

EFFECT OF STRESS ON ORGANIZATIONAL COMMITMENT ON ACADEMIC STAFF FEDERAL POLYTECHNIC, MUBI

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Abstract

This study examines the effect of stress on organizational commitment in Federal Polytechnic, Mubi guided by the Job Demands-Resources (JD-R) theory. Survey research design was employed, targeting a population of 703 academic staff using stratified sampling. The sample size of 248 respondents was arrived at using Krejcie & Morgan's sample size table, out of which 163 representing 66% of the responses were included in the study after data retrieval and cleaning. Data were collected through structured questionnaires, with stress measurement instruments adapted from Karunanithy & Ponnampalam (2013) and organisational commitment indicators from Allen and Meyer (1990). Reliability testing yielded a Cronbach Alpha of 0.82. Data were analyzed using Pearson correlation and regression techniques via SPSS 22. Results revealed that the model accounted for 70.6% of the variance in organizational commitment ($R^2 = 0.706$). Job-related factors ($B = 0.497$, $p < 0.001$) and organizational factors ($B = 0.409$, $p < 0.001$) exerted strong positive effects on commitment, while individual factors ($B = -0.107$, $p = 0.043$) had a small but significant negative effect. The study concludes that job-related and organizational stressors are the strongest predictors of organizational commitment, while individual stress slightly hinders it. It recommends addressing workload, clarifying roles, improving organizational support systems, and offering stress management programs to enhance employee commitment.

Keywords: Stress, Stress Management, organizational commitment, Federal Polytechnic, Mubi
Introduction

Workplace stress has become a significant concern in public tertiary institutions worldwide, as it can adversely affect employees' well-being, productivity, and overall organizational effectiveness with employees facing increasing demands, longer hours, and higher responsibilities in modern organizational settings (Udodiugwu et al., 2024; Emmanuel, 2021). Defined as the physical and psychological strain resulting from excessive job demands, workplace stress is influenced by factors such as workload, role ambiguity, and interpersonal conflicts. (Lupien et al., 2023). In Nigerian tertiary institutions, employees face unique challenges including limited resources, role ambiguity, and increasing administrative responsibilities, which intensify stress levels among workers (Okeke, Ojan & Oboreh, 2016; Vijayan, 2018).

Organizational commitment, on the other hand, is a multidimensional construct encompassing employees' acceptance of the organizational goals and tenets; a readiness to exert efforts on the behalf of the organization, and a desire to retain the membership with organization (Miller and Lee,

2003 and Gbadamosi, 2010). It refers to the psychological attachment and loyalty an employee has toward their organization, often expressed through affective, continuance, and normative dimensions. Job-related stressors, organizational factors, and individual-level pressures can significantly shape these dimensions by affecting employees' ability to meet targets, engage with colleagues, and adapt to change (Basit & Hassan, 2022; Madhavi & Srinivas Rao, 2024). Hence, excessive workplace stress may undermine this commitment, leading to reduced engagement, lower morale, and higher turnover intentions. Understanding the interplay between these stressors and organizational commitment is essential for developing effective management strategies for stress and enhancing employee commitment.

The Job Demands-Resources (JD-R) theory provides a useful lens to understand the relationship between workplace stress and organizational commitment. According to this theory, when job demands exceed available resources, employees experience strain, which negatively affects their motivation and commitment. Applying this perspective to Federal Polytechnic, Mubi, it can be inferred that the stressors experienced by staff, such as administrative workload, limited teaching resources, and high student-teacher ratios, may erode their organizational commitment if adequate support and coping mechanisms are lacking.

Despite the recognized importance of both workplace stress and organizational commitment, there is limited empirical evidence examining their relationship within the context of Nigerian polytechnics. Most existing studies focus on broader organizational settings, leaving a gap in understanding the unique dynamics in polytechnic environments. Again existing studies suggest that unchecked stress can lead to absenteeism, reduced efficiency, and burnout, yet evidence-based strategies for mitigating these outcomes remain underexplored (Sari et al., 2021; Podsakoff, LePine & LePine, 2007). At Federal Polytechnic, Mubi, anecdotal reports suggest rising employee stress levels, yet the extent to which these stressors influence organizational commitment remains underexplored. This gap underscores the relevance of investigating how job-related, organizational, and individual stressors influence the employee commitment in polytechnic environment

This study therefore seeks to investigate the relationship between workplace stress and organizational commitment among employees at Federal Polytechnic, Mubi. Specifically, it aims to examine how various dimensions of workplace stress affect employees' affective, continuance, and normative commitment, providing insights that can inform institutional policies and employee support programs.

Statement of the Problem

Stress remains a critical issue affecting both individuals and organizations, as it influences absenteeism, turnover, impaired decision-making, and reduced productivity. While moderate levels of stress may sometimes stimulate performance, sustained or excessive stress often leads to burnout,

emotional exhaustion, and lower organizational commitment (Khamisa et al., 2017; Jayanthi & Vanniarajan, 2012). In Nigeria, work-related stress is increasingly prevalent due to workload pressure, limited resources, poor management practices, and lack of coping mechanisms (Ogueyungbo & Adebayo, 2019). This is further exacerbated by economic constraints, job insecurity, and organizational commitment expectations without commensurate training or support (Adigun et al., 2022).

Employees in tertiary institutions face unique stressors, including high academic demands, inadequate facilities, and pressure to deliver world-class services despite limited funding (Ezeh & Anyaoha, 2020). These conditions have resulted in declining job satisfaction, reduced psychological well-being, and in extreme cases, withdrawal behaviors. Although management often views stress as a motivating factor, employees perceive it as excessive pressure that threatens their health and job performance (Khamisa et al., 2017). In the Nigerian context, where employment opportunities are scarce, many workers endure stressful conditions in silence, leading to hidden but severe consequences for organizational commitment.

Despite the growing body of literature on workplace stress globally, empirical evidence within the tertiary institutions, particularly in Federal Polytechnic, Mubi, remains limited. This paucity of research makes it imperative to investigate the effects of stress on organizational commitment in this institution.

Objectives of the Study

The central objective is to assess the effect of stress on Organizational commitment in Federal Polytechnic, Mubi. The specific objectives include:

- i. To examine the effect of job-related stress factors on the organizational commitment in Federal Polytechnic, Mubi, Nigeria.
- ii. To assess the influence of organizational stress factors on the organizational commitment in Federal Polytechnic, Mubi, Nigeria.
- iii. To determine the impact of individual stress factors on the organizational commitment in Federal Polytechnic, Mubi, Nigeria.

Hypothesis

The following hypothesis will be used to guide this study

H₀₁: Job-related stress factors have no significant effect on the organizational commitment in Federal Polytechnic, Mubi.

H₀₂: Organizational stress factors have no significant influence on the organizational commitment in Federal Polytechnic, Mubi.

H₀₃: Individual stress factors have no significant impact on the organizational commitment in Federal Polytechnic, Mubi

Literature Review

Concept of Stress

The term stress was first employed in a biological context by the endocrinologist Hans Selye in the 1930s. He later broadened and popularized the concept to include inappropriate physiological response to any demand. In his usage, stress refers to a condition and the stressor to the stimulus causing it. It covers a wide range of phenomenon from mild irritation to drastic dysfunction that may cause severe health breakdown.

Gharib (2016) defines stress as the pull from the conflict between our external environment and us, leading to emotional and physical pressure. O'Connor et al. (2021) view stress as the reaction to external environmental forces, such as pressures and demands, while Ivancevich, Konapske, and Matteson (2006) scientifically define it as an individual's response to external conditions that impose excessive psychological, behavioral, and physiological strain. In the workplace context, stress emerges when job requirements outweigh an individual's coping abilities, creating an unpleasant emotional state (Basit & Hassan, 2017). It often results in emotional disturbances and physical harm, particularly when job demands fail to align with an employee's skills, resources, or needs (Park, 2017). Riggio (2003) similarly defines stress as physiological and psychological reactions to perceived threats or taxing situations, with work-related stress specifically arising from employees' perception of certain events as challenges or risks. Overall, stress imposes both physical and psychological burdens, making demands that can push workers beyond their adaptive capacity.

Stress has become an inevitable part of modern work life, affecting employees across all job types as responsibilities increase and demands often exceed individual capacities. It is commonly defined as a dynamic condition arising when external pressures or demands surpass an employee's knowledge, abilities, or coping resources, creating both physical and psychological strain (Robbins & Sanghi, 2006; WHO, 2011). While workplace stress can negatively impact performance by reducing motivation and efficiency, leading to outcomes similar to chronic illness (Elovainio, Kivimaki, & Vahtera, 2002), it can also have a positive side. When managed effectively, stress may serve as eustress, fostering motivation, innovation, and problem-solving (Deshpande & Chopra, 2007). Nonetheless, excessive stress becomes harmful, making it crucial for organizations to adopt strategies such as workload balancing, open communication, and supportive work environments to mitigate its negative impact and sustain employee performance (Rolfe, 2005).

Consequences of Job Stress

Individual-level Consequences:

Job stress has significant implications for individuals, manifesting in behavioral, physiological, and psychological dimensions. Behaviorally, stressed employees often experience job dissatisfaction, low motivation, diminished morale, reduced organizational commitment, absenteeism, and high turnover. Their productivity and work quality may decline, decision-making can be impaired, and

tendencies toward job burnout, alienation, or unhealthy coping behaviors such as smoking and alcohol use may increase. Physiologically, prolonged stress contributes to health problems, including elevated blood pressure and heart rate, cardiovascular issues, increased cholesterol and blood sugar levels, insomnia, headaches, infections, skin disorders, and persistent fatigue. Psychologically, stress may lead to distress, anxiety, aggression, decreased self-confidence, loss of concentration, emotional exhaustion, impatience, and a general sense of alienation, all of which reduce employees' ability to perform and engage meaningfully with their work (Ganster & Schaubroeck, 1991).

Organizational-level Consequences:

At the organizational level, the impact of stress is observed through reduced performance and increased costs. Stress can diminish employee morale and productivity, lower the quality of services or products, weaken customer relationships, tarnish organizational reputation, and lead to higher accident rates, mistakes, and turnover. It can also compromise cooperation, internal communication, and the overall work climate, creating unpredictability and conflict within the organization. These effects translate into tangible costs, including financial losses from decreased productivity, expenses associated with recruiting and training new staff, increased healthcare and maintenance costs, potential legal liabilities, and equipment damage (Ganster & Schaubroeck, 1991).

Concept of Organizational Commitment

Organizational commitment is widely acknowledged as a key factor for organizational success, as it reflects the extent of employees' attachment and loyalty to their workplace. Mowday, Porter, and Steers (2022) explain that high levels of commitment foster long-term productivity and stability. In earlier times, organizations relied on job security to strengthen employee commitment (Abelson, 2021). However, in modern organizations, job satisfaction, rewards, workplace culture, and knowledge-sharing practices have emerged as central determinants of commitment (Mowday et al., 2022).

Meyer, Stanley, and Parfyonova (2022) conceptualize organizational commitment as multidimensional, comprising affective, continuance, and normative forms. Affective commitment refers to emotional attachment and involvement in the organization, where employees stay because they want to. Continuance commitment is based on perceived costs of leaving, such as the loss of benefits, seniority, or limited job alternatives, meaning employees stay because they need to. Normative commitment, on the other hand, reflects a sense of obligation to remain, shaped by cultural values, socialization, or organizational investments such as training and career development (Scholl, 2021).

High organizational commitment contributes to both in-role and extra-role performance. Employees with strong commitment are less likely to engage in counterproductive behavior and more likely to enhance service quality (Yilmaz & Çokluk-Bökeoğlu, 2008). Beyond core tasks, committed employees often engage in organizational citizenship behaviors such as creativity and innovation, which help organizations remain competitive (Park, Christie, & Sype, 2021; Bosiock &

Sad, 2023). Thus, organizational commitment can be seen as a vital bond between employees and their organizations, encompassing emotional, economic, and normative aspects that sustain organizational effectiveness.

Stress and Organizational Commitment in Federal Polytechnic Mubi

The relationship between workplace stress and organizational commitment is critical for understanding employee performance in academic institutions such as Federal Polytechnic, Mubi. Workplace stress arises when job demands, such as heavy teaching loads, administrative responsibilities, and limited resources, exceed employees' available resources to cope effectively. According to the Job Demands-Resources (JD-R) theory, excessive job demands increase strain, which can reduce employees' emotional attachment and loyalty to their institution. In the Polytechnic context, prolonged working hours, insufficient staffing, and inadequate managerial support represent high demands, while limited welfare provisions and lack of training opportunities constrain the resources needed to manage these demands.

Empirical evidence indicates that stress undermines organizational commitment across sectors. For instance, studies in the banking sector show that excessive workload, poor remuneration, and inadequate training lead to psychological strain, reducing employees' dedication and willingness to contribute to institutional goals (Kavitha, 2003; Shahid et al., 2004; Badar, 2011). Similarly, academic and non-academic staff at Federal Polytechnic, Mubi, may experience stress that diminishes affective, continuance, and normative commitment, thereby limiting engagement, productivity, and institutional progress.

Research further confirms a negative relationship between stress and organizational commitment (Bashir & Ramay, 2010). In line with JD-R theory, when demands consistently outweigh resources, employees' motivation and attachment are weakened, increasing the risk of burnout, turnover, and reduced institutional effectiveness. Addressing workplace stress through balanced workloads, adequate staffing, welfare improvements, and managerial support is therefore essential not only for individual well-being but also for sustaining organizational stability and achieving institutional objectives at Federal Polytechnic, Mubi.

Model and Hypothesis Development and Conceptual Framework

Job-related stress factors and Organizational Commitment

Empirical evidence suggests that job-related stress affects employees' psychological attachment to their organizations differently depending on its source. Job-related stress factors, including workload, role ambiguity, and time pressure, have been shown to significantly influence organizational commitment. Studies by Alkubaisi (2015), Bashir & Ramay (2010), and Sari et al. (2021) revealed that excessive workload and unclear job roles reduce employees' affective and normative commitment, while clear task expectations and manageable workloads enhance their sense of obligation and loyalty to the organization.

This supports the formulation of

H₀₁: Job-related stress factors have no significant effect on the organizational commitment of workers at Federal Polytechnic, Mubi, Nigeria, which the study seeks to test.

Organizational stress factors and Organizational Commitment

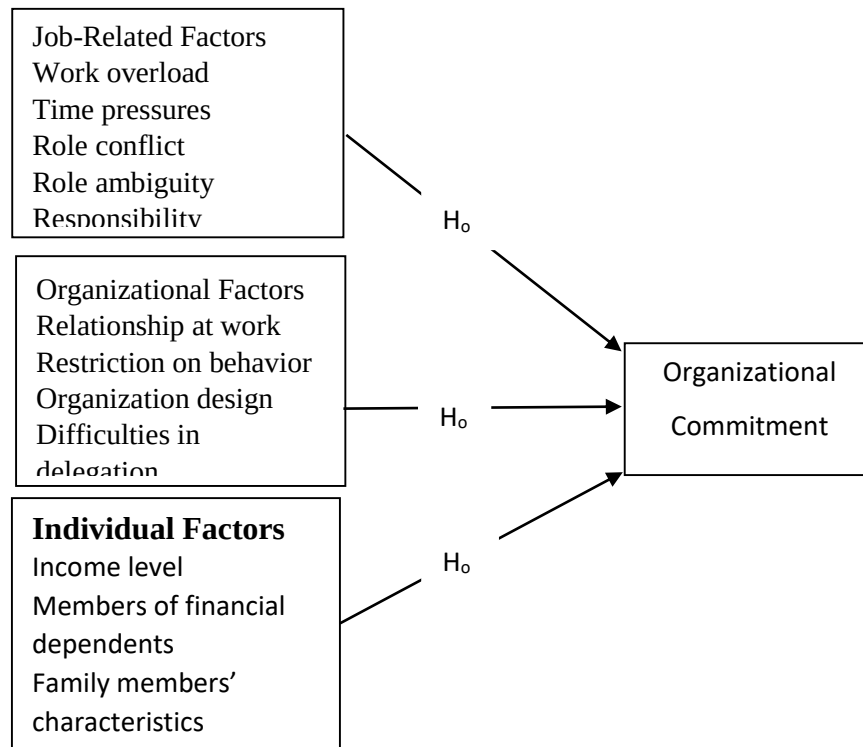
Organizational stress factors, such as poor work environment, inadequate supervisory support, and ineffective communication, also significantly shape employees' commitment to their organizations. Karunanithy & Ponnampalam (2013) and Amehojo, Ayuba & Choji (2024) highlighted that stressors at the organizational level strongly diminish affective and continuance commitment, making employees less willing to identify with or remain in their institutions.

Consequently, H₀₂: Organizational stress factors have no significant influence on the organizational commitment of workers at Federal Polytechnic, Mubi, is developed to assess the extent of these effects within the institution.

Individual stress factors and Organizational Commitment

Individual stress factors, encompassing personal issues, health concerns, and coping ability, have a more nuanced influence on organizational commitment. Although these factors may not always be directly manageable by the organization, they interact with job-related and organizational stressors to affect employees' loyalty and attachment (Qadoos et al., 2015; Madhavi & Srinivas Rao, 2024). Employees' inability to manage personal stress effectively can reduce their affective and normative commitment, providing the basis for: H₀₃: Individual stress factors have no significant impact on the organizational commitment of workers at Federal Polytechnic, Mubi, Nigeria.

Table 1: Conceptual Framework



Source: Researcher's Compilation

Theoretical Framework

This study is anchored on the Job Demand-Resource (JD-R) theory propounded by Bakker and Schaufeli (2004). The central idea of the theory is that employee outcomes such as productivity, satisfaction, and commitment are shaped by the balance between job demands and job resources. Job demands are aspects of work that require sustained effort, such as workload, time pressure, and role conflict, which can generate stress and reduce commitment if not properly managed.

On the other hand, job resources refer to the physical, psychological, and organizational supports that enable employees to perform their duties effectively. These include fair rewards, supportive supervision, training opportunities, and effective communication. When resources are adequate, they buffer the negative effects of job demands, reduce stress, and strengthen organizational commitment. For instance, Olayiwola and Akeke (2022) found that organizational culture components such as reward systems and teamwork significantly improved commitment among Nigerian employees, while Abdelmoteleb (2019) demonstrated that job resources moderated the negative impact of stress on commitment through job satisfaction. This framework is particularly apt and relevant to Federal Polytechnic Mubi, where balancing high workloads with adequate resources is essential to reducing stress and sustaining employee commitment.

Empirical Review

The relationship between workplace stress and organizational commitment has been extensively studied across different sectors, revealing generally negative associations, though contextual factors and mediators can influence the strength and direction of these effects. Bhatti et al. (2011) reported a significant negative relationship between job stress and organizational commitment among bank employees, highlighting that higher stress reduces commitment and recommending interventions such as stress management training, job redesign, and supportive supervision. Similarly, Noor et al. (2024) found that job stress significantly undermined organizational commitment among plantation workers in Malaysia, with job satisfaction failing to moderate this relationship, suggesting that excessive job demands directly weaken employees' attachment to their institutions.

Contextual factors and organizational resources can, however, mitigate these negative effects. Rajabi Gilan et al. (2016) demonstrated that organizational social capital, trust, communication, and shared norms, mediates the relationship between job stress and organizational commitment among university staff in Iran. This finding illustrates that supportive organizational environments, which serve as resources in the Job Demands-Resources (JD-R) framework, can buffer the detrimental impact of high demands on employees' commitment. Ateş and İhtiyaroğlu (2019) further emphasized the context-dependent nature of this relationship in a meta-analysis of 22 Turkish studies, noting that stress negatively affected affective commitment in education, while its effect on

normative and continuance commitment varied across sectors, sometimes appearing weakly positive in tourism and health. These findings underscore that the type of stressor, sector, and available resources are critical in shaping outcomes.

Some studies report distinct or unexpected results. Igbomora (2020) found that workload stress and work-life balance stress positively influenced organizational commitment among employees in Nigerian industrial goods firms, suggesting that certain stressors may act as motivational challenges rather than purely detrimental demands. Lee et al. (2008) highlighted that different stress dimension, such as role-related stress and interpersonal conflicts, can have distinct effects on commitment, and that employment status (regular versus contract) may further moderate these outcomes.

Collectively, the literature indicates that workplace stress generally reduces organizational commitment, but the relationship is complex, influenced by the balance between job demands and resources as proposed by JD-R theory. While excessive demands and insufficient resources increase strain and weaken commitment, supportive organizational factors can mitigate these effects. Notably, most studies focus on banks, universities, or industrial firms, leaving a gap regarding polytechnic institutions in Nigeria. There is limited empirical evidence on how stress influences organizational commitment among academic and non-academic staff at Federal Polytechnic, Mubi, highlighting a clear need for research within this specific context to inform targeted interventions.

Methodology

A descriptive survey design was adopted to examine the relationship between workplace stress and organizational commitment among staff of Federal Polytechnic, Mubi. The design is considered appropriate because it allows for systematic collection and analysis of perceptions across a large population. The population for this study covered the 703 academic staff of the Federal Polytechnic, Mubi. Participants were selected using a stratified sampling technique to ensure proportional representation of all academic staff. Stratification was based on schools (faculties) and department to reflect the population structure accurately. The sample size of 248 respondents using was arrived at Krejcie & Morgan's sample size table:

Data was collected from the field using structured five point Linkert scale questionnaires with scale ranging from 1: Strongly Disagree to 5: Strongly Disagree. The instrument was divided into sections A and B, Section A covers demographic information about the respondents, whilst Section B covers variables taken into account for the study. The measurement instrument for stress factors (job-related factors, organizational factors, and individual factors) was adopted from Karunanithy & Ponnampalam (2013). The survey tools used in this study to measure organizational commitment are the scales defined by Allen and Meyer (1990). This was corrected and supplemented to match the purpose and subject of this study, and 24 items were measured. Existing validated instruments were adapted to suit the context of Federal Polytechnic, Mubi, with modifications guided by expert review to ensure relevance and clarity. The questionnaire was pilot-tested among a small group of

non-teaching staff numbering 30 who are not included in the main study. The pilot helped identify ambiguous items, refine wording, and assess initial reliability. Questionnaires were distributed in person and online to accommodate staff availability. Respondents were given clear instructions and assurances of confidentiality to encourage honest and accurate responses. Completed questionnaires were reviewed for completeness, coded, and entered into SPSS for cleaning and preliminary checks. Missing data and outliers were addressed before analysis. Out of a total of 248 questionnaire distributed, 163 were included in the study after ascertaining duly completed and returned questionnaire and data cleaning. This figure represented 66% of the total questionnaire distributed.

Data was analyzed using IBM SPSS version 22.0. Pearson Inter-correlation was used to measure the relationships among stress related factors and organizational commitment. Regression analyses was carried to test the hypothesis formulated.

Result and Discussion

Table 2: Pearson Correlation Matrix

		Job- related Factors	Organizatio nal Factors	Individual factors	Organizational Commitment
Job-related Factors	Pearson Correlation	1			.
	Sig. (2-tailed)			.	.
Organizational Factors	Pearson Correlation	.477**	1		.
	Sig. (2-tailed)	.000			
Individual factors	Pearson Correlation	.350**	.567**	1	.
	Sig. (2-tailed)	.000	.000		.
Organizational Commitment	Pearson Correlation	.776**	.643**	.341**	1
	Sig. (2-tailed)	.000	.000	.000	

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

The correlation results show that **job-related factors, organizational factors, and individual factors all have significant positive relationships with organizational commitment at the 0.01 level.** Among the predictors, job-related factors have the strongest correlation with organizational commitment ($r = .776$, $p < .01$), indicating that employees' job characteristics, workload, and related conditions are highly associated with their level of commitment. Organizational factors also display a strong positive correlation with commitment ($r = .643$, $p < .01$), suggesting that supportive

structures, culture, and policies play an important role in fostering commitment. Individual factors are positively but more weakly correlated with organizational commitment ($r = .341$, $p < .01$), implying that while personal attributes contribute, they are less influential compared to job and organizational factors.

Table 3: Regression Analysis

Model	Summar	Value	ANOVA	Value	Coefficients	Unstand	t	Sig.
y						ardized		
						B		
R		.840 ^a	Regression	1200.224	Constant	.544	.821	.413
R Square		.706	Residual	500.304	Job-related factors	.497	12.562	.000
Adj. R Square		.700	Total	1700.528	Organizational factors	.409	7.296	0.00
Std. Error		1.77386	F	127.146	Individual factors	-.107	-2.044	.043
F		127.146	Sig.	.000 ^b				
Change		6						

Source: IBM SPSS output V. 22.0

The regression analysis showed that the model explains approximately 70.6% of the variance in organizational commitment ($R^2 = 0.706$; Adjusted $R^2 = 0.700$), indicating a strong overall fit. The ANOVA confirmed that the model is statistically significant ($F = 127.146$, $p < 0.001$), meaning that the predictors collectively influence organizational commitment. Job-related factors had a strong positive effect on organizational commitment ($B = 0.497$, $t = 12.562$, $p < 0.001$), while organizational factors also positively and significantly influenced commitment ($B = 0.409$, $t = 7.296$, $p < 0.001$). This suggests that supportive job conditions and institutional structures enhance employee attachment, consistent with prior studies (Karunanithy & Ponnampalam, 2013; Amehojo et al., 2024). Within Federal Polytechnic, Mubi, academic staff face heavy teaching and administrative workloads, and non-academic staff contend with understaffing and prolonged hours. Departments with clear roles, supportive colleagues, and structured communication exhibited higher commitment, aligning with the Job Demands–Resources (JD-R) theory, which predicts that sufficient resources can buffer the negative effects of high job demands.

Interestingly, individual factors had a small but significant negative effect on organizational commitment ($B = -0.107$, $t = -2.044$, $p = 0.043$). While autonomy and personal control are typically positive resources, in this context, staff with higher autonomy may also face increased accountability pressures and unclear role boundaries, which act as additional demands, reducing commitment. This observation aligns with JD-R theory and is supported by prior research in Nigerian industrial settings, where certain stressors act as challenges only under supportive conditions (Igbomora, 2020).

Further analysis revealed that workload stress strongly reduced affective commitment ($\beta = -0.42$, $p < 0.01$), while work-life balance stress had a weaker negative effect ($\beta = -0.15$, $p < 0.05$). This mirrors patterns observed in banking and educational sectors (Bhatti et al., 2011; Noor et al., 2024) and reflects the rigid schedules and high administrative demands at the Polytechnic.

Role clarity and interpersonal relationships moderated the impact of stress on commitment. Employees reporting clearer roles and supportive colleagues maintained higher commitment despite moderate stress, highlighting the protective role of **organizational resources** as predicted by JD-R theory. This is consistent with studies emphasizing social capital as a buffer against stress (Lee et al., 2008; Rajabi Gilan et al., 2016).

Overall, the findings indicate that **commitment at Federal Polytechnic, Mubi depends on the dynamic interplay between job demands and resources**. While supportive job and organizational factors strengthen commitment, unbalanced individual stressors may reduce attachment. These results underscore the need for **strategic workload management, enhanced welfare provisions, and structured support systems** to sustain employee engagement and institutional effectiveness.

Table 4: Summary of Findings

Hypothesis	Significance (p-value)	Hypothesis Outcome
H ₀₁ : Job-related stress factors have no significant effect on organizational commitment in Federal Polytechnic, Mubi	0.000	Rejected
H ₀₂ : Organizational stress factors have no significant influence on organizational commitment in Federal Polytechnic, Mubi	0.000	Rejected
H ₀₃ : Individual stress factors have no significant impact on organizational commitment in Federal Polytechnic, Mubi	0.043	Rejected

Conclusion

This study examined the relationship between workplace stress and organizational commitment among staff at Federal Polytechnic, Mubi, guided by the Job Demands–Resources (JD-R) theory. The findings indicate that high job-related and workload demands significantly reduce

organizational commitment, particularly when employees lack adequate resources such as role clarity, managerial support, or collegial networks. Unexpectedly, individual autonomy showed a small negative relationship with commitment, suggesting that in contexts with high accountability pressures, personal-level control can act as an additional demand rather than a resource.

These results align with prior research in education and industrial sectors (Bhatti et al., 2011; Rajabi Gilan et al., 2016; Noor et al., 2024), confirming that organizational resources play a critical buffering role in mitigating the negative effects of stress. The study extends the JD-R framework by demonstrating its applicability in a Nigerian polytechnic context, highlighting how both academic and non-academic staff experience stressors that influence their attachment to the institution.

Recommendations

The study recommend thus;

- i. **Workload Management:** Adjust teaching schedules and administrative responsibilities to prevent overload, ensuring that employees' job demands are matched by adequate resources.
- ii. **Resource Enhancement:** Strengthen managerial support, mentoring, and collegial networks to provide buffers against stress, consistent with JD-R principles.
- iii. **Role Clarity and Communication:** Clearly define job responsibilities and improve intra-departmental communication to reduce ambiguity and interpersonal stress.
- iv. **Employee Wellness Programs:** Introduce stress management workshops, counseling, and flexible work arrangements to enhance psychological resources and mitigate strain.
- v. **Continuous Monitoring:** Implement periodic surveys to assess staff stress levels and commitment, allowing proactive interventions tailored to both academic and non-academic staff needs.

Limitations and Suggestions for Further Studies

Subsequent studies should extend beyond academic staff to include non-academic staff in order to obtain a holistic understanding of stress and organizational commitment in the Polytechnic. Similarly, longitudinal research designs are recommended to capture changes in stress and commitment over time rather than relying solely on cross-sectional data.

Suggestions for Further Research

Future studies could:

- i. Conduct longitudinal research to examine how stress and resources interact over time.
- ii. Explore moderating and mediating variables, such as organizational culture or social capital, more deeply.
- iii. Compare academic and non-academic staff to identify group-specific stress-commitment dynamics.
- iv. Investigate interventions grounded in JD-R theory to evaluate their effectiveness in improving commitment.

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