



Measurement of Employees Work Stress and Impact of Organizational Commitment

Suman Dhar

Assistant Professor, (M.Com, M.B.A, M.Phil), I.S.B.M. Commerce College, (Department Of Management)

ABSTRACT

With an attempt to measure stress level of employees along with its impact on organizational commitment, this paper is divided into three parts. The first part entitled "theoretical background" covers an introduction, meaning of stress and organizational commitment, objectives, research methodology and review of literature. The second part entitled "impact of stress on organizational commitment." In this part mainly study is done on relationship of stress with some other variables and their impact. These variables are work schedule and stress, correlation of stress and organizational commitment and impact of income on stress and organizational commitment. The third part entitled "Conclusion", where some major findings are given as identified throughout the study and accordingly some suitable recommendations are put forward.

KEYWORDS

Stress, Employees, Organisations, Organisational commitment.

PART I THEORETICAL BACKGROUND

INTRODUCTION

As a common factor, stress should be very carefully managed by every organization. So that stress can be utilized in productively for overall development of the organizational commitment. The basic purpose of stress management is to convert the dysfunctional stress into functional once, so that, high rate of quality and performance is maintained but it is observed that most of the management of both private and public organization in Guwahati metro region, the employees stress is not properly handled and so there from consequently multifarious problems are created. These circumstances warrant a careful research work on the topic referred to here.

MEANING OF STRESS

In very simple words, stress refers to an individual's reaction to a disturbing factor in the environment.

Stress refers to

- Physiological discomfort.
- Some kind of emotional unhappiness.
- Strained relationships with other people.

According to Beehr and Newman:- " Job stress is a condition arising from the interaction of the people and their jobs, and characterized by changes within people that force them to deviate from their normal functioning."

MEANING OF ORGANIZATIONAL COMMITMENT

Organizational commitment is defined as the overall strength of an employee's identification and involvement in an organization.

"Organizational commitment is the degree to which an employee identifies with the goals and values of the organization and is willing to exert to help it succeed."¹

OBJECTIVE OF THE PRESENT STUDY

The basic objective of this paper is to measure the level of employee's stress and examine its impact on organizational commitment.

RESEARCH METHODOLOGY

The study is based on both primary and secondary data. The primary data are collected by the technique of field survey, personal interview and questionnaires. In a Guwahati metro

region there are 60 numbers of private organisations and 49 numbers of Public organisations. So purposively and randomly 6 number of Private Organisations and 5 number of Public Organisations have been selected under study. The data have been analyzed by applying mathematical and statistical tools and techniques.

REVIEW OF LITERATURE

Since very long, different research works have been being done by different individuals and community at different levels, where from few earlier research works have been reviewed here.

Sources and outcome of job stress are two important factors of commitment. One of this factors Cooper (2001), had conducted some experiment, the result of which revealed that the sources and outcomes of job related stress, the methods used to assess levels and consequences of occupational stress, along with strategies might to use by individual and organization to confront stress and its associated problems. He examined that working in a stressful environment not only increase the risk of physical illness or distress, but also increase the likelihood of work place accidents.

Regarding teachers stress, Kirk, (2003), studied that certain professional variables stimulate teacher stress. For example secondary teachers experience stress more frequently than elementary teachers also the fewer years of professional preparation a teacher has, increases the greater the likelihood of stress. However, age and gender are not significant when examining stress.

On occupational stress a separate study was performed by Massey (2004). According to him occupational stress and peacekeepers arising from cumulative effects of occupational strain that is too heavy could lead 'flame out' if too acute or could lead beyond.²

PART II IMPACT OF STRESS ON ORGANISATIONAL COMMITMENT 2.1 WORK SCHEDULE AND STRESS

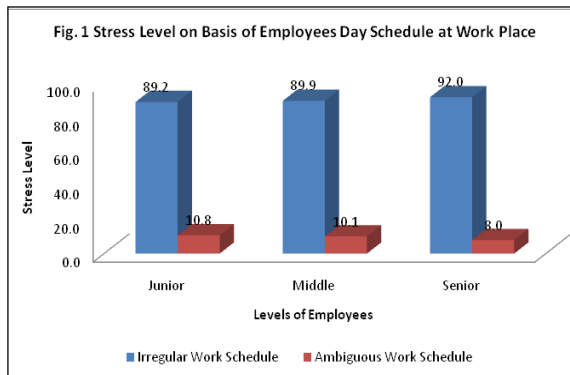
From the feedbacks obtained from 600 respondents under study it is seen that there is a direct relationship in between work schedule and stress. Too much long work schedule leads stress. On the other hand shorter work schedule may adversely impact on the performance of workers. The following table shows respondent's stress level on basis of day schedule at work place (in hours) by level of employees and types of organisation in Metro Guwahati region. Only two i.e. irregular

work day schedule and ambiguous work schedule has been considered for the calculation of stress keeping in mind that stress will not generate from a regular schedule.

Table No.1 Respondent Stress Level on Basis of Day Schedule at Work place (in hours) by Level of Employees, Guwahati Metro Region

Level of Employee	Irregular Work Scheduled	Ambiguous Work Scheduled
Junior	89.2	10.8
Middle	89.9	10.1
Senior	92.0	8.0

(Source: Compiled from Field Survey and Personal Interview)



Researcher has observed that stress is occurred due to irregular work schedule. It is because of the fact that majority employees totally fail to adjust with the irregular work schedule as changing of work schedule leads to increase their work burden and load which is not permitted to perform by their health capabilities.

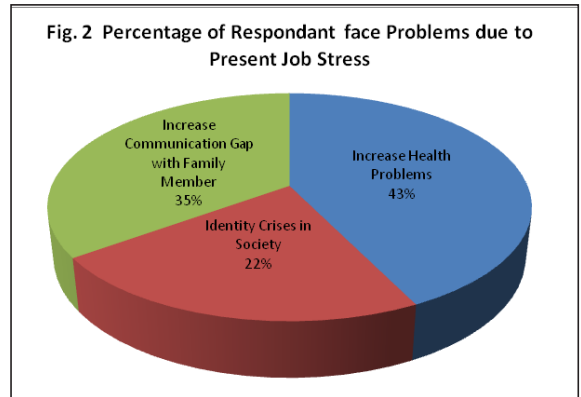
2.2 CORRELATION OF STRESS AND ORGANIZATIONAL COMMITMENT

On the basis of opinion gathered from 600 respondents against questionnaires put them during field survey it is identify that there is a relation in between stress and commitment. Stress is not always negative. Any event causing stress results into an action form person under stress. This action also results into positive performance. If so, according to Cyrthia D. Fisher, L.F. Schoenfeld and J.B Shaw, "The optimum level of tension will result in maximum performance. Optimum level of stress is difficult to determine as it depends upon the level of occupation, age, sex and race of the employee. Further it was observed that according to majority respondents over stress is always dangerous for them. Hence, no employee can escape its consequences"

It is gratifying to mention that stress is the important factor which effects the commitment and contributes to survival situation of employees in study region.

To elicit the views of respondents regarding their family disturbance with relation to stress the following question was asked to respondents 'Did you face family related disturbance due to present job stress?' All of 600 respondent have given various reasons on the basis mean percentage of issues related to respondent stress have calculated.

Three types of issues on this based on mean percentage of stress related issues are calculated which directly or indirectly affect the organisational commitment. These issues are 'Increase communication gap with family members', 'Increase health problems' and 'Identity crises in society, which is depicted in the following diagram'.



The figure representation towards the percentage of problems, 'Increase communication gap with family members' by 35%, 'Increase health problems' with 43% respondent and 'Identity crises in society' with 22% of respondents.

In addition to observe the impact of stress individually on the commitment, under this study some observations have been conducted on the impact of stress on the commitment. Out of the experiences acquired from field survey, personnel interview and feedback of the questionnaires along with universal, fact it is very clearly identified that the relationship in between stress and organizational commitment is reciprocal as because organizational commitment decreases with increasing stress and vice-verse. Experience and observation of field survey says that it is because of the fact that during increasing stress no one can pay adequate attention for showing excellent performance were from commitment is emerged. On the other hand generally everybody can concentrate necessary attention and seriousness whenever he faces from abnormal stress.

In order to verify the relationship in-between stress and organizational commitment as mentioned above Karl Pearson's Coefficient Correlation is applied by taking arbitrary value of stress as percentage of 10, 20,50,70,100 and organizational commitment as 100, 80, 60, 20 and 10. The ultimately result is found as -0.97 which indicate negative relationship.

2.3 IMPACT OF INCOME ON STRESS AND ORGANIZATIONAL COMMITMENT

Regarding income as a factor of stress and commitment, one significant finding have been identified through personal interview, field survey and feedbacks of the 600 respondents that income volume directly acts as a strong motivational factor of the employees. Here, income includes salary, dearness allowance, bonus, commission and all other incentives in monetary terms. By virtue of providing higher income to the employees, every employer can increase the level of commitment from most of the cases of employees. Simultaneously it is also found that income level adversely affect in stress level of employees. So, the consequence of income on stress and commitment are identified as depicted in the following table.

Table 2 Showing Scale of Measurement

Income Level	Stress Level	Commitment Level
Less than Rs. 2 Lakh	High	Very low
Rs. 2.01 to 5 Lakh	Moderate	Low
Rs. 5.01 to 10 Lakh	Low	Moderate
Rs. More than 10 Lakh	Very low	High

PART III CONCLUSION FINDINGS AND RECOMMENDATIONS

Throughout the study, the following findings have been iden-

tified and accordingly some suitable recommendation are put forward so that the consequence of the factors can help an building up positive commitment for the all round development of the organization under study.

FINDINGS ON IMPACT OF STRESS FACTORS ON ORGANIZATIONAL COMMITMENT

Due to irregular work schedule most of the employees suffered from health problems.

It is observed that major consequences of increasing stress of employees is the enhancement of various problems such as increase communication gap with family members, increase help problems and identity crises in society.

Regarding relationship between stress and organizational commitment the finding is identified that incase both public and private organization the stress and commitment is reciprocal i.e. negative relationship is exist.

In case of eleven organizations under study impact of income on stress is negative. On the other hand impact of income on organizational commitment found to be positive. Because stress is decrease with the increase of income where commitment is increase with the increase of income.

RECOMMENDATIONS ON IMPACT OF STRESS ON ORGANIZATIONAL COMMITMENT

It is suggested to minimize the rate of irregular work schedule. In emergency case, if any, urgent work is to be done then for

this purpose few manager and employees should be entrusted, so that unnecessary large numbers of employees are not to be disturbed.

The personnel department should hand over few responsible officers to examine an observed dysfunction occurred from high stress of employees. So that, immediate adverse effect of stress can be controlled effectively.

In time of formulating planning, educate attention should be paid in allocation of duties and responsibilities in framing routine work, production schedule etc. so that by no means it can be emerged any stress to anybody.

With a view to minimizing the negative impact of income on stress, the salary, bonus, commission should be paid in reasonable rate to maintain the standard of living possible for the employees.

Likewise to sustain the perpetual positive impact of increase on organizational commitment all monitoring incentives should be paid as to make motivate the employees at optimum level.

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