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# Job stress, Job Performance and Job Satisfaction: An empirical study in IT organization

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***Abstract*:** *The purpose of this paper is to examine the relationship between Job stress, job satisfaction and job performance among the employees of IT organization. A sample of 238 employees was drawn from the population of 337employees using a structured questionnaire working in leading IT services organization of Particular district. The results of Multiple Regression Analysis have shown that family related stress, subordinate related stress, burn out related stress and personality based stress are found to be significant predictors of Organizational commitment and Continuance commitment play a vital role in Job Performance whereas Normative Commitment play a vital role in Job satisfaction.*

***Keywords*:** *Job Performance, Job Satisfaction, Organizational Commitment, Stress.*

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## I. Introduction

Occupational stress has been of great concern to employees and other stakeholders of organizations. Occupational stress researchers agree that stress is a serious problem in many organizations (Cooper and Cartwright, 1994; Varca, 1999; Ornelas and Kleiner 2003). The cost of occupational stress is very high in many organizations in recent times. For instance, the International Labour Organisation (ILO) reports that inefficiencies arising from occupational may cost up to 10 percent of a country‘s GNP (Midgley, 1996).
Occupational stress is defined as the perception of a discrepancy between environmental demands (stressors) and individual capacities to fill these demands (Topper, 2007; Vermut and Steensma, 2005; Ornels and Kleiner, 2003; Varca, 1999). Christo and Pienaar (2006) for example, argued that the causes of occupational stress include perceived loss of job, and security, sitting for long periods of time or heavy lifting, lack of safety, complexity of repetitiveness and lack of autonomy in the job.

In addition, occupational stress is caused by lack of resources and equipment; work schedules (such as working late or overtime and organizational climate are considered as contributors to employees stress. Occupational stress often shows high 15 dissatisfaction among the employees, job mobility, burnout, poor work performance and less effective interpersonal relations at work (Manshor, Rodrigue, and Chong, 2003). Johnson (2001) similarly argued that interventions like identifying or determining the signs of stress, identifying the possible causes for the signs and developing possible proposed solutions for each signs are required.

Therefore, this research will try to find out the effects of occupational stress on job performance and interventions that can be applied by Management and employees to manage stress effectively. Stress can come from any situation that makes you feel frustrated, angry, or anxious. Everyone sees situation differently and has different coping skills. For this reason, no two people will respond exactly the same way to a given situation.

Additionally, not all situations that are labeled ―stressful‖ are negative. The birth of a child, being promoted at work or moving to a new home may not be perceived as threatening. However, we may feel that situations are ―stressful‖ because we don‘t feel fully prepared to deal with them.

Stress is a normal part of life. In small quantities, stress is good; it can motivate you and help you become more productive. However, too much stress, or a strong response to stress can be harmful. How we perceive a stress provoking event and how we react to it determines its impact on our health. We may be motivated and invigorated by the events in our lives, or we may see some as ―stressful‖ and respond in a manner that may have a negative effect on our physical, mental, and social well-being.

If we always respond in a negative way, our health and happiness may suffer. By understanding ourselves and our reaction to stress-provoking situations, we can learn to handle stress more effectively. In the most accurate meaning, stress management is not about learning how to avoid or escape the pressures and turbulence of modern living; it is about learning to appreciate how the body reacts to these pressures, and about learning how to develop skills which enhance the body‘s adjustment. To learn stress management is to learn about the mind-body connection and to the degree to which we can control our health in a positive sense.

Work stressors are the individual‘s characteristics which are brought to the workplace rather than being a function of it, but they are important ingredients in 20 occupational stress. These characteristics include the worker‘s level of anxiety and neuroticism tolerance of ambiguity and Type A behaviors pattern (Matthews, 2002).

In addition to the above are the sources of stress that come from outside the workplace and outside the worker. Theses extra-organizational sources of stress stem from family problems, life crises financial matters and environmental factors. All these mix up and here comes symptoms of occupational health problems that may develop into full blown disease. As complex as occupational stress may appear, it can be simplified by limiting stress at work, individual characteristics and extra-organizational sources of stress (Anderson, 2000).

In actual fact, different workplaces have different level of intrinsic job stressors. Different workers have different levels of anxiety and tolerances of ambiguity and different workers experience different amounts of family and financial problems. To assume that all of these ingredients can be disqualified is naïve.

One of the reasons that occupational stress has been receiving so much attention of late is that businesses or organizations are genuinely beginning to care about employee welfare. It is estimated by the International Labour Organization that stress on the job costs business in Europe over $200 billion per year. These costs include salaries for sick days, costs of hospitalization and outpatient care and costs related to decreased productivity.

Researchers Robert Karasek and Colleagues (2002) studied job stress and found the most stressful jobs are those that allow for very little decision making that place at a high psychological demand on the worker. An example of psychological demands are having to work quickly and having a huge workload. Their study found that the most stressful jobs were electrical assembler, cahiers, electrical labourer and a cook while the least stressful was architect, dentist and therapist.

Occupational Stress occurs in a wide range of work circumstances but is often made worse when employees feel they have little support from supervisors and colleagues and where they have little control over work or how they can cope with its demands and pressures.

Work stress is recognized world-wide as a major challenge to workers‘health and the healthiness of their organizations (ILO 1986; 1992). Workers who are stressed are also most likely to be unhealthy, poorly motivated, less productive and less effective at work and their organizations are less likely to be successful in a competitive market. Stress can be brought about by pressures at home and at work.

Organizations cannot usually protect their workers from stress arising outside of work, but they can protect them from stress that arises through work. Occupational stress can be a real problem to the organization as far as its workers are concerned. Good management and good work organizations are the best forms of stress prevention. If employees are already stressed, their managers should be aware of it and know how to help in order to get the best out of their employees. Poor work organization that is, the way we design jobs and worker systems and the way we manage them, can cause stress.

Excessive and otherwise unmanageable demands and pressures can be caused by poor work design, poor management and unsatisfactory working conditions. Similarly, these things can result in employees not receiving sufficient support from others or not having enough control over their work and its pressures.

Stress would affect different members of staff in different ways. The experience of work stress can cause unusual and dysfunctional behavior at work and contribute to poor physical and mental health. In extreme cases, long-term stress or traumatic events at work may lead to psychological problems and be conductive to psychiatric disorders resulting in the workers from being able to work again. Work stress could affect by increasing absenteeism, decreasing commitment to work, increasing staff turn-over, impairing performance and productivity, increasing complaints from students, increasing mistakes and customers and may cause damage to the Engineering‘s image both among its workers and externally.

The experience of work stress is a challenge to the health and safety of workers and to the healthiness of their organizations. Employers should have a policy for the management of worker health and performance that makes reference to work stress. Work stress can be effectively managed by applying a risk management approach as is successfully done with other major health and safety problems. A risk management approach assesses the possible risks in the work environment that may cause particular existing hazards which could affect the performance of workers.

The cause of stress are hazards related to the design and management of work and working conditions and such hazards can be managed and their effects controlled in the same way as other hazards. To conclude, work stress or occupational stress is a 23 real challenge for workers and their employing organizations and their working environment, so do the kinds of stress problems that employees may face. It is important that the workplace is being continuously monitored for stress problems.

Further, it is not only important to identify stress problems with regards to job performance and to deal with them but to promote healthy work and reduce harmful aspects of work. Successful employers and managers provide leadership in dealing with the challenge of work stress.

Despite the realization that human resources play an important role in productivity, many people go through stress, which negatively affect their performance. Management does not seem to provide organizational support for people suffering from stress. The current turbulent environment in which some workers conduct their work requires that organizations examine their practices. Working at the tertiary level is an inherently stressful profession with long working hours, heavy workloads, difficult students and conflicting demands. The physical and psychology demands of workers at the tertiary level of education make them more vulnerable to high levels of stress. The effects of stress are evidenced as increased errors in memoranda, high medical bills, lateness to work, low productivity and increased sick leaves. Despite the extremely negative effects of occupational stress on the human body and work performance, many organizations, not being an exception has not put in any concrete measures to address these stress-related conditions that negatively affect. Furthermore, there has not been a conscious establishment of a linkage between occupational stress and its negative effect on productivity.

It is in the light of these problems that this research seeks to bring to the fore the implication of occupational stress on the overall performance of organizations.Furthermore, there has not been a conscious establishment of a linkage between occupational stress and its negative effect.It is in the light of these problems that this research seeks to bring to the fore the implication of occupational stress on the overall performance of organizations.

### 1.1 Research Objectives

- To examine the effect of different types of stress on Organization Commitment.
- To examine the impact of Organization Commitment on Job Performance.
- To examine the impact of Organization Commitment on Job Satisfaction.
- To give to suitable suggestion to the Organization as well as to the employees regarding stress management and enhancement of Job Satisfaction and Job Performance.

## II. Review Of Literature

Bal Subramanian, Ghatala and Nair (2008) conducted a study in Apollo Health City, Hyderabad to investigate the relationship of emotional intelligence with organizational leadership as well as the impact of emotional intelligence on leadership effectiveness. The findings suggested that management functions have undermined the importance of individual development, at the cost of technology and modernization. The study suggested that Apollo Hospital Group, Hyderabad, should specifically concentrate on improving the self-management and social awareness skills of the employees in order to maintain its position as the No 1 health care provider in India.

Ayoko, Callan and Hartel (2008) examined the dimensions of conflict and emotions by integrating features of conflict, reactions to conflict, and team emotional intelligence climate. They proposed through their study that teams with less-well defined emotional intelligence climates were associated with increased task and relationship conflict and increased conflict intensity. In addition, team emotional intelligence climate, especially conflict management norms, moderated the link between task conflict and destructive reactions to conflict. They stressed upon the fact that team leaders and members need to be aware of their team members' reactions to conflict. More specifically, teams that are experiencing destructive reactions to conflict need training in skills related to empathy, emotion management, and conflict management norms. The application of these skills in the team environment will assist team leaders and members in minimizing conflict and in managing conflict for team effectiveness.

Singh and Singh (2008) investigated the relationship as well as the impact of emotional intelligence on to the perception of role stress of medical professionals in their organizational lives. The study was conducted on a sample size of 312 medical professionals consisting of 174 male and 138 female doctors working for privately managed professional hospital organizations. The findings of the study indicated no significant difference in the level of emotional intelligence and perceived role stress between genders, but significantly negative relationships of emotional intelligence with organizational role stress for both the genders and the medical professionals as a whole.

Shahu and Gole (2008) drew attention on occupational stress which they said is commonly acknowledged to be a critical issue for managers of private manufacturing companies. Their study examined the relationship between job stress, job satisfaction and performance among 100 managers of private manufacturing firms. The findings of the study suggest that higher stress levels are related to lower performance whereas higher job satisfaction indicates higher performance.

Chiva and Alegre (2008) examined the relationship between emotional intelligence and job satisfaction. Data was collected from blue-collar employees working for ceramic tile manufacturers in Spain. The results suggested that emotionally intelligent individuals are more likely to experience high levels of job satisfaction. The results also indicated that Organizational Learning Capability (OLC), defined as a set of

stimulating factors that facilitate organizational learning (e.g., experimentation, risk taking, interaction with the external environment, dialogue and participative decision making) played a significant role in determining the effects of emotional intelligence on job satisfaction. The most important implication was that job satisfaction was affected by the correlation between individual emotional intelligence and certain
Working conditions.

Kafetsios and Zampetakis (2008) tested for links between emotional intelligence, affect at work and job satisfaction. The results demonstrated that emotional intelligence is an important predictor of work affectivity and job satisfaction. The results also indicated that positive and negative affect at work substantially mediate the relationship between emotional intelligence and job satisfaction with positive affect exerting a stronger influence. Among the four emotional intelligence dimensions, use of emotion and emotional regulation were significant predictors of
affect at work whereas perceiving others' emotions was uniquely associated with job satisfaction.

Brundin, Patzelt and Shepherd (2008) analyzed how and why emotional displays of managers influence the willingness of employees to act entrepreneurially. Using data from 31 entrepreneurially oriented firms, the findings revealed that managers' displays of confidence and satisfaction about entrepreneurial projects enhance employees' willingness to act entrepreneurially, whereas displays of frustration, worry, and bewilderment, respectively, diminish it. The findings are in line with the emotional intelligence framework that maintains that emotionally intelligent managers are able to use emotions in order to enhance cognitive processes among employees. In other words, managers' display of emotion may put employees in good or bad moods. By being aware of the consequences of displaying positive or negativeEmotions, and by being able to be more flexible and alter their displays, managers can impact employees' work performance.

Salami (2008) investigated the relationships of demographic factors (age, marital status, gender, job tenure, and educational level), emotional intelligence, work-role salience, achievement motivation and job satisfaction to organizational commitment of industrial workers. Participants were 320 employees (170 males, 150 females) randomly selected from 5 service and 5 manufacturing organizations in Oyo State, Nigeria. The results showed that emotional intelligence, work-role salience, achievement motivation, job satisfaction and all demographic factors except gender significantly predicted organizational commitment of the workers.

Boyatzis and Ratti (2009) in their study identified competencies that distinguished effective managers and leaders. Performance measures were collected as nominations from superiors and subordinates. Results revealed that emotional, social and cognitive intelligence competencies predict performance. More specifically, in the emotional intelligence competency cluster, effective executives showed more initiative, while effective middle level managers showed more planning than their less effective counterparts. Similarly, in the social intelligence competency cluster, effective executives were more distinguished in networking, self-confidence, persuasiveness and oral communication. These are all addressing assertive and influencing processes. Meanwhile, effective middle level managers distinguished themselves with empathy and group management. These appear to be key competencies in addressing internal processes, whereas effective executives seem to be focused on the external environment. The main implication of the study was that competencies needed for managers to be effective can be identified. Lack of emotional intelligence is one the leading cause of conflict, as the root of all conflict is a lack of sensitivity on the part of one or both parties and sensitivity is directly related to one's emotional intelligence. Managers or leaders who are high on emotional intelligence will be able to mitigate problems long before they have a larger impact on the company. A brief account of some pertinent studies relating to emotional intelligence and conflict has been reported here.

Ismail, Suh-Suh, Ajis and Dollah (2009) conducted a study to examine the effect of emotional intelligence in the relationship between occupational stress and job performance. The outcome of the study clearly stated that relationship between occupational stress and emotional intelligence significantly correlated with job performance. Statistically, the results confirmed that the inclusion of emotional intelligence in the analysis mediated the effect of occupational stress on job performance

Dasgupta and Kumar (2009) examined the sources of role stress among doctors and the stress levels among male and female doctors working in Indira Gandhi Medical College and Hospital, Shimla (India). The study revealed that role overload, self-role distance, role isolation, inter-role distance, role stagnation, role expectation conflict, role ambiguity and role inadequacy are the major sources of role stress. It further stated that there is no significant difference between the stress levels among male and female doctors except in cases of – inter-role distance and role inadequacy, which was found more in male doctors.

Among other things purposes, organizations are places where individuals are "organized" to work. To the extent that the work requires interactions among individuals, emotions such as excitement, anger and fear are indispensable in facilitating cooperation. Employees who are "intelligent" about their emotions will, therefore, be more efficient and effective in their interactions with the work environment and with their co-workers. This emotional intelligence performance link has been proposed in a few previous studies which are mentioned as follows:

Quoidbach and Hansenne (2009) investigated the relationship between emotional intelligence, performance, and cohesiveness in 23 nursing teams in Belgium. Nursing team performance was measured at four different levels: job satisfaction, chief nursing executives' rating, turnover rate, and health care quality. The results did not support the generalization that all components of emotional intelligence relate to all measures of performance; however, the data clearly supported a relationship between emotional regulations as an important aspect of team performance (i.e., health care quality). Emotional regulation was also positively correlated with group cohesiveness. These results suggest that emotional regulation may provide an interesting new way of enhancing nursing teams' cohesion and patient / client outcomes. The study suggested that including training on emotional regulation skills during team-building seminars might be more effective than focusing only on exercises to create long-term cohesiveness.

Khokhar and Kush (2009) in their study explained the performance of executives on different levels of emotional intelligence and provided a link between emotional intelligence and effective work performance. 20 Male executives (out of 200) within the age range of 40 to 55 yrs from BHEL (Haridwar) and THDC (Rishikesh) of Uttarakhand State (India) were selected. T-tests for independent groups were used to measure the mean difference between groups. The findings of the study revealed that executives having higher emotional intelligence showed better quality of work performance as compared to their counterparts.

Ramo, Saris and Boyatzis (2009) assessed the relationship between emotional intelligence, personality, and job performance, as determined by superior and peer nominations. The participants were 223 employees of three medium-sized Spanish organizations that were involved in a competency management project based on emotional and social competencies. The results revealed that both emotional and social competencies and personality traits are valuable predictors of job performance. In addition, competencies seem to be more powerful predictors of performance than global personality traits.

Stein, Papadogiannis, Yip and Sitarenios (2009) examined the emotional intelligence scores of executives in relation to various organizational outcomes such as net profit, growth management, and employee management and retention. The results showed that executives who possessed higher levels of empathy, self-regard, reality testing and problem solving were more likely to yield high profit-earning companies and were also perceived as being easy with respect to managing growth, managing others, training and retaining employees.

Deshpande (2009) investigated the impact of emotional intelligence, ethical behavior of peers, and ethical behavior of managers on the ethical behavior of 180 not-for profit hospital employees in the U.S. The results revealed that emotional intelligence, ethical behavior of peers and of managers had a significant positive impact on ethical behavior of employees. Employees with emotional intelligence skills like empathy and self-management are more likely to make ethical decisions. These are skills that can be tested for during the hiring process, maintained via training and development programs, and reinforced during performance appraisals. Overall, the study implied that emotional intelligence could create a better learning, working, and caring environment.

Wong, Wong and Peng (2010) empirically investigated the potential effect of school leaders' (i.e., senior teachers) emotional intelligence, on teachers' job satisfaction in Hong Kong. The results showed that school teachers believe that middle-level leaders' emotional intelligence is important for their success, and a large sample of teachers surveyed also indicated that emotional intelligence is positively related to job satisfaction. The study indicates that the teaching profession requires both teachers and school leaders to have high levels of emotional intelligence. Practically, this implies that in selecting, training and developing teachers and school leaders, emotional intelligence should be one of the important concerns and that it may beWorthwhile for educational researchers to spend more efforts in designing training programs to improve the emotional intelligence of teachers and school leaders. Various studies quoted in the literature review have tried to determine the impact of using and managing emotions in the workplace and the difference between employees in dealing with emotions and the impact this may have on other variables within the work environment such as team work, leadership and managerial effectiveness, sales performance, occupational stress, organizational commitment, job satisfaction. However, relatively little research has been conducted in examining the role of

Emotional intelligence in moderating these relationships and suggesting emotional intelligence training programs especially in the Indian organizational setup.

Godse and Thingujam (2010) examined the relationship between personality, conflict resolution styles and emotional intelligence among 81 technology professionals in India. The results revealed that emotional intelligence was significantly correlated with the integrating style of conflict resolution (i.e. involving the exchange of information and differences toward a solution favorable to both parties), negatively correlated with the avoiding style (i.e. withdrawal from the situations) and not correlated with the dominating, compromising or obliging style. The results indicate that IT professionals with higher perceived emotional intelligence are likely

to adapt better styles of conflict resolution in order to deal effectively with the situations. The study draws our attention to the use of emotional intelligence skills in effectively resolving conflicts in the workplace.

**Research Model**

**Fig. 1 –** Research Model

## III. Research Methodology

This is basically an empirical study and as the name suggests it relies on experience or observation alone, and it can even be without due regard for system and theory (Kothari, 2004). This is basically a data-based research, which can give conclusions based on observation. As far as the approach is concerned, it is both qualitative as well as quantitative in nature. Literature pertaining to Job stress, Job Performance, and Job Satisfaction have been studied to understand the relevance of each one of them, and also, to study their antecedents and consequences of the same and used in the formulation of the working hypothesis.

### 3.1 Respondents

The respondents are employees who are working in a leading IT company in a particular district of Tamil Nadu. The workforce comprises over 900 employees. The sample size of the study is 250 employees. Simple random sampling was adopted. Pilot study was undertaken with a sample of 60 random employees so that necessary modifications can be incorporated to enhance the quality of survey instrument. The reliability and convergent validity of the instrument have been verified. Finally, the metric in the form of a self-administered questionnaire with 5-point Likert scale was distributed to 900 employees and 250 completed questionnaires were taken for the study as sample size.

### 3.2 Questionnaire

The questionnaire consists of two parts namely Part I and Part II**.** The part I contained 9 questions on Demographic factors of users such as Name, age, gender, Marital Status, educational qualifications, experience, department, designation and Annual Income. Part- II consists of the conceptual factors such as Role related stress with 14 questions, Family related stress with 2 questions, Personality related stress with 12 questions, Boss related stress with 11 questions, Organizational System related stress with 10 questions, Competency related stress with 5 questions, Peer related stress with 2 questions, Subordinate related stress with 5 questions, Burnout related stress with 6 questions, Affective Commitment with 6 questions, Normative Commitment with 6 questions, Continuance Commitment with 6 questions, Job Satisfaction with 15 questions and Job Performance with 16 questions. The scaling values are 1- Strongly Agree; 2- Agree; 3- Neutral; 4- Disagree; 5- Strongly Disagree.

### 3.3 Demographic Profile

Out of 238 respondents, 63 percent of the employees are Males. 27 percent of the employees are between the age group of 20-25 years. 71 percent of the employees are married. 41 percent of employees are having experience of 5 – 10 years, 48 percent of employees are UG degree holders. About 55 percent of employees were in cadre of Software Engineers. 37 percent of employees are working in development department. About 35 percent of employees were drawing a yearly salary ranging from 2, 00,000 to 4, 00,000 per annum.

### 3.4 Reliability and validity

The questionnaires were administered personally and the contents explained to some staff who requested to be guided. A total of two hundred and thirty eight (238) responses were obtained from the employees of IT services organization. The table 1 revealed that all the constructs namely Role related stress,Family related stress, Personality related stress, Boss related stress, Organizational System related stress, Competency related stress, Peer related stress, Subordinate related stress, Burnout related stress, Affective Commitment, Normative Commitment, Continuance commitment, Job Satisfaction, Job Performance exhibit adequate reliability with internal consistency values 0.84**,** 0.85, 0.77, 0.88, 0.81, 0.91, 0.85, 0.82, 0.89, 0.82, 0.82,0.76,0.69,0.88 respectively which is greater than an alpha value of 0.60 (Nunnally, J.C.,& Berntein, I.H.1994).

**Table 1.** Reliability and validity

| Constructs | Number of items | Alpha value | AVE |
|---|---|---|---|
| Role related stress | 14 | 0.84 | 0.55 |
| Family related stress | 2 | 0.85 | 0.58 |
| Personality related stress | 12 | 0.77 | 0.59 |
| Boss related stress | 11 | 0.88 | 0.66 |
| Organizational System related stress | 10 | 0.81 | 0.49 |
| Competency related stress | 5 | 0.91 | 0.66 |
| Peer related stress | 2 | 0.85 | 0.51 |
| Subordinate related stress | 5 | 0.82 | 0.56 |
| Burnout related stress | 6 | 0.89 | 0.59 |
| Affective Commitment | 6 | 0.82 | 0.53 |
| Normative Commitment | 6 | 0.82 | 0.51 |
| Continuance commitment | 6 | 0.76 | 0.59 |
| Job Satisfaction | 15 | 0.69 | 0.58 |
| Job Performance | 16 | 0.88 | 0.57 |

Convergent validity of all the constructs was examined using the measure of Average Variance Extracted (AVE) that is the average variance shared between a construct and its items (Fornell & Larcker, 1981). A construct with an AVE of over 0.5 is expected to have adequate convergent validity. In some cases, values up to 0.40 of AVE are also considered to be acceptable if they are central to the model. (Chin et al 1999 & 2003). The AVE of each of the study constructs is presented in Table 3.

## IV. Analysis And Results

### 4.1 Multiple Regression Analysis of Research Model I

In order to observe the influence of Stress on Organizational Commitment, Multiple Regression Analysis is undertaken. The study has used Organizational Commitment as dependent variable and Stress such as Role related Stress, Personality Related Stress, Boss Related Stress, Family Related stress, Organizational System Related Stress, Competency Related Stress, Peer Related stress, Subordinate Related Stress, Burnout as independent variables.

The result shown in table 2 revealed that Role related Stress is insignificant and does not influence Organizational Commitment (Beta=.061, t value = 1.772, p> 0.01). Boss Related Stress is insignificant and does not influence Organizational Commitment (Beta=.006, t value = 0.131, p> 0.01). Family Related stress significantly influence Organizational Commitment (Beta=0.140, t value = 3.757, p< 0.01). Organizational System Related Stress is insignificant and does not influence Organizational Commitment (Beta=0.024, t value = 0.659, p> 0.01). Competency Related Stress is insignificant and does not influence Organizational Commitment (Beta=-.056, t value = -1.288, p> 0.01). Peer Related stress is insignificant and does not influence Organizational Commitment (Beta = -.035, t value = -1.325, p> 0.01). Subordinate Related Stress significantly influence Organizational Commitment (Beta=-.112, t value = -2.850, p< 0.05). Burnout significantly influence Organizational Commitment (Beta = .150, t value = 3.991, p< 0.01). Personality Related Stress significantly influence Organizational Commitment (Beta = .134, t value = 2.714, p< 0.01).Collectively, Stress viz., 9stress explained 23 per cent observed variation on Organizational Commitment. Since the tolerance values are greater than 0.2 and VIF values lies between 1.0 to 5.0, there is no multi collinearity problem in this model.

**Table 2.** Multiple Regression Analysis of Research Model I

| Variable Names/Predictors | Unstandardized Coefficients | | t-value | Sig. | Tolerance | VIF |
|---|---|---|---|---|---|---|
| | B | Std. Error | | | | |
| (Constant) | 2.264 | .225 | 10.046 | .000 | | |
| Role related stress | .061 | .034 | 1.772 | .078 | .803 | 1.245 |
| Boss related stress | .006 | .048 | .131 | .896 | .512 | 1.955 |
| Family related stress | .140 | .037 | 3.757 | .000 | .882 | 1.134 |
| Organizational system related stress | .024 | .036 | .659 | .510 | .498 | 2.010 |
| Competency related stress | -.056 | .043 | -1.288 | .199 | .480 | 2.083 |
| Personality related S | -.035 | .026 | -1.325 | .187 | .743 | 1.346 |
| Subordinate related stress | -.112 | .039 | -2.850 | .005 | .520 | 1.921 |
| Burnout related stress | .150 | .038 | 3.991 | .000 | .555 | 1.802 |
| Peer related stress | .134 | .049 | 2.714 | .007 | .861 | 1.161 |
| $r^2 = 0.231$ ; Adjusted $r^2 = 0.201$ ; F (9,224) = 7.495 ; p < 0.001 | | | | | | |
| Dependent Variable: Organizational Commitment | | | | | | |

### 4.2 Multiple Regression Analysis of Research Model II

In order to observe the influence of Organizational Commitment on Job Performance, Multiple Regression Analysis is undertaken. The study has used Organizational Commitment as dependent variable and types of Organization Commitment such as Affective Commitment, Normative Commitment and Continuance Commitment as independent variables.

The result shown in table 3 revealed that Job Performance is significant and influence Organizational Commitment for constant (Beta=3.090, t value =11.513, $p < 0.01$). Affective Commitment is significant and influence Organizational Commitment (Beta=.016, t value = .273, $p < 0.01$). Normative Commitment is significant and influence Organizational Commitment (Beta=-.001, t value = -.021, $p < 0.01$). Continuance Commitment significantly influence Organizational Commitment (Beta=.121, t value = 2.885, $p < 0.01$). Tolerance of this process up to .994 this is high range of the process Dependent Variable JP Collectively, JP viz., and Job Performance explained 30 per cent observed variation on Organizational Commitment. Since the tolerance values are less than 0.1 and VIF values lies between 1.0 to 1.05, there is no multi co linearity problem in this model.'

**Table 3.** Multiple Regression Analysis of Research Model II

| Variable Names | Unstandardized Coefficients | | t-value | Sig. | Tolerance | VIF |
|---|---|---|---|---|---|---|
| | B | Std. Error | | | | |
| **(Constant)** | 3.090 | .268 | 11.513 | .000 | | |
| Affective Commitment | .016 | .059 | .273 | .785 | .994 | 1.006 |
| Continuance commitment | .121 | .042 | 2.885 | .004 | .973 | 1.028 |
| Normative Commitment | -.001 | .042 | -.021 | .983 | .978 | 1.023 |
| $r^2$ = ; Adjusted $r^2$ = ; F (9,224) = ; $p < 0.001$ | | | | | | |
| **Dependent Variable:** Job Performance | | | | | | |

### 4.3 Multiple Regression Analysis of Research Model III

In order to observe the influence of Organizational Commitment on Job Satisfaction, Multiple Regression Analysis is undertaken. The study has used Organizational Commitment as dependent variable and types of Organization Commitment such as Affective Commitment, Normative Commitment and Continuance Commitment as independent variables.

The result shown in table 4, revealed that Job Satisfaction is significant influence Organizational Commitment for constant values (Beta=1.743, t value = 0, $p< 0.001$). Affective Commitment is significant influence Organizational Commitment (Beta=.059, t value = 1.025, $p< 0.001$). Normative Commitment significantly influence Organizational Commitment (Beta=.517, t value = 10.764, $p< 0.001$). Continuance Commitment is insignificant and does not influence Organizational Commitment (Beta=-.080, t value = -1.959, $p> 0.01$). Collectively, Stress viz., Job Satisfaction explained 33.5 per cent observed variation on Organizational Commitment. Since the tolerance values are less than 0.2 and VIF values lies between 1.0 to 1.5, there is no multi co linearity problem in this model.

**Table 4-** Multiple Regression Analysis of Research Model III

| Variable Names | Unstandardized Coefficients | | t-value | Sig. | Tolerance | VIF |
|---|---|---|---|---|---|---|
| | B | Std. Error | | | | |
| **(Constant)** | 1.743 | .261 | | .000 | | |
| Affective Commitment | .059 | .058 | 1.025 | .306 | .994 | 1.006 |
| Continuance commitment | -.080 | .041 | -1.959 | .051 | .973 | 1.028 |
| Normative Commitment | .517 | .048 | 10.764 | .000 | .978 | 1.022 |
| $r^2$ = 0.335 ; Adjusted $r^2$ = ; F (9,224) = 38.981 ; $p < 0.001$ | | | | | | |
| **Dependent Variable:** Job Satisfaction | | | | | | |

## V. Discussions

### 5.1 Relationship between types of stress and Organizational commitment

It is found that organizational commitment is being influenced by few type of stress viz., family related stress, subordinate related stress, burn out related stress and personality based stress. On other hand, it can be said that Family related stress influences the commitment level of employees. It shows that the employees are not in position to spend sufficient time with their family members. They are very much concerned about the studies of their children.

From the analysis, it also observed that subordinate based stress determines the commitment level of employees. In other words, it can be said that subordinates play a crucial role in determining the commitment of the employees at organizational level. It may be due to lack of experience and inability to take up the responsibility from subordinate's part. The good relationship with superiors by any subordinates causes stress

to the employees which in turn disturbs the organizational commitment of the employees. It is found that burn out has got impact on organizational commitment. It implies that employees are emotionally drained and frustrated.

From the results, it is also observed that personality related stress influences organizational commitment. It is due to that the employees wish to solve the problems by not taking any body's help and support. Sometimes, even though he/she has a better ideas to solve the problems, they are supposed to skip those ideas with an intention to give due respect to his/her boss ideas. The sense of owning organization's problems as his/her own problems, too much perfection, self-image are some factors that builds stress, which in turn disturbs the organizational commitment.

On the other side, organizational commitment is not influenced by Role related stress, Boss related stress, Organizational System stress, Competency based stress and Peer related stress. Role related stress do not have any effect on organizational commitment. It implies that employees are taking initiative and act on their own in the organization. There has been an opportunities for career growth. The employees do have power to take own decisions. Boss related stress has nothing to do with organizational commitment. It happens because of effective communication between employees and immediate supervisor. The credit for good work actually goes to those who performs really well, which in turn builds more commitment among the employees. Besides, the boss ask for suggestions and ideas from the employees.

Organizational system related stress do not have any impact on organizational commitment. It shows that there has been a system for performance appraisal and scope for career progress in the organization. It is also found that competency based stress and Peer related stress do not have any impact on organizational commitment.

### 5.2 Relationship between Organizational commitment and Job performance

From the analysis, it is revealed that Job Performance is being determined by continuance commitment whereas affective commitment and normative commitment do not have any impact on job performance. It shows that it would be hard for the employees to leave the organization. Also, there is no option for the employees to consider leaving this organization. Employees feel that staying with their organization is a matter of necessity as much as of desire. As a result, continuance commitment influences job performance.

Besides, since the affective commitment has no effect on job performance, it implies that employees are not emotionally attached to the organization. There is an absence of sense of belongingness among the employees. As the normative commitment has no impact on job performance, it clearly shows that there is totally an absence of obligation with the current employer.

### 5.3 Relationship between Organizational commitment and Job satisfaction

It is also observed that job satisfaction is being greatly influenced by normative commitment where affective commitment and continuance commitment do not have any potential impact on job satisfaction. It implies that when the employees are obliged and loyal to their organizations, the job satisfaction can be enjoyed. It also clearly reveals that since there is no emotional attachment and sense of belongingness, employees are not deriving job satisfaction from their work.

## VI. Recommendations

It is found that family related stress has significant effect in Organizational commitment. So it's recommended that the management of the organization should pay due care on employees who have stress as a result of family concern. This may be due to absence of care with their family and also the employees could not spend time with their family. It is advised that management may reduce the work load of the employees as to permit employees to leave peaceful life with their family. It is also observed that the organizational commitments are being influenced by subordinate stress. Even though there is the provision for comment, sometimes the comment cannot be given, due to the age factor of the subordinate. So it is advised that the management should advice the subordinate at senior level to schedule. It will lead to some sort of organizational commitment for the superior. It is also found that the burnout level of employees disturbs the commit level of employees. So the recommended that the employees should be trained regarding how to manage the emotion and other physic logical feeling. This will help the organizations to keep the Organization Commitment at higher level. It is also revealed that the Personality related stress influences employee's commitment. This kind of stress happens when an employee is over perfection and self-image. So it's advised that employees need to have perfection self-image at an expected level which is required for their job.

It is also found that affective commitment does not have any impact on job performance. It implies that employees are not attached to the organization and there is an absence of sense of belongingness. So it's recommended that employees should see that organization as their family which will make them to commitment towards the organization and will help them to perform well. It is also observed that the normative commitment

also does not have any impact on Job Performance. This may be due to absences of obligation and loyalty towards the organizations. So the organization should encourage and insist employees to be obliged and loyalty towards the organization. It is insisted, the performance of employees can be improved. It is also found that the Affective commitment and Continuance commitment do not have any impact on job satisfaction. So it's recommended that the employees should develop to maintain affective and normative commitment in order to get job satisfaction for their own benefits.

## VII. Conclusion

The study has been undertaken to examine to the impact of stress on Organizational Commitment and also to examine impact of Organization Commitment on Job Satisfaction and Job Performance. To achieve the above objectives a model is developed and questionnaire was prepared to get responses from 238 employees working in IT services organization. The results the of the analysis indicated that among different types of stress, family stress, Subordinate stress, personality stress and burnout have got potential impact on Organizational Commitment. Among different types of commitment, the Continuance commitment influences job performance and normative commitment has got significant impact on job satisfaction.

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