The Impacts of Employees Job Stress on Organizational Commitment: A Case from Okara City

HAMID MEHMOOD
MS Scholar; Department of Management Sciences
COMSATS Institute of Information Technology Sahiwal, Pakistan
E-mail: hamidisin@yahoo.com
Tel: +92-300-9697414
Tel: +92-312-6002586

ZAHID ZAHOOR
MS Scholar; Department of Management Sciences
COMSATS Institute of Information Technology Sahiwal, Pakistan
E-mail: zahidbbs1029@gmail.com
Tel: +92-302-2338313

Abstract
The study determines the impact of job stress on organizational commitment can be done from sampling of private hospital in Okara, Pakistan. The results show that there is positive effect between job stress and organizational commitment, furthermore data analysis shows that affective and continuance commitment positively relate to job stress on the other hand, normative commitment has significant link with job stress.

Key Words: Organizational Commitment, Affective Commitment, Continuance Commitment, Normative Commitment, Job Stress.

Introduction
This study shows the relationship between job stress and organizational commitment. The results of this study tell that there are negative relationships between job stress and organizational commitment. It examines that if stress is low then employee shows high level of organizational commitment as well as with higher output results and performance of the organization (Ziauddin, 2010).

Due to reduced stress level employees will feel free any burden so they keep concentrate on their work and perform very well to commit more with the organization. It shows that how negatively affects stress to the organizational commitment. This negative relationship cannot effect on sub-variables of the organizational commitment which contains, affective commitment, continuous commitment and normative commitment (Maria, 2013).

Now-a-days stress has become an important part of jobs in every segment. The main reason behind this is competition which can be increased day by day. So that is why it is the top hot topic for researcher to bring their new research on employee stress, but they cannot completely have captured this topic due to rapid changing in organizational structure, and limitation in research also.
Over the past few study stress is rising as an increasing problem in organizations. now-a-days it has become a high value problem in every employee at different level of organization segments. Some researcher called stress is a motivational force to defend their right of jobs or on the other hand it is a big cause of depression some researcher said thinks that the lack of stress is the end of life because there are no activities to achieve the goals of life. Study tells that when an employee work at work place he faces a lot of different stresses that are effect the performance of such employee (Ajdari, 2013).

Job stress can be defined as a reaction of job place in return of any work you do or the way of hurdle which can rise during workplace lifecycle occur within the people whose affect their daily routine work, it can be in two type according to their positive and negative impact termed as “Eustress” and “distress” respectively (Aasia, 2014).

It is primary objective for the organization to measure the stress level and job performance of the employee earlier in job carrier. Current and past innovations in process are made to know whether these changes are useful for organization or not. This research study is a name of procedure which contains different steps. In first step there should be a general view of literature review. Second step elaborate the research methodology, and in third step existing study analysis should be done. The last step is to final the study results with suggestion and conclusion.

For further explanations, different researchers have different results or analysis about job stress but, one thing which is common in all that the results of such different researchers shows the positive relationship between job stress and organizational commitment, they further more include that if the pressure level of work is high then there is low level of fulfillment in results (Munir, 2011).

Identification

In this study the researcher tries to find the relationship among job stress and organizational commitment and the results are there is negative relationship among stress and commitment because stress can affect the commitment of employees. Stress has become a major problem in today’s working environment. Job stress is a major problem of decreasing employee commitment towards the organization. The purpose of this study is to classify the impact of job stress on organization commitment. Regarding relationship between stress and organizational commitment the finding that incase both public and private organization the stress and commitment is negative relationship is existing (Dhar, 2014).

In this study, the research focuses on two major problems. The first one is to determine the effects of long working hour conflict of employee on job stress, organizational commitment. The second one is to determine the belongings of job stress on their organizational commitment. Job stress is only one type of stress that the workers may face at the place of work, physical effort and lack of confidence can also cause stress (Maria, 2013). Stress is the badly effect on work area and badly effect on mental ability. These stress damage the ability for job, stress is the participate to organizational sectors on bad work, change the staff, unhealthy of person and decrease the quality, design, style, and feature and increased the cost and less resource and employee is not satisfied for these job in the organization (Abolghasem, 2015).

If the organization has avoided the stress the banking sector is very corporative and friendly environment the better team work and better performance of individual persons. the causes of stress that workload put on employees include cut of staff, long hour, and the others causes of stress is work load is very important factor that linked to work related stress (Dhar, 2014).

Problem Statement

The purpose of this study to determine that the impact of job stress on organizational commitment.
Research Objective

To investigate the relationship between job stress and organizational commitment.

Research Question

What is the relationship between job stress and organizational commitment?

Significance of the Study

This study has so much importance due to the hot current topic “stress”, it provide research useful for practical implications. This study will help to fill the research gap in research. The job stress has negative relationship with organizational commitment. The job stress occurs due to different causes at workplace likewise long working hours, pressure of work and employee who does not perform well. The employee does not perform the negative relationship exist in job stress and organizational commitment.

Long work hours having adverse effect on employee’s health. Employees suffer from several serious causes. This study tells that stress is one of the disease who come from long working hours. This study is based on the cause and effect of stress on organization commitment. This study will help the managers to understand the workload. The results of the study would be significant for the policy maker of organization. Managers of outcome can use the results to reduce the causes of job stress and increase the level of commitment in employees.

Literature Review

This study to examine that the relationship between jobs stress on organizational commitment. Descriptive approach can be used in this study. There is negative relationship between job stress and organizational commitment. In this research organizational commitment is dependent variable and job stress is independent variable. The questionnaire can be used to measure the organizational commitment in term of affective, continuous, and normative commitment. Descriptive statistic was applied which indicate the sample of women and man (Fouzia, 2011).

Organizational Commitment

The dependent variable organizational commitment refers that An employee trust in the goal and importance of an organization, and sub dependent variable is affective normative and continuous, and affective commitment refers that employees are emotionally attach to the organization.

Affective Commitment

Affective commitment can be explained as employee's emotional connection and involvement in the organization. Most of the researches about organizational commitment focus on affective commitment.

Continuance Commitment

Continuance commitment are that employees that met better opportunity to quit the organization. Continuance commitment is defined as the commitment based on the fixed cost that the employees have to pay or allow for leaving the current organization.
Normative Commitment

Normative commitment is the employee's feeling of responsibility to be with the organization. Normative is not much focused in research about organizational commitment. The study focuses on employee’s emotional connection towards their organization and their involvement in it.

Job Stress

And the independent variable is job stress, but this study show that job stress can be cause that mental problem to the employees. The purpose of this study was extending the existing knowledge on the relationship between job stress and organizational commitment. It was descriptive study can be used to give the answer the research question. Job stress and organizational commitment questionnaire can be used to collect data. The data can be collect through questionnaire using the qualitative technique (Lung, 2008).

The survey of this study has two major purposes first is to find the relationship between job stress and organizational commitment and second is to collect the information to different area. This study variable is most important in the current study include job stress and organizational commitment. This study is developed based on literature and questionnaire (Vaisi, 2015).

Two methods are in use for the analysis of data in this research. The technique of frequency distribution and Pearson correlation was used. With the help of frequency distribution, it can be predicted that how many people or what percentage of people support or are in favor of a particular idea. A huge amount of information can be gathered through research. In order to reach a conclusion on the basis of the information that is discovered with the help of research it is very important that the gathered information should be expressed in a thoughtful and summarizes way.

This purpose can be achieved through frequency distribution as this process helps in categorizing of data. The organization of data and information that is gathered through research is important because it makes the data useful and helps in predicting trends and patterns. On the basis of similar and changing trends a researcher can predict a logical conclusion. One way through which data can be organized is to classify the data in different categories and classes (Unal, 2012).

Once the organization or group is done then the next step is counting that how much clarification put within each group. The process of categorization and study of a given data is known as frequency distribution (Lung, 2008). Another technique that is used in this research for questionnaire survey is of Pearson Correlation method (Mark, 2015).

Pearson correlation techniques measure the relationship between the two variables. For this research, relationship is determined between job stress and organizational commitment. With the help of Pearson correlation techniques three elements are measures. These three elements are character, power and implication. The character entails whether there is a positive or negative between the variable (job stress). The second element that is measured is the power of the relationship. This means it depict whether there is a strong or weak relationship between the two variables. By measuring the power, it is open that whether job stress is strongly or weekly related to the organizational commitment. The third element that is measured is of no significance to the relationship (Gelsema, 2000).

This study engages to identifying the level of stress of the employee and the study used the survey method to collect the data. The data was collected from individual of the five leading companies within one week. the questionnaire was distributing the employee to collect the data (Rathnayake, 2016). In the present research, according to researches already done in this field, two dimensions have been considered for job stress such as long working hour and pressure of work. This study was carefully designed to overcome practical shortcomings found in past research and examined two organizational effectiveness variables (job
stress and organizational commitment) as outcome variables. Data were collected with self-administered questionnaires and analyzed using quantitative technique (Cokluk, 2008).

This was a descriptive systematic survey. The population of study was all 110 managers of 9 educational hospitals. Data gathering was done via Job Stress questionnaire and organization commitment questionnaire. Data analysis was done in SPSS software using ANOVA, t-test and chi-square test. The most common definition for organization commitment is considering it as "a kind of emotional trust in organization" or "a kind of dependability feeling to organization" (Babak, 2010).

The researcher divided people to four groups based on the level of stress: the first is People with high self-control and self-respect and second is People with a normal life and ability of controlling their life and third is People who feel depression most of the time and fourth is People who have disorder and emotional problems in their lives (Maryam, 2009).

The research was conducted to analysis the impact of job stress on organizational commitment in the banking sector. SPSS version 20 was used to investigate the data and test the hypothesis. Frequency analysis, reliability analysis and descriptive analysis are used to charge the goodness of the dealings. Frequency analysis is used to show the trends in respondents. Frequency analysis provides in detail information about the respondents age, gender and education. The reliability analysis can be used to check the reliability in data acceptable reliability of the data collected for the study (Akram, 2016).

Organizational commitment, and job stress decline over recent years has been one of the most important organizational issues. Therefore, the aim of this study was to investigate the relationship between job stress and organizational commitment. Descriptive statistics were used in order to organize frequency distribution and calculating distributional index such as mean, standard deviation, variance, and analysis of the demographic characteristics as well as to test the statistical hypothesis test and confirming the normal distribution of the data, statistics of correlation coefficient was used to determine the relationship and multiple regressions was used to calculate. It should be noted software SPSS version 21 was used in this research (Roslan, 2011).

Research Model

| Job Stress | Organizational Commitment |

Research Hypothesis

H1: There is significant relationship between job stress and organizational commitment.

Methodology

This was a descriptive technique of research to find out results.

Research Design

The study in which to identify impact of job stress on organizational commitment. This researcher main purpose is to motivate the employees by giving good salary, benefit, and so many facilities by which stress of employee can be reduced and organization commitment increased.
Population

The population of study are employees of “Umar hospital main G.T Road Okara”. Population size is 232.

Research Technique

There are two types of research; first is a quantities research in which used to collect absolute data in the form of numeric and digits etc. Secondly is a qualitative research in which discuss about to gather information from large number of respondents. It can but be time saving due to large size of evidence. This research in which strategy was used to be descriptive technique.

Sample Size

Sample size for research is 205 which include males and females.

Data Collection Instrument

Data can be collect by “Questionnaire” because study is a quantitative research so that it depends on numeric answers which brings correct answer.

Findings

Data Analysis

<table>
<thead>
<tr>
<th></th>
<th>Males</th>
<th>Females</th>
<th>total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey shows that there 12 males and 13 females are studied in analysis the results shows that females take stress than males.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Reliability Statistics

The value of Cronbach’s Alpha “Locus of Control” is 0.973 which clearly indicates that results are reliable. The reliability indicators shows

<table>
<thead>
<tr>
<th>Reliability Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach's Alpha</td>
</tr>
<tr>
<td>.847</td>
</tr>
</tbody>
</table>

Correlation

Correlation is significant when the value is less than 0.05. In this study, job stress is correlated with organizational commitment, stress at the level of 0.00. The results are significant. The results show that there is a positive relationship between dependent variable organizational commitment and independent variable stress and the results are (r= 0.826, p< 0.01). There results show that hypothesis “H” is accepted that is significant relationship between job stress and organizational commitment.
Correlations

<table>
<thead>
<tr>
<th></th>
<th>OC</th>
<th>JS</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.826**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>1</td>
</tr>
</tbody>
</table>

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

**Analysis of hypothesis through Regression**

The regression test is connected on information for getting the results. It assesses the effect of job stress on organizational commitment.

**Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.826*</td>
<td>.682</td>
<td>.669</td>
<td>.16898</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), JS

The model shows that the correlation between the independent and dependent variables represented as R is 0.826. The coefficient of determination that show how the variables are deviated from the straight line which has the value of 0.682 represented as R Square. The adjusted R square value is 0.669.

**Hypothesis results**

(H1) There is significant relationship between job stress and organizational commitment. Supported

**ANOVA**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>1</td>
<td>1.589</td>
<td>55.650</td>
<td>.000*</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>26</td>
<td>.029</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2.331</td>
<td>27</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: OC
b. Predictors: (Constant), JS

The consequences show that there is significant relationship between job stress and organizational commitment. The significant level is .000. The positive values show that there is positive relationship between the JS and OC.

**Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>-1.512</td>
<td>.401</td>
<td></td>
</tr>
<tr>
<td></td>
<td>JS</td>
<td>1.549</td>
<td>.208</td>
<td>.826</td>
</tr>
</tbody>
</table>

a. Dependent Variable: OC
This study involves in the measuring the impact of job stress on organization commitment. The result shows that there is a positive relationship between JS and OC. The results show if employees pays attention with full utilization of their abilities and adaption of changes, they can fulfill organizational commitment.

**Conclusion**

The purpose of current is to examine the relationship among job stress and organization commitment. There is significant relationship between job stress and organization commitment. This result can be developed by research on private hospital where a lot patient pressure can be faced by limited staff. Due to job stress they feel anxiety in their life matters. The suggestion about study is that this can be expand by conduct research on different public and private sector or region and national base.

**References**


