ORIGINAL RESEARCH PAPER

Psychology

JOB STRESS AND ITS RELATIONSHIP TO ORGANIZATIONAL COMMITMENT AMONG NATIONAL HEALTH INSURANCE FUND'S EMPLOYEES AT HEADQUARTERS- KHARTOUM, SUDAN.

KEY WORDS: Job stress, Organizational Commitment, National Health Insurance Fund-Sudan.

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ABSTRACT

This study's primary purpose is to elucidate the general trend of organizational commitment among the National Health Insurance Fund's employees at Headquarters, Khartoum, Sudan. Likewise, the study aimed at knowing the correlation between job stress and organizational commitment, besides the differences in these two variables between male and female employees.

For data collection, the researchers applied the Job Stress Scale and the Organizational Commitment Scale. The researchers adopted the triangulation methodology of research: descriptive, survey, and comparative. The sample size was 105 employees, randomly selected. The study resulted in the following statistically significant results: organizational commitment is high. There is a perpetual negative correlation between organizational commitment and job stress. While there is no difference between males and females concerning organizational commitment, females feel more job stress than males.

INTRODUCTION

Many humanities fields, primarily industrial and organizational psychology, are interested in determining factors that lead to production efficiency and people's psychological well-being as they perform their professions. Work is an essential aspect of individuals' lives and society as a whole. This study comes to examine two factors that may influence the individual's professional and psychological experiences at the workplace, i.e., job stress and organizational commitment.

PROBLEM STATMENT:

The profession and job occupy the most substantial part of time and interest. The number of hours people spent in their work ranges, on average, forty hours per week. Therefore, the lives of many people revolve around their professions and jobs. Many aspects of professional life affect people psychologically and socially, whether positively or negatively.

Among the issues that affect individuals is the job stress that can affect their job performance, health status, and ability to deal with social life aspects. The extent of the individual's commitment to work and organization also shows its impact on job performance and the degree of enjoyment of professional life. Through their jobs, human beings get the requirements of their daily lives. Also, by joining a job, people can achieve some psychological and social gratifications. From the above, this study seeks to answer the following questions about employees at the National Health Insurance Fund- Headquarters Khartoum, Sudan:

1. What is the general trend of organizational commitment among the employees?
2. What is the correlation between job stress and organizational commitment?
3. What are the differences in job stress and organizational commitment between male and female employees?

IMPORTANCE OF THE STUDY

Economic successes and social achievements of society depend on its members' efficiency in performing professions assigned to them. Furthermore, since every society seeks to achieve well-being in various aspects, it is necessary to pay attention to the professional issues related to the individuals' performance in the job task entrusted to them in their respective fields of specialization. Moreover, to achieve productive efficiency in terms of quantity and quality, psychologists must study the factors that can elevate or reduce this efficiency. Among the crucial factors in this field is the extent of the individuals' commitment to organizations where they work, which, if positive, will push for more elaborate accomplishments, which in turn achieves the goals of the organization and the individual's personal, professional goals. Therefore, it is necessary to study factors that can affect this commitment positively or negatively. Among these factors, Job stress stands to be a critical one, as it can affect organizational commitment and job performance through its adverse effects on the psychological and physical well–being of employees if it exceeds one's ability to cope with it.

OBJECTIVES OF THE STUDY

The study aims at identifying the following aspects scientifically:
1. The general trend of organizational commitment among the employees.
2. The type of correlation between job stress and organizational commitment.
3. The differences between male and female employees in job stress and organizational commitment.

HYPOTHESIS OF THE STUDY

1. Organizational commitment among employees is high.
2. There is a perpetual correlation between job stress and organizational commitment.
3. There is a difference in organizational commitment between male and female employees.
4. There is a difference in job stress between male and female employees.

LITERATURE REVIEW

Job Stress: It is the individual's experience at the workplace, which leads to psychological and physical distress, makes them unable to perform their professions in the required way, nor enjoy them.

Segal et al. (2020) confirm that a little job stress helps individuals to be focused, active, and able to face new work challenges. When the stress exceeds an individual's ability to adapt to it, it negatively affects the individual's physical and mental health. It affects relationships and family life.

Sources of Job Stress:
The multidimensional model categorizes the sources of job stress in four groups (Alsubaie, 2013):
* **Physical work environment** such as **temperature, air quality, lighting and noise conditions in the office.**
* **Workgroup factors such as weak** relationships with colleagues, subordinates, and managers, lack of group cohesion, the struggle between group members, and lack of social support from the group.
* **Intrapersonal** factors such as role conflict, role ambiguity, increased and low workload, lack of oversight and responsibility, job instability, lack of opportunities for progress, promotion, and professional growth.
* **Organizational** factors such as a poor design of the organizational structure, lack of specific and transparent policy, and lack of participation in decision-making.

Organizational Commitment: It is the degree of attachment and affiliation with the institute, desire to remain working for it, spending sincere efforts to achieve its goals, and scarifying one's interests for those of the institute.

Organizational commitment is internal psychological belief represented in conformity with the organization in culture, values, and beliefs, and is expressed by positive behaviors both inside and outside the organization (Radwan, 2016).

It is also a social phenomenon that can be observed through the cooperation between workgroups moving forward to achieve the organization's goals (**Kondalkar**, 2007).

A committed employee is willing to serve the organization significantly, regardless of the financial return (Alfahdawi, and Alkatawneh, 2004).

(Allen & Meyer, 1990) viewed Organizational commitment as consisting of three dimensions:
1- Affective: "refers to employees' emotional attachment to, identification with, and involvement in, the organization"
2- Continuance: "refers to commitment based on the costs that employees associate with leaving the organization".
3- Normative: "refers to employees' feelings of obligation to remain with the organization"

Many studies examined the factors related to organizational commitment, e.g., Abdulmutalib (2017) that found the older and the married employees are more committed to the organization than younger or unmarried employees. Sidaa

(2014) found a difference in organizational commitment between male and female employees.

As far as the relationship between organizational commitment and job stress is concerned, some studies resulted in a significant negative correlation between them (Alomari & Alsahli, 2016, Abdulsalam & Almuraibi, 2013, Alsubaie, 2013).

RESEARCH METHODOLOGY
The researchers adopted the triangulation methodology which composed of: descriptive, survey and comparative methods of research.

SAMPLE AND DATA COLLECTION
The sample consisted of 105 respondents chosen randomly.50 males and 55 females. Data were collected by two scales: Job Stress Scale (39 items) designed by Elsiddig (unpublished), and Organizational Commitment Scale (31 items) designed by Agbana (2009). Job Stress Scale is composed of four subscales: physical stress (12 items), administrative and time stress (12 items), conflicts and role ambiguity (8 items), affective stress (7 items). The Organizational Commitment Scale is composed of two subscales:affective commitment (16 items) and continuous commitment (15 items). All measured on a five-point Likert scale. Both reliability and validity of the scales were obtained using the Alpha Cronbach formula, as shown in the following tables:

Table No.1 shows Reliability and Validity Coefficients of Job Stress Scale

Subscales of job stress	Items	Reliability	Validity
Physical stress	12	.723	.850
Administrative and time stress	12	.665	.815
Conflicts and role ambiguity stress	8	.643	.801
Affective stress	7	.790	.888
Total score of the scale	39	.820	.905

Table No. 2 shows Reliability and Validity Coefficients of Organizational Commitment Scale

Subscales of organizational commitment	items	Reliability	Validity
Affective commitment	16	.758	.870
Continuous commitment	15	.755	.868
Total score of the scale	31	.852	.923

RESULTS AND DISCUSSION
Table 3: Shows the Result of t-test for One Group to Verify the Hypothesis (1)

Variables	Sample Size	Theoretical Mean	Arithmetic Mean	SD	t value	df	P value
Affective commitment	105	48	64.4381	9.30563	18.101	104	.000
continuous commitment	105	45	58.6857	8.81030	15.917	104	.000
Total score of the scale	105	93	123.122	17.44480	17.695	104	.000

The researchers note from the above table 3 organizational commitment dimensions are highly positive, which may indicate the needs of employees are saturated, resulting in that they feel the desire to stay and continue working for the organization. These needs may be suitable physical and social conditions of work. The employees seem to like tasks associated with their jobs.

Since most clients who receive health insurance are the poor, employees feel good, because they serve the needy people through their jobs, which results in a highly affective commitment to this organization. Also, they like to continue working for this organization, because mainly they feel good as a result of doing good deeds to the poor that their religion and faith urge.

Table No. 4 Shows the Results of Pearson Correlation Coefficient to Verify the Hypotheses (2)

Dimensions of job stress	Dimensions of organizational commitment		
	Affective commitment	Continuous commitment	Total score of the scale
Physical stress	-.556**	-.561**	-.495**
P value	.000	.000	.000
Administrative and time stress	-.325**	-.621**	-.613**
P value	.001	.000	.000
Conflicts and role ambiguity stress	-.613**	-.584**	-.352**
P value	.000	.000	.000
Affective stress	-.691**	-.606**	-.609**
P value	.000	.000	.000
Total score of the scale	-.559**	-.351**	-.680**
P value	.000	.000	.000

Based on the above table 4, the researchers find a statistically significant negative perpetual correlation between organizational commitment and job stress in all dimensions.

Humans tend to attach to places where they find comfort and satisfaction of their needs and avoid those that cause tension and distress. Results of this hypothesis confirm this meaning, where the less job stress in the workplace the higher the desire of the employees to continue to work at it, preferably and emotionally attached to this organization that takes into account their needs and saturate them in an acceptable degree, so they become keen on the interests of this organization.

This hypothesis's result may indicate that management has an essential role in creating positive organizational commitment among the employees. Rational management that avoids creating severe job stress, and sets work schedules that help employees carry out their assigned tasks at an appropriate time, contributes to lessening job stress, which in turn makes the employees willing to continue working for this organization. Likewise, everyone's knowledge of the role entrusted to him or her within the organization, and reduction of conflicts between employees can reduce job stress, which makes employees feel good while at work. All of this create a pleasant organizational climate that raises the affective and continuous organizational commitment, which results in excellent job performance, through which the organization achieves its intended goals.

Table 5: Shows the Result of t-test for Two Independent Groups to Verify the Hypothesis (3)

variables	Groups of comparison	Sample size	Arithmetic Mean	SD	t-value	df	P value
Affective Commitment	Males	50	66.2800	9.00349	1.960	103	.053
	Females	55	62.7636	9.33921			
Continuous Commitment	Males	50	60.0400	7.66907	1.511	103	.134
	Females	55	57.4545	9.63754			
Total Score of the scale	Males	50	126.3272	15.944634	1.810	103	.073
	Females	55	120.222	18.36733			

Based on the above table 5, the researchers found no statistically significant differences between male and female employees in the continuous commitment and organizational commitment as a whole, but rather the difference between males and females is in affective commitment. Men have more affective commitment than women towards the organization.

Work for a man is of fundamental importance in his life, perhaps related to his work as a responsible man capable of bearing the burdens of life and performing his duties towards himself and his family. Thus, he has more commitment to the organization than a woman. He derives from this organization all those psychological meanings and social respect based on that he is a financially independent man who can afford a useful life for himself and his family, which is in Sudanese society is a primary obligation for men than women.

In Sudanese society, women's affiliation and commitment are more related to social aspects, mostly outside the workplace, such as family and children. Also, the essence of a woman is her femininity, which she often senses from many things, the job might not be among them, so their affective commitment, despite its positivity, was less than that of men.

Males and females are equal in continuous commitment, showing everyone's desire to continue working for this organization, indicating satisfactory work conditions. In light of the lack of many job opportunities, people may prefer to stay in the organization where they got a chance to have a job, mainly if it satisfies their material, social and psychological needs.

Table 6: Shows the Result of t-test for Two Independent Groups to Verify the Hypothesis (4)

variables	Groups of comparison	Sample size	Arithmetic Mean	SD	t-value	df	P value
Physical Stress	Males	50	25.3000	6.64324	-1.582	103	.117
	Females	55	27.5091	7.57401			
Administrative and time stress	Males	50	24.3800	7.05630	- 3.695	103	.000
	Females	55	29.3636	6.76145			
Conflicts and role ambiguity stress	Males	50	15.5200	4.79047	- 1.984	103	.052
	Females	55	17.2727	4.73542			
Affective stress	Males	55	11.4400	3.38761	-2.438	103	.016
	Females	50	13.1636	3.81403			
Total Score of the scale	Males	55	76.6400	18.21500	-3.009	103	.003
	Females	50	87.3091	18.08301			

Based on the above table 6, the researchers found statistically significant differences between males and females concerning the following dimensions of job stress: administrative and time stress, conflicts, and role ambiguity, and affective stress, as females felt more stress than males in all these dimensions. This result might be due to women's psychological nature that makes them more sensitive to the events they experience. Women suffer from roles conflict more than men, as they have to reconcile professional and family success, which may burden them with more duties, unlike men. They also have to perform some family duties before going to work, which is a source of tension for them, as they have to be at the workplace at a specific official time; if not, abide by it may expose them to some administrative matters. Women's preoccupation with several things outside the workplace may cause them some psychological distress such as anxiety over children or anxiety about tasks awaiting at home upon return from work, these tasks in Sudanese society are usually assigned for women, not for men- which causes the feeling of affective stress inside the workplace more than men do. There are no statistically significant differences between males and females regarding physical stress, which might indicate that the workload is not sufficiently high to cause physical symptoms in women more than men.

RECOMMENDATIONS:
Based on the results of this study the two researchers recommend to enhance organizational commitment by eliminating all conditions that can cause unnecessary job stress which can be achieved by providing a better work environment: psychological, physical and administrative.

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