A STUDY ON RELATIONSHIP BETWEEN ORGANIZATIONAL ROLE STRESS AND COMMITMENT LEVEL OF EMPLOYEES

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ABSTRACT

The present study analyzes the various dimensions of Organizational Role Stress like role stagnation, role overload, inter role distance, role ambiguity and role expectation conflict and its possible relationship with commitment of employees. In practical implication it can be based for developing HR policies and training and development process. The pace of business market has made job environment more competitive. The employees to cope with this pace get caught into role stress in the midst to balance between work and personal life. Using ANOVA and correlation the present study seeks to find out the correlation between stress dimension and commitment in addition variance with demographic factors.

KEYWORDS : Organizational Role Stress (ORS), Role expectation conflict, Commitment

INTRODUCTION:

Stress at work is a relatively new phenomenon of modern lifestyles. The nature of work has gone through drastic changes over the last century and it is still changing at whirlwind speed. They have touched almost all professions, starting from an artist to a surgeon, or a commercial pilot to a sales executive. With change comes stress, inevitably. Professional stress or job (role) stress poses a threat to physical health. Work related stress in the life of organized workers, consequently, affects the health of organizations. Workplace stress is the harmful physical and emotional response that occurs when there is a poor match between job demands and the capabilities, resources, or needs of the worker. The stress may have to do with the responsibilities associated with the work itself, or be caused by conditions that are based in the corporate culture or personality conflicts.

Commitment is the strength of the attachment an employee feels towards an organization. It may be measured by the degree to which an individual is ready to adopt organizational values and goals. It may be measured by the degree to which an employee fulfills his/her job responsibilities. And it may also be measured by behavior observed in the-workplace. In the 90s Allen and Meyer proposed an analytic view of organizational commitment splitting it into three definable components – Affective, Continuance, and Normative Commitment. Affective commitment is the emotional attachment of an employee to organizational values – how much an employee likes the organization. Continuance commitment is a measure of the willingness of an employee to continue working for the same organization. And normative commitment deals with the feelings of obligation, or sense of responsibility an employee feels towards the organization. Though each component of organizational commitment may affect other components, for the purpose of designing management strategies, it is easier to segment and visualize the three types of organizational commitments in order to bolster them according to need.

Affective commitment or how much an employee actually likes or feels part of an organization has a tremendous effect on employee and organizational performance. High levels of affective commitment in employees will not only affect continuance commitment, but also encourage the employee to try to bring others into the talent pool of the organization. An employee with high levels of affective commitment acts as a brand ambassador of the organization. On the other hand, an employee with high continuance commitment, but poor affective commitment may harm the organization by criticizing it in his/her social circles. Affective commitment of an employee is directly proportional to positive work experience. So, management policies and strategies that make proper strength and weakness assessments of employees and create situations and workflows where the maximum number of employees individually experience positive work experiences, help to build a successful organization. The great emphasis placed by recruiting managers upon person-organization-fit is also to ensure a high level of affective commitment in employees. Affective commitment is higher when the gap between individual values and organizational values is minimal.

When continuance commitment is not completely driven by affective commitment, it usually boils down to the costs that an employee associates with leaving the organization. Continuance commitment is also driven to a great extent by organizational culture, and when an employee finds an organization to be positive and supportive, he/she would have a higher degree of continuance commitment. Important organizational factors like employee loyalty and employee retention are components of continuance commitment. Normative commitment builds upon duties and values, and the degree to which an employee stays in an organization out of a sense of obligation. There are times in small companies, when payments are delayed, and the employees have to suffer pay cuts or deferred pay, but they stay on, because they do not want to leave an employer during bad times.

Normative commitment comes from a sense of moral duty and the value system of an individual. It can be a result of affective commitment, or an outcome of socialization within the workplace and commitment to coworkers. Normative commitment is higher in organizations that value loyalty and systematically communicate the fact to employees with rewards, incentives and other strategies. Normative commitment in employees is also high where employees regularly see visible examples of the employer being committed to employee well-being. An employee with greater organizational commitment has a greater chance of contributing to organizational success and would also experience higher levels of job satisfaction. High levels of job satisfaction, in turn, reduces employee turnover and increases the organization's ability to recruit and retain talent.

LIITERATURE REVIEW:

Role stress, as originally theorized by Katz and Kahn (1966), results from an employee's role conflict and role ambiguity. A fundamental premise of occupational stress models is that elements of the objective work environment are evaluated by employees through an appraisal process, which then results in a physiological, psychological, or behavioral response (Jex 1998).

As Cox (1978) asserts, job strain does not necessarily result from the source of the pressure but rather from the employee's perception of the pressure. It is generally recognized that there is a significant variance in the degree to which salespeople perceive job conditions as stressful (Boles, Johnston, and Hair 1997; Srivastava and Sager 1999). This suggests that the same event (e.g., amount of work) may be per-

ceived as highly stressful by some and not stressful by others. There is evidence that stress arising from trying to simultaneously resolve the conflicts between the duties of all of these roles can affect an employee's job satisfaction (e.g., Higgins and Duxbury 1992; Kossek and Ozeki 1998). Further, the ambiguity that arises from being uncertain as to how much latitude in behavior a salesperson has in resolving these conflicts can also reduce job satisfaction (Behrman and Perreault 1984; Fisher and Gitelson 1983).

K. Chandraiah, S.C. Agarwal, P. Marimuthu, N. Manoharan, (2003) Age can be explained in the terms, that the individuals matured personality disposition related to the attainment of developmental tasks specific to each developmental tasks specific to each developmental phase and its influence on individuals perception of the situations as stressful or otherwise. The Occupational Stress Index (OSI) developed by Srivastava and Singh (1981) and Job Descriptive Index (JDI) by Smith Kendal (1963) were used to assess the level of job stress and job satisfaction of the sample. The study found that the age found to be negatively correlated with occupational stress and positively with job satisfaction. Extreme stress is so aversive to employees that they will try to avoid it by withdrawing either psychologically (through disinterest or lack of involvement in the job etc.), Physically (frequent late coming, absenteeism, lethargy etc.) or by leaving the job entirely (Beehr and Newman, 1978).

One of behavioral variables which provides useful information about planning, organizing, increasing performance and reducing absences for managers is organizational commitment. Research on commitment to organizations spans over four decades and remains an area of interest to both researchers and practitioners. Organizational commitment is a bond the employee has with his/her organization. Organizational commitment has been defined and measured in several different ways. The various definitions and measures share a common theme in that organizational commitment is considered to be a bond or linking between the individual and the organization. Meyer and Allen (1990) offer a model of the three components of organizational commitment: affective commitment, normative commitment and continuance commitment. Affective commitment is defined as the emotional attachment, identification and involvement an employee has with its organization and goals, continuance commitment: The individual commits to the organization because he/she perceives high costs of losing organizational membership and normative commitment: Is the commitment a person believes he/she has to the organization or his/her feeling of obligation to his/her workplace. They separated two dimensions of attitudes and behavior commitment and the definitions for each of them and considered the affective and normative commitments in the attitude dimension and continuance commitment in behavioral dimension and said that the three types of commitment are a psychological state "that either characterizes the employee's relationship with the organization or has the implications to affect whether the employee will continue with the organization".

Lee, Lambert and Paoline, Omolara, Boyas and Wind announced a negative relationship between job stress and organizational commit-

ment while Wells et al. (2009) study showed a positive relationship between job stress and organizational commitment and a negative relationship between job stress and career commitment. Also Somers showed a significant relationship between job stress and affective commitment and normative commitment but no significant relationship between job stress and continuance commitment. Yaghoubi et al. also announced that there is not a significant relationship between organizational commitment and job stress.

RESEARCH METHODOLOGY:
CONCEPTUAL FRAMEWORK FOR THE STUDY:
As per literature review studied total five stress dimensions are considered to be appropriate and taken up for this correlation study between Role stress and Commitment among the various levels of employees in Surat Region.

OBJECTIVES OF THE STUDY:
To find out the different factors (Stressors) which leads to role stress among the various level of employees of Surat Region.

To identify the correlation between each identified factors of Role Stress with respect to Commitment.

HYPOTHESIS:
Statement 1: There is a negative correlation between Organizational Role Stress and Commitment

SAMPLING AND METHOD OF ANALYSIS:
The Population of the study is the employees of different organization of Surat region. The respondents have been selected by simple random sampling technique through structured questionnaire. The questions are measured by using Likert five point scales. The data and Information have been collected from 250 employees and limited to year 2015. The results were reliable and were satisfactory as cronbach's alpha exceeds .70 being standard limit.

RESULT ANALYSIS:
As per the mean value most of the employees have low Inter Role Distance. It means they think that they handling their both life i.e., personal life and work life very well. Whereas most of the employees have good Role Stagnation. It means they think that they are not stick on the same job and they have more growth opportunity.

ANOVA results shows that Role Expectation Conflict has significant variance with the age and grade of the employee. It means that response on role Expectation conflicts gets varies as per the different age and grade of employees. We found that Role Stagnation and Inter Role Distance have significant variance with age and gender. It shows that response on Role stagnation and Inter Role Distance is different based on different age and gender. While Role Overload shows significant variance with age of the employee i.e., varying experience and maturity. And at last Role Stress has significant variance with gender which means there exists different amount of stress among male and female.

Correlation Analysis- Variables (RS, REC, IRD, RO, RA, ORS, Commitment)

		RS	REC	IRD	RO	RA	Commitment	ORS
Commitment	Pearson Correlation	-.017	-.008	-.019	-.032	-.012	1	-.033
	Sig. (2-tailed)	.779	.824	.703	.348	.721		0.571
	N	246	246	246	246	246	246	246
ORS	Pearson Correlation	.726(**)	.771(**)	.628(**)	.663(**)	.627(**)	-.033	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.571	
	N	246	246	246	246	246	246	246

Above correlation analysis exhibits that there is significant positive correlation between Role Stress and dimension of stress. Commitment and Role Stress have negative correlation but it's not significant for the sample of the study.

CONCLUSION:
This study examines the relationship between organizational role stress and Commitment with reference to employees of Surat region. The most of the employees believes they have growth opportunities and balance personal as well as work life (good role stagnation and low inter distance role). Role Stress dimensions have significant vari-

ance with gender, age and grade of the employee. There is negative correlation between the Stress and Commitment. It means when the stress level increases among the employees it will have a negative effect on Commitment level of employees. Negative effect will results in decrease in Commitment. The reason for increase in the stress level could be many like lack of clarity in their roles, overload of work, assignments, relationship conflict among the employees etc. Commitment has negative correlation with stress not reflected significant for sample studied.

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