

**A
Project Report**

On

**A STUDY OF IMPACT OF STRESS ON EMPLOYEES
COMMITMENT**

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Declaration

I Aparna Naresh Sonkul, of MBA-2, Seat No.2019138 hereby declare that the Project work title A study of impact of stress on employees commitment which has been submitted to Savitribai Phule Pune University, is an original work of the undersigned and has not been reproduced from any other source. I further declare that the material obtained from other sources has been duly acknowledged in the report.

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Signature

Place:

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A word of thanks is much less the word encouragement which we have received from people going out of the way to make us feel comfortable & to make the things simple.

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Executive summary

As Richard Carlson says that, “Stress is nothing more than a socially acceptable form of mental illness”. Stress has been defined in different ways over the years. It was conceived of as pressure from the environment, then as strain within the person. The generally accepted definition today is one of interaction between the situation and the individual. It is the psychological and physical state that results when the resources of the individual are not sufficient to cope with the demands and pressures of the situation. Organizational commitment is the attachment of an employee with his/her organization. Organizational commitment reflects as the psychological link that ties the employee to the organization (O'reilly and Chatman, 1986). Organizational commitment has been defined as relating an employee's allegiance to the organization, readiness to exert work diligently on behalf of the organization, degree of goal and value congruence with the organization, and aspiration to retain attachment (Mowday et al., 1979).

The organizational commitments were the independent variable in this study and it was measured by Organizational Commitments Questionnaire (Mowday, Steers & Porter, 1979). Responses to the 15 items were captured on 7-point Likert scale (1= strongly disagree to 7 = strongly agree). The perceived Stress Scale (PSS) is used to measure the stress level of respondents. PSS consists of 14 items which included seven positive items and seven negative items, Responses ranged by 5-point Likert scaling which 1 = “Never” to 5 = “very often”. A total of 124 respondents in Maharashtra District were selected conveniently.

Majority of the respondents were Graduated (61.3%), that is respondents are well educated. Results showed that stress directly affects the commitment of employee study showed that most of the female respondents are committed to organization(50.1%);whereas male respondents (40.2%) were less committed than female and it also showed that male respondents have experienced a higher level of stress than female respondents. The result uncovered that there was a significant positive relationship between organizational commitments and stress (P=0.04)

This study will help organizations understand the impact of stress and employee commitment and thereby they can try to reduce stress of their employees.

Keywords: Employees commitments, stress.

CHAPTER 1

INTRODUCTION

1. Introduction

In the era of globalization, turnover is a persistent problem in organizations and it is common in every type and size of organization and at every organizational level. Staff turnover is a serious issue especially in the field of human resources management. It is very costly for an organization and the cost is due to termination, advertising, recruitment, selection, and hiring (Abbasi & Hollman, 2008).

When an employee leaves an organization, the ability of the remaining employees to complete their duties may be affected. Job satisfaction has been identified as an important factor in the working lives for all occupational groups. Employees who are satisfied are more likely to be committed to their organizations and decrease the intention of quitting from a job.

Besides, job stress experienced by employees is also one of the important factors that affect how they commit themselves. Job stress occurs when employees perceive an imbalance between their work demands and their capability and resources to meet these demands.

Many researchers try to understand the major determinants of turnover intention and develop some managerial implications to deal with the problem of high turnover rate (Tuzun, 2007). Previous studies indicate that job stress and job satisfaction is significantly correlated with continuous commitment and will affect the decision of employees whether they want to continue or quit from a job. For contributing to the further understanding of these related terms, the task of this study is to examine the relationship between job stress and organizational toward turnover intention among private sector employees in Petaling, Malaysia.

Stress is a universal element and persons from nearly every occupation have to face stress. Employers today are critically analysing the stress management issues that contribute to lower job performance of employees originating from dissatisfaction & high turnover ultimately affecting organizational goals and objectives. The aim of the study is to investigate the impact of

job stress on employees' commitment.

Stress: In today's world, stress has become a worldwide phenomenon, which occurs in various forms in every workplace. Stress is a Common element in any kind of job and persons have to face it in almost every aspect of life. Stress has been defined in different ways over the years.

According to Robbins and Sanghi (2006) "A dynamic condition in which an individual is confronted with an opportunity, constraints, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important."

Employees stress

According to Swanepoel et al (1998) work related stress has been a topic that has received increasing attention, in the area of occupational health, over the last three decades. These authors were of the opinion that the world, especially the world of work and business, has become increasingly subjected to fast changing forces like increased competition, the pressure of quality, innovation and an increase in the pace of doing business. The demands on employees grew equally dramatically and this created stress within employees. Apart from stress that arose from the work situation, other sources of stress could relate to personal factors such as relationships with others and use of free time.

Stress can therefore be described as the adverse psychological and physical reactions that occur in an individual as a result of his or her inability to cope with the demands being made on him or her (Moorhead and Griffin, 1998). That is, tension from extraordinary demands on an individual. It is noted that stress is not necessarily bad; it is an opportunity when it offers potential gain. But whatever its nature, it usually begins when individuals are placed in a work environment that is incompatible with their work style and or temperament. It becomes aggravated when individuals find out that they have or can exercise little control over it. "Many organizations in the world are witnessing an alarming increase in the negative effects of stress on employee's productivity. Typical examples are organizations in America, the United Kingdom, the Caribbean, East and Central Africa, West Africa and in other parts of the world. The American Academy of Family Physicians reported that about two-thirds of the visits to family physicians are the results of stress-related symptoms' ' (Henry and Evans 2008).

1.2 Objectives of the study

- To study the impact of stress on an employee's commitment.
- To understand the differences between male and female employees in their perception of stress employees commitment.
- To give suggestions based on findings of the study.

CHAPTER 2
THEORETICAL FRAMEWORK

2.Theoretical Framework

- **Stress:**

The term **stress** was borrowed from the field of physics by one of the fathers of stress research Hans Selye. In physics, stress describes the force that produces strain on a physical body (i.e.: bending a piece of metal until it snaps occurs because of the force, or stress, exerted on it).

Hans Selye began using the term stress after completing his medical training at the University of Montreal in the 1920's. He noticed that no matter what his hospitalized patients suffered from, they all had one thing in common. They all looked sick. In his view, they all were under physical stress.

He proposed that stress was a **non-specific** strain on the body caused by irregularities in normal body functions. This stress resulted in the release of stress hormones. He called this the "General Adaptation Syndrome" (a closer look at general adaptation syndrome, our body's short-term and long-term reactions to **stress**).

"Stress is the non-specific response of the body to any demand"

Bennett (1994) defines stress as a wide collection of physical and psychological symptoms that results from difficulties experienced by an individual while attempting to adapt to an environment. This means the potential for stress exists when an environmental situation presents a demand threatening to exceed a person's capabilities and resources. From the above definitions and descriptions stress can best be seen as excessive demands that affect a person physically and psychologically. Thus the mental or physical condition that results from perceived threat or danger and the pressure to remove it.

According to Bowin and Harvey (2001), stress occurs with the interaction between an individual and the environment which produces emotional strain affecting a person's physical and mental condition. Stress is caused by stressors, which are events that create a state of disequilibrium within an individual.

- **Commitment**

John Meyer and Natalie Allen developed their Three Component Model of **Commitment** and published it in the 1991 "Human Resource Management Review."

Commitment is a force that binds an individual to a course of action of relevance to one or more targets (Meyer/Herscovitch 2001:302). 'Binding' refers to the maintenance of the relationship with the commitment object and is seen as the most important outcome of commitment (e.g. Meyer et al. 2002).

Thus, committed individuals stick to the object(s) of their commitment. As is the case in private life, many individuals have conflicting commitments in work life, such as those towards work, profession, career, colleagues, department, and the organization as a whole. There are different forces that can compel an individual to a particular course of action.

We may do so because we like it (affective bonding), because we feel obliged (normative conformity) and/or because people have good reasons for their commitment (rational choice) (Allen/Meyer 1990). So, based on what we know about employee commitment, what does 'employer commitment' mean? Derived from the above-cited definition, 'employer commitment' could be defined as follows:

"We assume that employers' commitment is reflected in the attitudes and behaviours of employer delegates. This also means that employers are only as good as their representatives are: due to their pursuit of a particular goal or lack of information, employee delegates do not necessarily act in correspondence with company policies. Thus, the employer can be better or worse than the delegates suggest".

Mowday, Porter, and Dubin (1974) suggest that high committed employees may perform better than less committed ones. Schein (1970) and Steers (1975) suggested that commitment may represent one useful indicator of the effectiveness of an organization.

Kanter (1968) defines commitment as "The willingness of social actors to give their energy and loyalty to social systems, the attachment of personality systems to social relations, which are seen as self-expressive" (pdf3)

CHAPTER 3
LITERATURE REVIEW

3.Literature Review

Kavitha in her research titled —**Role of stress among women employees forming majority workforce at IT sector in Chennai and Coimbatore** (2012), She has focused on the organizational role stress for the employees in the IT sector. She found in her research that, women face more stress than men in the organization and she viewed to be more specific married women faces more stress than the unmarried women.⁵

P.S. Swaminathan,& Rajkumar S. in their work on —**Stress levels in Organizations and their Impact on Employees' Behaviour** (2013). They have conducted a study that focused on the levels of stress among the age group, profession, different varieties of jobs, hours of work and the influence of the work environment on the degree of stress faced by employees. Stress in an employees' individual nature. This study indicates that, an optimum level in which every individual can perform with his full capacity and identified three conditions responsible for work stress they are 1) Role overload 2) Role self distance 3) Role stagnation.⁶

Satija S. & Khan W. in their research work titled —**Emotional Intelligence as Predictor of Occupational Stress among Working Professionals** (2013).

According to them Occupational Stress is the same as Job Stress that needs to be controlled at the workplace otherwise it will negatively affect an employee's work attitudes & behavior. This study investigates the relationship between Emotional Intelligence and Occupational Stress. This study revealed findings that, Emotional Intelligence is a most significant predictor of Occupational Stress

Amir Shani and Abraham Pizam(2009) —**Work-Related Depression among Hotel Employees** have conducted a study on the depression of work among hotel employees in Central Florida. They have found that, incidence of depression among workers in the

hospitality industry by evaluating the relationship between the occupational stress and work characteristics.⁸

Viljoen and Rothmann, have investigated the relationship between —occupational stress, ill health and organizational commitment (2009). They found that organizational stressors contributed significantly to ill health and low organizational commitment. Stress about job security contributed to both physical and psychological ill health. Low individual commitment to the organization was predicted by five stressors, such as Work-life balance, Overload, Control, Job aspects and Pay. ⁹

Schmidt, Denise Rodrigues Costa; and et al, in their work on —Occupational stress among nursing staff in surgical settings. They aimed at evaluating the presence of occupational stress among nursing professionals working in surgical settings and investigating the relations between occupational stress and work characteristics.¹⁰

Li-fang Zhang has conducted a study titled —Occupational stress and teaching approaches among Chinese academics (2009). Researcher suggested that, controlling the self-rating abilities of the participants, the Favorable conceptual changes in teaching approach and their role insufficiency predicted that the conceptual change in teaching strategy is negative.¹¹

Kayoko Urakawa and Kazuhito Yokoyam in their work on —Sense of Coherence (SOC) may Reduce the Effects of Occupational Stress on Mental Health Status among Japanese Factory Workers (2009) It has found the result i.e. adverse effects on mental health due to the job demand and job stress was positively associated with SOC, the mental health status of males in managerial work was adversely negative, whereas it was positive among the female co-workers. Finally they found that, SOC is an important factor determining the coping ability over the job stress for both the genders.¹²

J.E. Agolla in his research titled —Police Officers: The Case of Botswana Police Servicell, (2009). He has conducted a study in Botswana, among the police to find out work stress symptoms and coping strategies among the police service. This study reveals that the police work stressors are; getting injured while on duty and the use of force when the job demands to do so, etc. The coping strategies were identified as exercising, socializing,

healthy eating or diets, career planning and employee training.13

Connolly, John F and Willock, Joyce and Hipwell, Michele and Chisholm, Vivienne in their research titled —Occupational Stress & Psychological Well Being following University Relocation (2009) they describe and analyze that management standards for work related stress (demand, support, control, role, relationships and change) can be analyzed by examining 1) overall levels of psychological strain 2) job satisfaction, and 3) the psychosocial working conditions. 14

Urska Treven, Sonja Treven & Simona Sarotar Zizek in their research titled —Effective approaches to managing stress of employees (2011) They have found that, where the workers are said to be stressed are more likely to be unsuccessful in their work. Various approaches to managing stress, good work organization and good management are effective ways of preventing stress. They categorized stress broadly into three types; such as i) Transient Stress ii) Post Traumatic Stress Disorders (PTSD) and iii) Chronic Stress. 15

Khalid A. in his research titled —Role of Supportive Leadership as a Moderator between Job Stress and Job Performance (2012) have found that, there is a direct relationship between stress and job performance in any organization. To improve the performance of an individual in an organization an employee should receive good support from their leaders. Therefore, a supportive leader can improve the performance of an employee even at unfavorable situations.

CHAPTER 4
RESEARCH METHODOLOGY

4. Research Methodology

Data Collection Design

Current study is a descriptive study. Considering the research question and type of information needed for current study, the communication approach of data collection was used. The communication approach involves surveying or interviewing people and recording their responses for analysis (Cooper & Schindler, 2006). For current covid condition it is not possible to connect the company so all questionnaires are distributed electronically (via google form).

Data Collection:

- **Primary Data:**

Primary data is an original data, that is one in which the data is collected first hand by the researcher for a specific research purpose or project.

The primary data for study was collected by conducting a survey on awareness and preferences of different employees through questionnaires.

Data Collection technique:

Data was first entered into an excel sheet. It was then checked for accuracy and imported into the SPSS datasheet. Here, the data was recorded and prepared for further analysis. Before testing the hypothesis, we had to ensure that the scales measured what they were expected to measure. Exploratory Factor Analysis was carried out to test the factor structure of scales. Cronbach's alpha reliability was tested(alpha-.891)

Sampling Design:

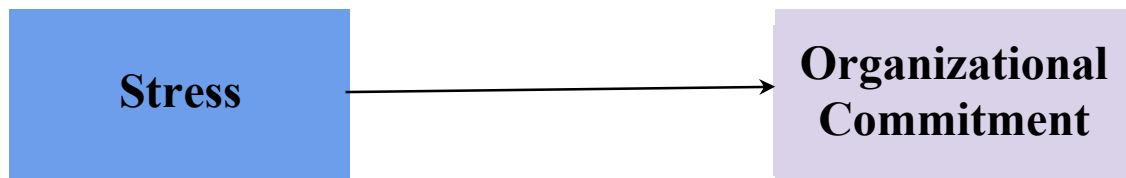
Sample method:

In current study, Convenience sampling is non-probability sampling and involves the selection of sample members based on easy availability or accessibility. Hence, a non-probability convenient sampling method was used to reach the respondents in this study.

Sample Size:

Sample size denotes the number of elements selected for the study. Total 124 individuals have been taken as samples for the purpose of the study.

Research Model:



Research model 1.1

CHAPTER 5
DATA ANALYSIS

5. Data Analysis and Interpretations

Sample Profile

Section A of the questionnaire contained demographic profile related information of respondents like gender, educational qualification, family type etc. The details of sample profile are given in the below table 1.1

Table no.1.1 Demographic profile of respondents

	Number	Percent
<u>Gender</u>		
Male	77	62.1
Female	47	37.9
<u>Highest Education Qualification</u>		
10th		
12th	5	4
Graduation	76	61.3
Post-Graduation	37	29.8
Any Other	6	4.8
		Average
Age (yrs.)	22	
Work Experience(yrs.)	1	
Working Days in a week	5	

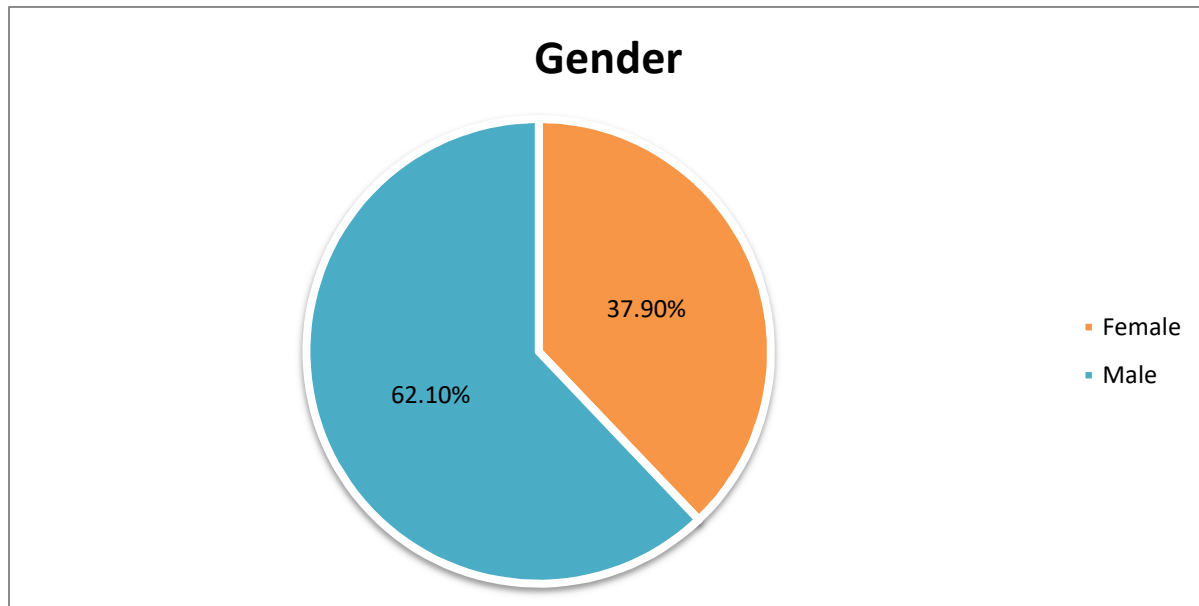
Sample was 124 male and female respondents. Approximately 76% respondents were graduates, while 37%.

On average respondents worked 5 days a week with average 8 working hours per day and. Average work experience was 1 years.

1. Gender

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Male	77	62.1
Female	47	37.1
Total	124	100

Table no.1.2



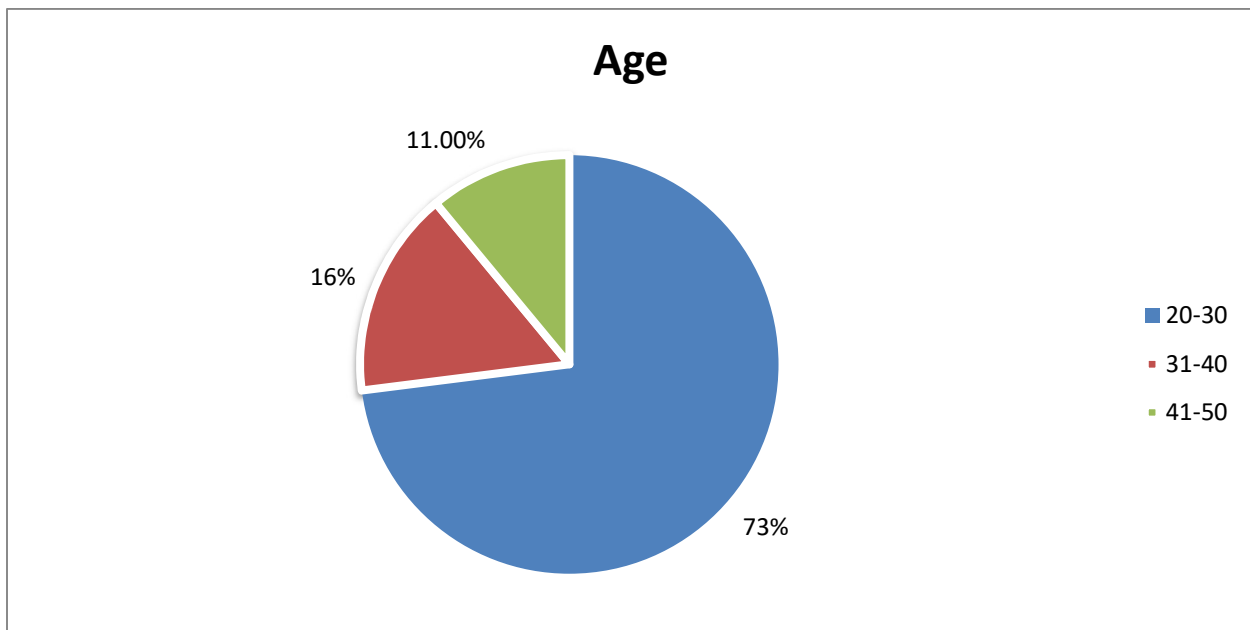
Graph : 1.1

Interpretation: - For research there are more male respondents than female as the percentage of male respondents is 62.1% and female were only 37.9%.

2. Age

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
20-30	90	73
31-40	20	16
41-50	14	11
Total	50	100

Table no.1.3



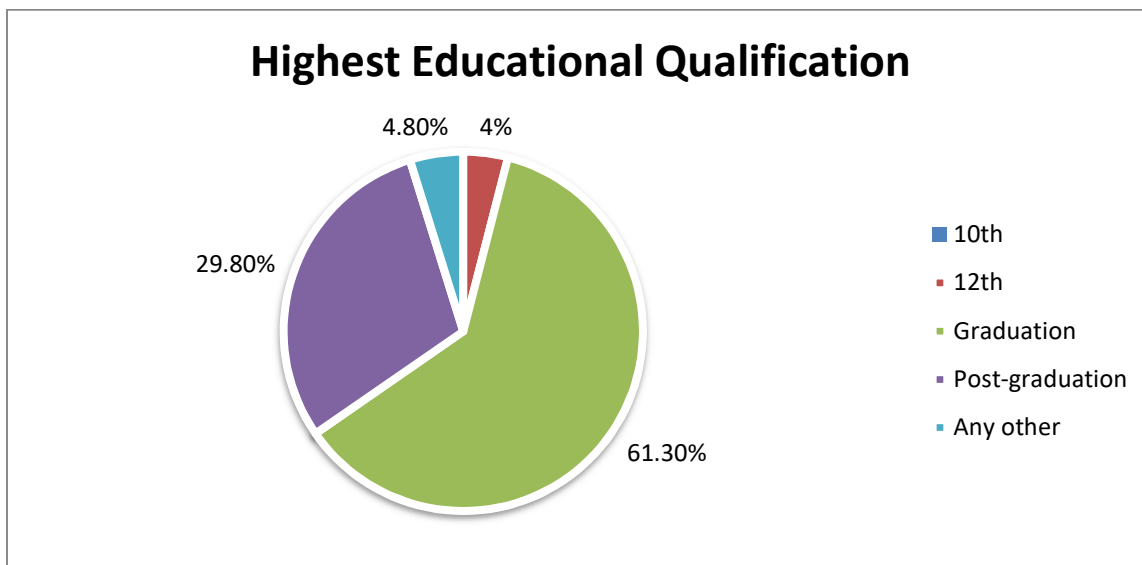
Graph :1.2

Interpretation: Respondents in 20-30 age groups are maximum with 73% and it is followed by 31-40 age groups with 20%, 41-50 age groups with 14% . This shows that respondents in the age group of 20-30 more than other age groups.

3. Highest Educational Qualification

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
10th	0	0
12th	5	4.1
Graduation	76	61.3
Post-Graduation	37	29.8
Other	6	4.8
Total	124	100

Table no1.4



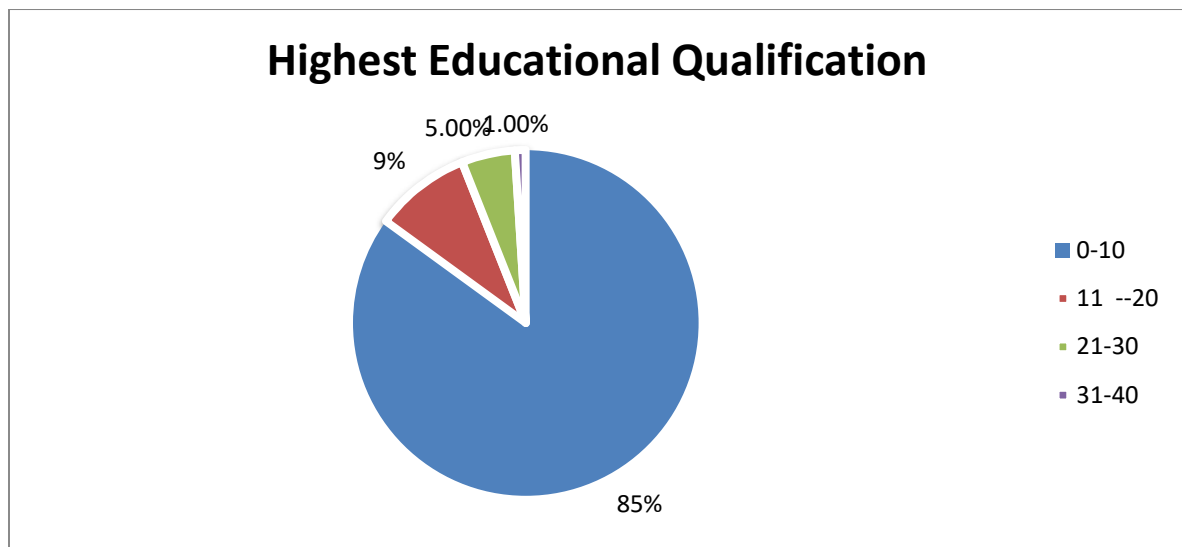
Graph : 1.3

Interpretation:- From research it was found that the highest education qualification is graduated that is 61.30%.

5. Total work experience in year

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
0-10	106	85
11-20	11	9
21-30	6	5
31-40	1	1
Total	124	100

Table no.1.5



Graph : 1.4

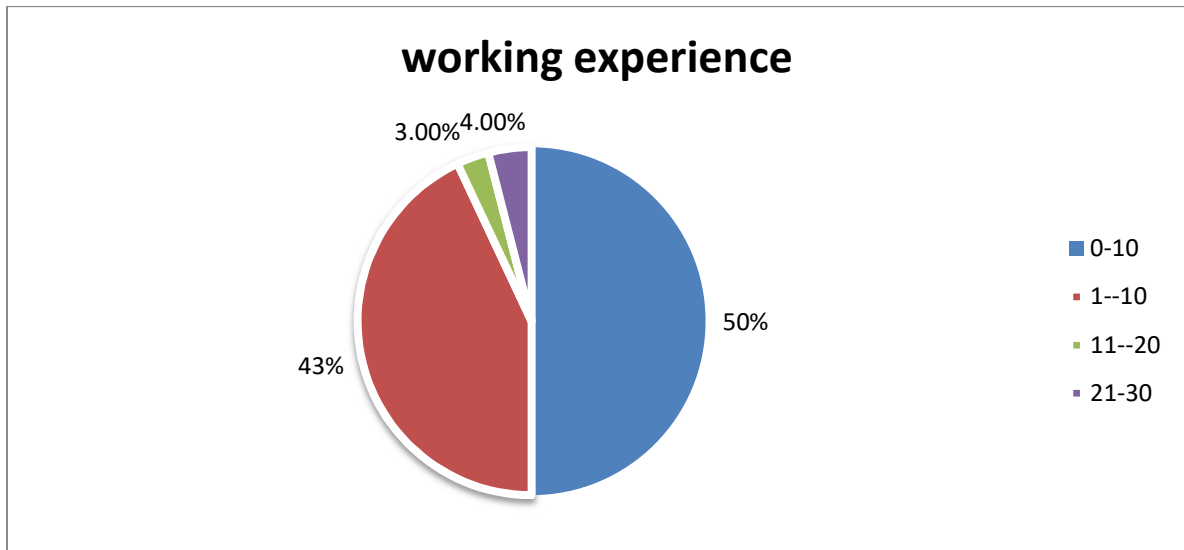
Interpretation:-

Respondents who are working from 0-10 year groups are maximum with 85% and it is followed by 11-20 year groups are 11%, 21-30 groups with 6% and 31-40 year groups is 1%. This shows that respondents who are working from 0-10 year groups more than other groups.

6. How long are you working in current organization.(in years)

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
0-1	62	50
1-10	53	43
11-20	4	3
21-30	5	4
Total	124	100

Table no.1.6



Graph : 1.5

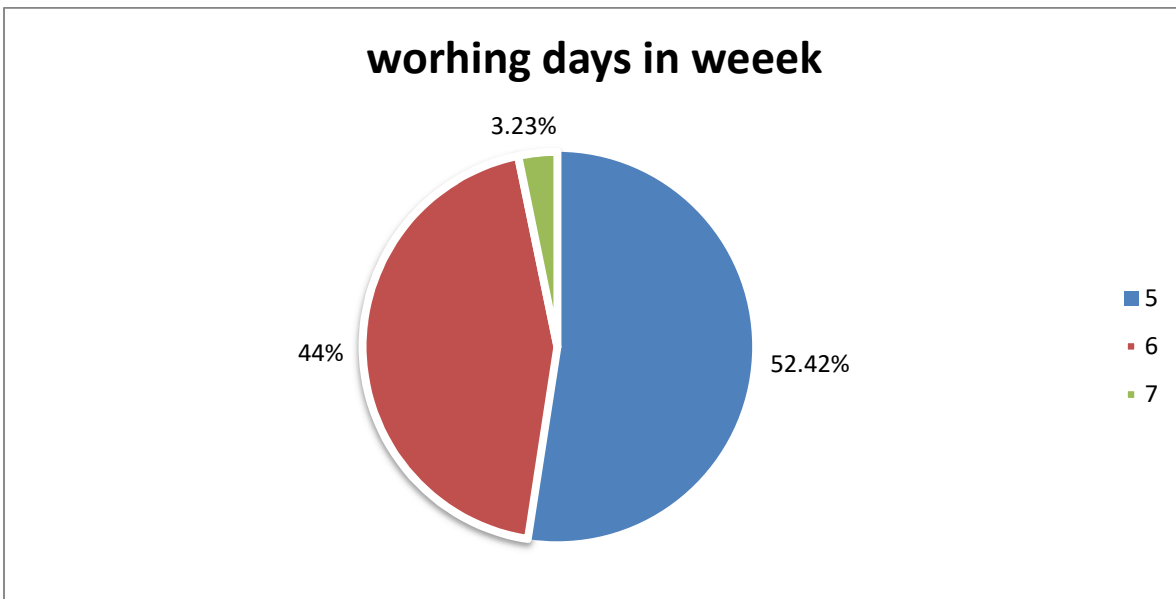
Interpretation:-

Respondents who are working in current organizations from 0-1 year groups are maximum with 50% and it is followed by 1-10 year groups are 43%, 11-20 groups with 3% and 21-30 year groups is 4%. This shows that respondents who are working in current organizations from 0-1 year groups more than other groups.

7. How many days in a week do you work?

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
5	65	52.42
6	55	44.35
7	4	3.23
Total	124	100

Table no.1.7



Graph : 1.6

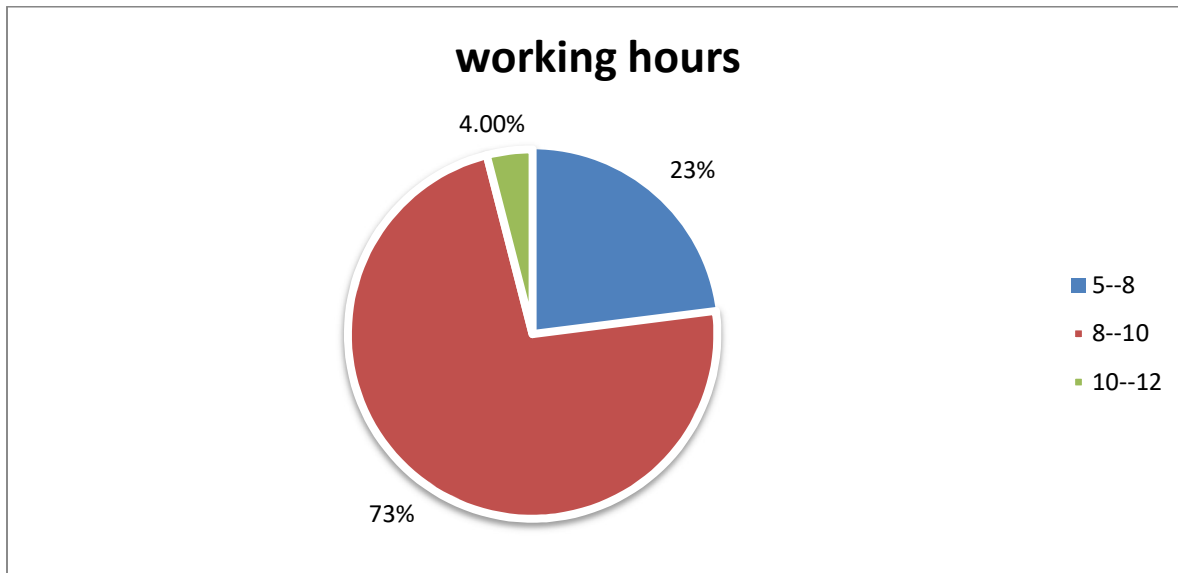
Interpretation:

Respondents who work for 5 days are maximum with 52.42% and it is followed by 6 days groups with 44.35% and 7 days groups is 3.23%. This shows that respondents who work 5 days groups more than other groups.

8. Average daily working hours

PARTICULARS	NO.OF RESPONDENTS	PERCENTAGE
5-8	29	23
8-10	90	73
10-12	5	4
Total	124	100

Table no.1.8



Graph : 1.7.

Interpretation:

Respondents whose daily working 5-8 hours is 23% and it is followed by 8-10 hour groups with 73% which is maximum and 10-12 hours groups is 4%. This shows that respondents with daily working hours 8-10 hours groups more than other groups.

CORRELATION

Here we are trying to find out correlation among Independent variable stress with dependent variable commitment.

Mean and correlations for all the variables are reported in Table 1.9 It was found that there is significant positive correlation between stress and commitment (.004).

Variable	M	Organizational commitment	Stress
Organizational commitment	4.66	-	.004
Stress	1.82	.004	-

*Note - N = .004 ** p < .01*

Table 1.9 Mean and Correlations among study variables

REGRESSION ANALYSIS

Here we are testing if stress (i.e. Independent Variable) has any effect on commitment (i.e. Dependent Variable) of employees.

Regression analysis was used to test the impact of stress on employee commitment.

Tables 1.10. present the results of regression analysis.

Table 1.10– Results of a Regression Analysis for Stress and Employees commitment.

I.V.	D.V.	β	R^2	ΔR^2
Stress	Dependent	-.260	.067	.060

Note - $p < .01$

Regression analysis was run to predict stress based on commitment of individuals (Table 1.10.). Significant coefficient of determination was found with R^2 of .67, $\beta = -.260$ ($p < .01$). Thus, Lower perception of commitment experienced by employees will be associated with stress.

Hence, our assumption that stress would be positively associated with commitment was supported by the data.

T-TEST

Here we are trying to find out if there are differences between male and female employees in their perception towards organizational commitment.

One way ANOVA was conducted to compare if there are significant differences in perception towards organizational commitment based on gender

Table 1.11 - Results of one – way ANOVA analysis of effect on perception of Organizational Commitment based on Gender of respondents

		Mean	SD	F	Sig.
Organizational Commitment	Male	4.41	.911	6.206	.021
	Female	5.71	1.06		

Analysis of variance (Table 1.11) showed that an average organizational commitment of male was 4.41 (SD = .911); for female respondents it was 5.71 (SD = 1.06).

The effect of gender of respondents (Male and female) on their perception of organizational commitment was found to be significant $F = 6.206, p = .021$

T- TEST

Here we are trying to find out if there are differences between male and female employees in their perception towards organizational commitment.

One way ANOVA was conducted to compare if there are significant differences in perception towards organizational commitment based on gender

Table 1.12 - Results of one – way ANOVA analysis of effect on perception of Organizational Commitment based on Gender of respondents

		Mean	SD	F	Sig.
Organizational Commitment	Male	4.62	.950	3.996	.049
	Female	4.71	.525		

Analysis of variance (Table 1.12) showed that an average organizational commitment of male was 4.62 (SD = .950); for female respondents it was 4.71 (SD = .525).

The effect of gender of respondents (Male and female) on their perception of organizational commitment was found to be significant $F = 3.996, sig. = .049$.

T- TEST

Here we are trying to find out if there are differences between male and female employees in their perception towards stress.

One way ANOVA was conducted to compare if there are significant differences in perception towards stress based on gender

Table 1.13 - Results of one – way ANOVA analysis of effect on perception of Organizational Commitment based on Gender of respondents

		Mean	SD	F	Sig.
stress	Male	1.8265	.500	0.00	.0995
	Female	1.8256	.480		

Analysis of variance (Table 1.13) showed that the average stress of male was 1.8265 (SD = .500); for female respondents it was 1.8256 (SD = .480).

The effect of gender of respondents (Male and female) on their perception of stress was found to be significant $F = 0.00$, $sig. = .099$.

CHAPTER 6

FINDINGS AND

RECOMMENDATIONS

6.1 Finding

- i) In data analysis from correlation and regression it was found that employees' commitment is highly correlated to the stress level of employees ($P=.004$)
ii) That is the commitment of the employee will be lower if stress is more.
- From t-test for employee commitment with difference in gender, it was found that female employees are more committed that is 4.71 than male employees 4.62.
- From the t- test for stress with difference in gender it was found that there is a high level of stress in male employees that is 1.8265 than female employees that is 1.8256.

6.2 Suggestions

1. The best method to combat occupational stress is to eliminate the sources of stress in the work environment thus easing the pressure upon individual Employees.
2. Furthermore, tasks and roles should be redesigned to ensure employee autonomy and control over their job aspects.
3. Since work relationships are also a huge source of occupational stress, an effective communication system that enables proper feedback to all stakeholders may reduce stress regarding work relationships.
4. Job overload is also a huge source of occupational stress hence it is essential to reduce overload.
5. The focus of this is on providing the necessary training to management and employees to reduce occupational stressors.
6. Training techniques include relaxation, restructuring, time management and conflict resolution strategies are useful on some stressors (Cooper & Dewe, (2001).
7. Organizations can also use the services of wellness programs both internally and externally.

7. Limitations

- The data is entirely based on responses given by respondents may not be true due to their personal bias in replying to the question.
- Due to the time the large sample was not taken since the study conducted was with a small sample hence the exact picture cannot be revealed and the finding cannot be generalized.
- Further, considering the sample profile of this study the representation of female participants in the current study sample is less as compared to male participants.
- For this study we have used the convenient sampling method to approach participants and hence the issue arises regarding whether the findings of this study will generalize to the entire population.

CHAPTER 8

CONCLUSION

8. conclusion

The study concluded that males and females experience stress differently. Females have lower occupational stress than males. Furthermore, stress affects managerial positioned employees organizational commitment lower than non-managerial level employees.. Low occupational stress and high level of support at the workplace increase organizational commitment. Moreover, effective support, use of personal resources, role of occupational therapist, loyalty, and emotional connection with the organization are reasons for high organizational commitment of employees. Thus, it is confirmed that there exists a relationship between occupational stress and organizational commitment of employees.

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ii. Annexures

Impact of Stress on Employees Commitment

Dear Respondent,

I am Aparna Naresh Sonkul pursuing my M.B.A. from SavitribaiPhule Pune University. As a part of my curriculum this study is being conducted purely for the academic purpose.

All the information provided by you will be kept completely confidential.

Thank you in advance for your participation. I am extremely appreciative of your time and effort.

SECTION A – Demographic Profile

Please provide the following information

Name (optional) - _____

1. Gender –

Male Female

2. Age (in years) - _____

3. Highest Educational Qualifications- (Please tick all that is applicable)

10th 12th Diploma

Graduation Please Specify _____

Post-Graduation Please Specify _____

Any other, please Specify _____

4. Profession - _____ Department - _____

5. Total Work Experience (in years) - _____

6. How long are you working in the current organization? _____

7. How many days in a week do you work?

4 days 5 days 6 days 7days

8. Average Daily Working Hours - _____ Hours

Section –B Part– 1

Instruction - Mark the degree to which you agree or disagree to the following statements.

1. Strongly Disagree
2. Disagree
3. Somewhat disagree
4. Neutral (Neither agree or disagree)
5. Somewhat agree
6. Agree
7. Strongly Agree

	Statement	1	2	3	4	5	6	7
1.1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization to be successful.							
1.2	I talk up this organizational to my friends as a great organization to work for							

1.3	I feel very little loyalty to this organization.								
1.4	I would accept almost any type of job assignment in order to keep working for this organization.								
1.5	I find that my values and the organization's values are very similar								
1.6	I'm proud to tell others that I am part of this organization.								
1.7	I could just as well be working for a different organization as long as the type of work was similar.								
1.8	This organization really inspires the very best in me in the way of job performance.								
1.9	It would take very little change in my present circumstances to cause me to leave this organization.								
1.10	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.								
1.11	There's not too much to be gained by sticking with this organization indefinitely.								
1.12	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.								
1.13	I really care about the fate of this organization								
1.14	For me, this is the best of all possible organizations for which to work.								
1.15	Deciding to work for this organization was a definite mistake on my part.								

Part 2-

Instruction – Given below are thoughts/ feelings you have with regard to your life. Using the following scale, please indicate the extent to which you agree or disagree with the following statements.

1. Never
2. Almost never
3. Sometimes
4. Fairly often
5. Very often

	Statement	1	2	3	4	5
2.1	In the last three month, how often have you been upset because of something that happened unexpectedly.					
2.2	In the last three month, how often have you felt that you were unable to control the important things in your job.					
2.3	In the last three month, how often have you felt nervous and "stressed".					
2.4	In the last three month, how often have you dealt successfully with irritating life hassles.					
2.5	In the last three month, how often have you felt that you were effectively coping with important changes that were occurring in your life.					
2.6	In the last three month, how often have you felt confident about your ability to handle your personal problems.					
2.7	In the last three month, how often have you felt that things were going your way?					
2.8	In the last three month, how often have you found that you could not cope with all the things that you had to do.					
2.9	In the last three month, how often have you been able to control irritations in your life.					
2.10	In the last three month, how often have you felt that you were on top of things?					
2.11	In the last three month, how often have you been angered because of things that were outside of your control.					

2.12	In the last three month, how often have you found yourself thinking about things that you have to accomplish.					
2.13	In the last three month, how often have you been able to control the way you spend your time?					
2.14	In the last three month, how often have you felt difficulties piling up so high that you could not overcome them?					

Thank you again for your time, effort and contribution!

Annexure: 2

Coding information of Data

1	Gender	male	0
		female	1
2	Age	below 25	1
		25-35	2
		35-45	3
		above45	4
3	Education		
		12th	1
		graduation	2
		post graduation	3
		any other	4
4	Total work experience	0-10	1
		10=20	2
		20-30	3
		30-40	4
5	Total working days	5	1
		6	2
		7	3
6	Daily working hours	05=8	1
		8=10	2
		10=12	3
7	Duration in current Organization	0-1	1

		1=10	2
		10=20	3
		20=30	4
8	Designation	engineer	1
		accountant & banking	2
		sales & marketing	3
		Analyst	4
		HR	5
		employees	6
		doctor or medical related	7
		buisness	8
9	Section 1: Commitment	Strongly disagree	1
		Disagree	2
		Somewhat disagree	3
		Neutal (neither agree or disagree)	4
		Somewhat agree	5
		Agree	6
		Strongly agree	7
10	Section 2 : Stress	Never	0
		Almost never	1
		Sometimes	2
		Fairly often	3
		Very often	4