occupying approaches to targets (Hope) with a particular final objective to succeed; and (4) when tormented by issues and pain, overseeing and weaving back and even past (Resiliency) to accomplish accomplishment"

(Luthans et. al., 2007, p.3). The word trust is consistently and extensively used as a piece of our regular life yet inside mental grounds it has certain importance. Snyder, Harris, Anderson, Holleran, Irving and Sigmon (1991) show it particularly as "a positively motivational state that depends upon an intuitively accumulated slant effective (1) affiliation (objective engineered noteworthiness) and (2) pathways (to meet goals expectedly). Trust is conviction and conclusion orchestrate, that one can find some unmistakable ways and can be induced to perform the hunt down centers by opting these ways (Snyder and Lopez, 2005). Thus it can be accepted that pathways, targets and connection (determination) are vital and rise partitions or fragments of trust. Association viewpoint is acknowledged to be strong inclination to perform a specific or selected errand or test (Snyder, Sympson, Ybasco, Borders, Babyak and Higgins, 1996). It incorporates sentiment responsibility and progression for accomplishment of a given task. Pathways are the ways and infer that are being to viably accomplish the fancied levels or destinations. The segments of resolve of continuing towards objective and ways or means taken after for the achievement of objective, are required to fulfill the trust. In study worker engagement is moderately new and developing idea however the variables that foresee and prompts engagement are not the same as those of which prompts customary occupation results like employment fulfillment and authoritative responsibility (Macey and Schneider, 2008). Worker engagement is a wide idea which covers such traditional ideas; work contribution, authoritative citizenship conduct and duty (Little and Little, 2006). Examiners contemplated the effect of occupation weight on every one of these ideas (Jamal, 1999; Coetzee and De Villiers, 2010). When representatives neglected to finish their occupation requests they confront stress and such employment requests like work burden is adversely connected with worker engagement (Coetzer and Rothmann, 2007). The unevenness which thorough occupation requests make decreases the vitality and devotion of worker towards their work and it additionally occupies representative's fixation (Maslach, 1993). Hindrance stressors are contrarily identified with employment fulfillment, execution, inspiration and hierarchical duty while challenge stressors are emphatically identified with every one of these develops (LePine, Podsakoff et al., 2005); (Podsakoff, LePine et al., 2007). Challenge stressors are decidedly identified with inspiration as people trust that their more prominent exertion will bring about higher accomplishment (LePine, Podsakoff et al., 2005). Consequently, it can be derived that test stressors will have beneficial outcome on engagement level of workers.

## Propositions

**P1:** There is a positive connotation between Challenge

### Stress and Employee Engagement

**P2:** There is a positive connotation between Hindrance Stress and Employee Engagement.

It has been considered in past examination that occupation assets are precursors of expert engagement. Associated with masters are moreover done with their lives outside the workplace, so lone resources like manners got their due credit in engagement (Hobfoll, Johnson, Ennis and Jackson, 2003). Pleasing self-evaluation about conditions i.e how to switch up in unfavorable circumstances are valuable resources (Hobfoll et. al., 2003). (Bakker and Demerouti 2007) focused on how specific resources (positive considering, diverse leveled certainty and self-amplessness) of Dutch bosses, prompts specialist's engagement. Their finding was that laborers who are secured can better face difficult circumstances and are more self-sensible. Pulled in masters have a wider vision of life. Their expectation is that superb things will happen to only them and they are always certain that they will experience outstanding results out of their attempts (Mauno, Kinnunen and Ruokolainen, 2007). Such individual resources have remarkably strong and paltriness over the engagement, a consequent reading requested the same (Bakker and Demerouti 2007) .A study was conducted by taking some principals from female schools. As tested, it was found that those individuals who have the most individual resources are those who scored the most in engagement level (Bakker and Demerouti, 2007). The mental capital of individuals, expects positive sentiments, which therefore prompts perspectives (information and engagement) and practices (indisputable citizenship direct and work place aberrance) concerning dynamic changes. Specialists focused on the relationship of mental capital with different workplace hones. In progression to relationship with positive workplace conduct, mental capital is also found to have sway over negative work space coordinate. (Lazarus and Folkman, 1984) offer mental capital as a key to control irritating events that recognize negative practices. Work uneasiness can be lowered by creating singular resources and decreasing occupational stresses (Oginska-Bulik, 2005). Such individual resources are helpful mental assessment of circumstances, certain emotions and individual ascribes which are to a magnificent degree near to each other, being made of mental capital. Mental capital is amazingly critical for specialists in fulfilling more lifted measure of mental wellbeing (Avey, Luthans et al., 2010). Roberts et. al. (2011) watched that more raised measure of occupation uneasiness causes more noteworthy measure of incivility at workplace. They similarly watched that individual mental capital preservationists the relationship between employment worry and incivility. These studies showed that individuals who are high on mental capital could deter indicating unfavorable workplace facilitate that is consequent result of various stressors and uneasiness.

Specialists having odd condition of mental capital can better adapt to negative triggers as they are glad that things will settle down, persuading that they can oppose troublesome circumstances and flexible when stressor causes stress. Avey et. al. (2008) found that individuals with more lifted measure of trusts are less orchestrated to get perplex and wild in their sentiments. Adaptable specialists are better in overseeing troublesome people and they are truly immovable (Fredrickson, 2004; Luthans, Vogelgesang, and Lester, 2006). Roberts et. al. (2011) initially contemplated mental capital as force of uneasiness and incivility. It can be believed that mental capital reduces the hurting effects of hindrance stressors and helps in administrating the capacity of employees to work and performina better manner, filling in as focused individuals between the relationship of obstruction uneasiness and expert engagement. Proceeding and vivacious individual as to the hostile event that they will surrender it with accomplishment and will finish their goals. Taking after the same note they apply their most prominent tries with commitment and centrality to fulfill scanned for yield. Mental capital helps administrators to see the challenge stressor as potential and work with engagement

### Propositions

**P3:** Mental capital will coordinate the relationship among challenge stress and employee engagement.

**P4:** Mental capital will coordinate the relationship among hindrance stress and employee engagement.

### METHODOLOGY

The current research study use Phenomological research philosophy, inductive approach furthermore in-depth interview research strategy. Purposive sampling has been done for the purpose of data collection. Interview protocol was used as data collection method; Thematic Analysis has been performed on data by using NVivo 11 Plus software (Kidwell et al., 2011).

### Target Population

Population of this research study consists of the employees of telecom and oil and glass sector of Pakistan, which is further, explained in Appendix- a (corporation with its divisions in Rawalpindi and Islamabad areas).

### Sample Size

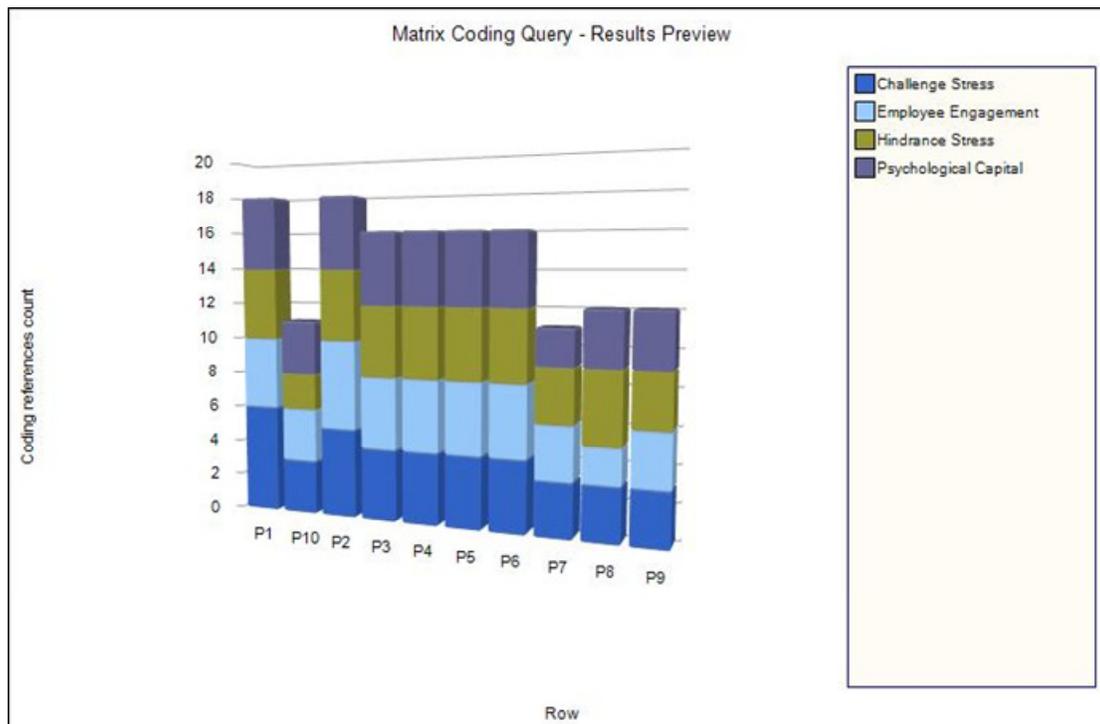
Sample is from Telecom and oil and Gas corporations.

**Table 1.** Summary of Results of Proposition Testing

Proposition	Results
Proposition 1: There is a positive connotation between Challenge Stress and Employee Engagement	Accepted
Proposition 2: There is a positive connotation between Hindrance Stress and Employee Engagement.	Accepted
Proposition 3: Mental capital will coordinate the relationship among hindrance stress and employee engagement	Rejected
Proposition 4: Mental capital will coordinate the relationship among challenge stress and employee engagement.	

**Table 2.** Matrix Coding Theory

Constructs	A: Challenge Stress	B: Employee Engagement	C: Hindrance Stress	D: Psychological Capital
P1	6	4	4	4
P2	5	5	4	4
P3	4	4	4	4
P4	4	4	4	4
P5	4	4	4	4
P6	4	4	4	4
P7	3	3	3	2
P8	3	2	4	3
P9	3	3	3	3
P10	3	3	2	3
Total	<b>39</b>	<b>36</b>	<b>36</b>	<b>35</b>



**Figure 1.** Matrix Coding Theory

Total 11 interviews of employees of telecom and oil and gas division were conducted by using snowball sampling. 10 interviews were useable out of 11 interviews protocol

for analysis purpose (Evrard et al., 2003; Jolibert and Jourdan, 2006).

### Sampling Technique

Non Probability snow ball sampling technique had used in the current study. Scholars had preferred this sampling technique for the reason this sampling frame already existed.

### Instrument Development

The instrument of this research is taken from formerly published articles. The scale for employee engagement is adapted from (Bhatnagar, 2007) Challenge-hindrane stress is taken from (Cavanaugh et al., 2000). The scale for psychological capital is adapted from (PCQ) by Fred L. Luthans, Bruce J. Avolio, and James A. Avey, 2007.

### Data Analysis

The hypothesis for this research are based on observation, extensive facts, literature review and are qualitative in nature; consequently an open ended scale based protocol is used; these Objects would explain the source for the codes used for the purposes of analysis. To gather information, the Interview protocol also used a separate block of questions. Interviewers are called as responses which ultimately convert into cases Finally NVIVO 11 Plus was used to transcripts the answers which we have saved in audio taped 'analyze the results using tests such as thematic analysis Coding Matrix, Results which shows the frequencies. (Table 1)

### RESULTS

The below mentioned table shows that challenge stress is a construct which has the highest influence and after that employee engagement and hindrance stress has the same share. (Table 2) (Figure 1)

### DISCUSSION

The motivation behind this study is to discover the link between worker engagement and hindrance challenge stress model. Likewise, this study focus at identifying the link of mental capital in association to worker engagement and hindrance challenge stress model. The principal theory of this research is that challenge stress will be undesirably acknowledged with worker engagement. The principle assumption of this research correction is that stand up to stretch will be indifferently identified with specialist's engagement. Work anxiety is a far reaching methodology in which persons neglect to oversee work stretch and to meet unsurprising results and in this way got commonality with anxiety. Steady stress is

experiential as the principle deterrent in energy. Behavioral components that bring about block for persons to perform in a careful employment are intense this time of competition occupation requests and confusion are high. Work stress alludes to substantial workload, which has been unmistakable as far as part contradiction and time weight (Karasek, 1985). Challenge deterrent, time requirements and greatness, high workload, new tasks, larger amount of responsibility is such boosts, which are fall underneath the class of, go up against stressor. Deterrent manufactures possibly unpleasant requests and specialists clear these requests for the most part, outside their control, these stressors may confine event for self-improvement for representatives (Wallace et al., 2008). Obstruction anxiety is contrarily identified with occupation endorsement and totally identified with employment look (Cavanaugh, 2000). In this way, face anxiety will be contrarily associated with representative arrangement. The second theory of this study is that deterrent anxiety will be adversely identified with representative's engagement. The consequent suggestion of this study is that deterrent anxiety will be contrarily associated with worker's meeting. Deterrent anxiety is such jolts as formality, authoritative governmental issues, and work and part ambiguity, and source lack. These are known as check stressors. Impediment stressor brings out idle and moving style of trouble explaining in which people attempt to escape themselves from that specific circumstance. Precisely when operators neglect to finish their occupation requests they confront stress and such occupation requests like work weight is on the other hand connected with worker's engagement (Coetzer and Rothmann, 2007). Unevenness due to extensive occupational demands makes decreases in centrality and commitment of administrators towards their work and it also involves experts inside (Maslach, 1993). Coetzee and De Villiers (2010) similarly found that non-attendance of obsession in setting of strain, leads to lower the level of specialist's engagement. Nonappearance of occupation self-administration and part strife is antagonistically associated with commitment, life and absorption (Coetzee and DeVilliers, 2010). They further stated that work stress and worker engagement are inversely related. Moreover no such study exists, which can demonstrate the connection between worker engagement and two-dimensional stress model. The relationship between worker engagement and job stress has been considered in past studies. (Jamal, Ahmed, 2012) focused on the relation of challenge-hindrane misgiving with occupations in combination with get-together and burnout. They discovered both test and hindrance stretch out entirely identified with copy out and unfairly identified with occupation contentment. (Schaufeli, Taris et al. 2008) found that worker engagement and saw welfare are inversely related. Four Dimensional Indicator Questionnaire was used to

evaluate saw wellbeing (Terluin\*, Rheden et al., 2004). The study joins our constructs—distress, uneasiness, annihilation and psychosomatic disputes. Consequences of the research exhibited that enormous negative relationship between worker's engagement and weight exists. Piece stressors are oppositely identified with occupation fulfillment, execution, inspiration and dynamic commitment while challenge stressors are strongly identified with every one of these makes (Podsakoff, LePine et al., 2007) ; (LePine, Podsakoff et al., 2005). Challenge stressors are relentlessly identified with inspiration as people trust that their more unmistakable exertion will accomplish higher accomplishment (LePine, Podsakoff et al. 2005). Thusly, it is considered that test stressors can have significant result on worker engagement. Third and fourth theory of this exploration is that psychological capital will coordinate the connection of employee engagement with challenger stress and hindrance stress. Agents focused on the relation of different workplace hones and mental capital. Mental capital increases dynamic duty (Luthans et al., 2008; Shahnawaz and Jafri, 2009) execution, occupational satisfaction, (Larson and Luthans, 2006; Luthans et al., 2007; Cetin, 2011) wellbeing of affiliation (Avey, Luthans et al. 2010) and wanting to stay in the association (Avey Avoilo, Crossly, and Luthans, 2009).

## CONCLUSION

The consequences of our investigation demonstrated that despite the fact that there was a nontrivial relationship between challenge and hindrance stressors (possibly organizational beliefs vary as far as the general level of requests they put on individuals), there were varying connections with benchmarks that were constant with hypothesis. Though one may inquire the significance of these discoveries, given that the great bad stress/good stress difference has been formerly articulated, the major studies we conducted did not generally incorporate hypothesis about contrasting relationships with standards when both kinds of stressor were considered as indicators. Despite the fact that we can't certainly state, this inclination to regard stressors as though they were all the same could be due to the absence of model and studies that could guide conclusions as to which specific stressors contain the more extensive stressor measurements.

## Future Research

Given the method for the vital study, study were not prepared to overview the basic framework that associates motivation and tension. Future study can be conducted to find that challenge and hindrance stress sway motivation as they are linked with specific samples of trusts,

valences and instrumentalities. Experts ought to in like way study the relative genuineness of different theories of inspiration that bolster relationship among the two sorts of inspiration and stressors. Two hypotheses that may be especially enormous are attribution theory (Weiner, 1985) and social awareness hypothesis (Bandura, 1986). Social learning theory states, people have a tendency to be actuated to perform particular assignments (engage in a specific conduct) when they see that they have the ability to do therefore. Such judgments, recommended as independence, may acknowledge an area in clearing up the impacts of challenge and hindrance stressors. Basically, maybe people make higher modifying reasonableness to test stressors in light of more chances to unequivocally experience and watch others' convincing changing in accordance with these sorts of stressors.

## Managerial Implication

Despite the fact that our study does not recognize any new administration practices as such, our study illustrates the potential utility of diagnosing stressors as difficulties or hindrances, and afterwards helps in understanding its solutions specifically. From one viewpoint, managers could endeavor to decrease or wipe out restraints, on the grounds that these sorts of requests don't appear to have any constructive outcomes. We take note of that this thought remains opposite to consequences of the transformed U viewpoint, which proposes to administrators that up to some point, a wide range of stressors at work are great. Then again, rather than lessening or wiping out test stressors (as a result of the positive relationship with inspiration and execution), administrators could really expand levels of test stressors; the length of the additionally utilized practices that diminished or cradled the related strains. For instance, heads could actualize stress-diminishing exercises, for example, permitting and empowering time off for working or socializing. On the other hand chiefs could give preparing in-tended to help representatives explore difficulties, for example, preparing in organizing assignments. This way to deal with anxiety might be particularly relevant to directors who see abnormal amounts of test as consistently great. For instance, work outline and advancement practices that "extend" the individual could incorporate components, for example, the ones we specify here to support the frequently overlooked expenses of difficulties to people's long haul wellbeing.

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