

REVIEW OF LITERATURE

CHAPTER-II

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2.1. JOB SATISFACTION

Alf Crossman and Bassem Abou-Zaki (2003) studied the relationship among job satisfaction, job performance, each job roles and socio demographic variables in the banking sector of Lebanon. The sample survey covered 9 commercial banks from 202 bankers. The results show that satisfaction of job is dependent in all the job roles, job satisfaction in one facet can lead to satisfying with other job facets. Female banker's satisfaction is less for all facets other than the salary. Satisfaction is low among the less educationally qualified female employees. There is an increase in job performance when their tenure is longer.

Samuel Thavaraj and T. Vanniarajan (2012) in their study analysed the factors of influence on job satisfaction and also understand the distinguishing factors in job satisfaction between the private and public sector banks. Questionnaires were collected from 120 bankers working in the mid-level management from the public and private sector banks. The percentage of response rate was 86.67 respondents. The outcome shows that work environment, achievements, recognition, leadership, and income are the major factors of influence for job satisfaction. Employee achievement, recognition is the important factors that influence job satisfaction significantly. Employee recognition, work environment, achievement are the factors that showed significant differences between the public and private sector bank employees. The above mentioned factors are also the discriminatory job factors among the two groups. The employees of private banks are highly satisfied with the achievement and the recognition they receive when compared to public bank employees.

Aarti Chahal et.al., (2013) analysed the Canara Bank employees in Delhi NCR about the level of job satisfaction, the influencing factors for job satisfaction and to understand the relationship about the personal factors among their employees. The study aims to get an insight into the level of satisfaction about the bank employees' perspective. The study says that the important factors for increasing satisfaction in the job among the bank employees are salary, a system of performance appraisal followed, the relationship of employee with the management and other co-workers, promotion strategy adopted, job pressure, hours of work, training and development programs adopted. Various statistical techniques are applied to understand that increasing the importance of these factors will tend to improve the job satisfaction of the employees.

Sudha V. and BeenaJoice. M (2013) studied the influencing factors with respect to pay, career planning, relationship among co-employees, rewards, job environment and also the job satisfaction level of bank employees in the private banking sector. Respondents for the survey were from 118 samples. Multiple regression statistical tools were used to analyse the influencing factors for the job satisfaction level. The result shows that there is a positive influence of satisfaction level on the job for the various variables considered for doing the study. The employees should maintain the good and conducive relationship among themselves along with healthy environment. Regular training and development sessions are to be conducted to enhance their skills and knowledge. Employees improve their performance when they are provided with certain add-on benefits. The employees can show an increased level of commitment to their job responsibilities when they are provided with the freedom to perform when important decisions are taken.

Vangapandu Rama Devi and Anne Nagini (2013) analyzed the factor that influences the job satisfaction of bank employees working in private banks. The sample was taken from 103 bank employees working in 9 private banks at Vijayawada (India). A simple random sampling method was used to collect the data. A structured questionnaire was used to collect the primary data; mean and chi-square tests were used for analysis. Organizational Factors, Personal Factors, and Job oriented Factors are three categories considered for the study. The importance of all factor was determined with the sequence. The result shows that Gender, Designation, Marital Status, Age, Income, Work Status, Experience, job satisfaction Number of Dependents and Nature of Family has a significant relationship between demographic variables and socioeconomic status of the respondents. The relationship between job satisfaction, Nature of the Job and Qualification has no relationship.

Dr. Varshney M. G. and Sangeeta Malpani (2014) study reveals that each and every employee desires to have high satisfaction in their jobs. Satisfaction in the job depends on how much employees are favorable or not favorable in their work. It depends on the inside feeling of the employees which is a psychological concept. Salary, educational qualifications, job security, nature of work, family-work life balance and promotional opportunities are the independent variables that affect job satisfaction. The increased employee satisfaction can benefit both employees and employer in terms of their productivity and in the profits. The researcher has tried to understand the concept and analyze the factors that affect job satisfaction and their significant relationship among the factors. The bank management is doing different strategies to enhance employees' job satisfaction. The study aims to identify the job satisfaction level among employees of the public sector bank and to know the factors that contribute to job satisfaction.

Dr. Samita Samaiya, (2015) analyzed and compared the satisfaction of employees in private and public sector commercial organizations. The sample study was done on 240 employees from both the public and private sector organizations that are graduates and are in the middle management level. Incidental sampling technique was employed to gather data through 3 self report inventories called the Employee Survey Questionnaire (ESQ). The result showcased that employee satisfaction is similar in the case of public and private sector employees. There is not much influence of age and gender on employee satisfaction among the private and public sector as there is not much difference between their gender and age groups.

Mohammad Abdolshah et.al. (2018) revealed the importance of factors that affect job satisfaction and its influence on job satisfaction of employees. Every person prefers satisfaction in work and in their life. The research was done in 2015 covering the cross section of people. The sample study was conducted on senior executives of the MehrIran and Asgariyeh Banks in Alborz and Qazvin. The research questionnaires consisted of individual characteristics and proprietary areas. The questionnaire consisted of 4 questions covering Individualistic and the Proprietary questionnaire contained 70 items, with job satisfaction as a dependent variable. SPSS software was used for analysing data. The t-Test was used to analyze each of the independent and dependent variables in the study. The study concludes that the coworkers, promotion, and pay are the top three variables that influence job satisfaction.

2.2. ORGANISATIONAL COMMITMENT

Emanuel Camilleri, (2002) aims to find out the major factors that influence employees to become committed to an organisation (OC). After establishing the relationship between the antecedents and OC, the reliability of the dimensions are to be ascertained and

steps are to be made to increase the strength of OC. The data was checked for validity and reliability using Cronbach alpha and factor analysis. Multivariate analysis was done through the regression method and analysis of variance was adopted to establish the existence of a significant relationship between the identified antecedents and the three dimensions of OC. The study gives recommendations, the measures to be taken to maintain or improve the type of OC.

Arne Mastekaasa, (2004) research compares the level of commitment towards organization between the professionals majorly employed in the private sector like journalists, business administration graduates; with professionals working in the public sector like social workers and teachers. Graduated students from colleges under Norwegian university in 2001 are considered, but the survey was done in 2003. There is the highest commitment among teachers in the public category and there is the lowest commitment among the nurses, but there is no systematic difference between the two sectors. The study tried to explain the differences between groups by considering the rewards employees receive for their work done and the importance or value they give for the rewards. The research hypothesis covers to understand the effect between rewards and values the samples have. The stronger the importance is given to reward the greater will be the return towards organization commitment. The existence of differences between the groups is very limited and this depends on the importance or consideration given by the respondents towards the rewards. There exists significance in values-rewards. The researcher also says that variations in the value measures for the groups are not captured as it has less effect between the groups. There exist a complex nature in the commitment attitude process involved and the ratio is less than as assumed in the literature.

K. R. Sowmya and N. Panchanatham, (2011) studied the factors that influence the commitment of bankers in Chennai towards the organization. This will help the banks to become more aware and understand the commitment of the employees towards the banks. The understanding of influencing factor will help improve the awareness thereby improve the employee commitment towards organizations. The researcher has used the factor analysis of the principal component method developed by Mowday; Porter and Steers to study the influencing factors of the employees towards organizational commitment in Public sector banks and NPSBs.

Mangaleswaran T. and P.T. Srinivasan (2012) compare the commitment of employees in Public Sector Banks in Sri Lanka and India. The sample was collected from 281 employees in 2 public sector Banks of Sri Lanka and 449 employees in 3 Public sector Banks from India. Continuance commitment, normative commitment, and affective commitment are the key area of analysis considered. The analysis comes out with the result that there exist significant differences between public sector banks in both countries. Public Sector Banks in Sri Lanka can adapt and follow the practices of Public Sector Banks in India to increase the commitment level of employees. The demographic profiles of bankers are also to be considered when considering the steps to improve the organizational commitment of employees in banks.

Feryal Khan and Sohail Zafar (2013) aims to study the antecedents for affective commitment in the banking sector at Pakistan. Affective commitment has been considered as a key factor for the positive organizational level results by various international studies. Affective commitment is defined as the employee emotional attachment towards an organization. Employees who possess a high level of affective commitment would want to work for organizations. The study is aimed at getting an insight into the influence of

personal factors and demographic profile of age, tenure and management level and varying degrees of Affective Commitment. The survey questionnaire was collected from 200 commercial employees of the bank in Lahore, Pakistan. ANOVA analysis reveals that tenure showed a significant relationship with the employee affective commitment level than the demographic factors in the study.

Shruti Lamba and Nirmala Choudhary, (2013) studied the influence of HRM practices toward employees Organizational commitment from the various sectors in India. Organizations in the Service sector and Manufacturing sector are vying to provide value added services and provide innovative products with quality to overcome competition, win over the customers in this highly competitive market. The study reveals that the way HRM practices provide a competitive edge for employee's commitment towards the goal of an organization in the global competitive environment. From the study, it is evident that HRM practices definitely influences the Employees Organizational Commitment.

Dr. Ajay Suneja and Swati (2015) analyzed the organizational commitment by comparing the male/ female employees with married/ single bank employees in commercial banks. The service sector is growing at a rapid pace because of technology, competition, growth in the industry across the world, due to this commitment towards organization has become a major challenge. Employees play a major role in the service sector as they are the given the task to achieve the objectives, goals, and targets to consistently achieve in this corporate world. So employees role, commitment and performance in the organization is a crucial factor for consideration. Organisational commitment is the desire of the employee to work and stay in a particular organization and also accept and strive to achieve the goals and objectives of her/his organization. An employee shows a positive attitude towards the organization they work for and establish a substantial involvement, improvement in the

performance of the organization is the commitment employees contribute towards the organization. Employees engaged in private banks of Haryana are chosen for the study. The technique used in the study is Stratified Random Sampling. The result of the study indicates that banks should take steps to increase the Organisational Commitment of single employees in order to make the employees committed, motivated and show attachment to the organization.

Edith et.al., (2015) analyzed the impact created by promotion systems over the commitment level of employees in the Kenyan banks. Employees of various commercial banks were considered for the study through questionnaire method. Correlation analysis shows that Promotion signifies less relationship with commitment at $p < 0.001$, $r = 291$, at the significance level of 0.01. More analysis reveals that promotion has a negative and a significant relationship (Beta = -0.022, at $p > 0.05$) towards commitment levels. The study considers the target population of two groups of permanent and contract employees. The result shows that promotion has a significant relationship towards commitment among contract employees ($p=0.000$) and there was ($p=0.443$) no significant relationship for permanent employees. The result of the study reveals that there should be an improvement in the promotion criteria and on the benefits received by the employees when promoted. Moreover, promotion should be based on merit so that employees are motivated to perform and increase their productivity. There should be more involvement of HR managers during the promotion evaluation in order to enhance the process of evaluation.

Shweta Mittal & Vivek Mittal, (2015) analyzed the commitment of employees in the private and public banks. There exist differences in the employee commitment with respect to 3 parts of employee commitment in the private and public sector banks. They are continuance commitment, normative commitment and affective commitment. The primary

data was collected from employees of 203 banks, through the structured questionnaire consisting of employee commitment that measures normative, continuance and affective commitment. The comparison was done using the t-test to analyze the three factors of employee commitment. The result shows that employee commitment of bankers in the public sector is better than private sector banks.

Inderpreet Gandhi and Anukool M. Hyde (2016) tried to analyze the tough task faced by organizations is to retain employees who are talented. Every organization always try to get commitment from their employees to be stable in their jobs and also decrease employee turnover which is becoming costly. It is a general belief that employees who are committed will do hard work and they mostly 'go for the extra mile' in order to achieve the objectives of the organization. Organization commitment is the emotional attachment employees showcase, recognition of and the involvement of a person in a particular organization. The survey was done from 309 bank employees who are selected randomly across private and nationalized banks of Indore jurisdiction. The data analysis used was the one-way analysis of variance (ANOVA) and *t*-Test.

Aisha Mirgahni Shibeika (2016) tried to analyze the existence of the relationship between job satisfaction of employees (as analyzed by the Job Satisfaction Survey) and organizational commitment (affective, normative and continuance commitment). The human capital is employees in every organization. Satisfaction of employee is significant for every organization as they are an important asset in each organization. All organizations are much concerned about employee job satisfaction and commitment towards organization. Banking sector employees work under much stress at the workplace as it is in the service sector. The questionnaire was collected from 375 employees working in the banking sector at Sudan. Bank employee questionnaire used a stratified sampling technique. Descriptive

and reliability test analysis was performed and regression analysis technique was adopted to test the hypothesis. The finding of the study reveals that job satisfaction has positively influenced the organizational commitment of employees. More particularly, there is a statistically significant positive relationship between the commitment of an organization with respect to an affective, continuance and normative commitment and job satisfaction.

2.3. PERCEIVED STRESS

Andrew Guppy & Jo Rick, (2007) studied the frequency of occurrence of work-related stress and the perceived control aspects and also considered a general study of job satisfaction. A self-filling questionnaire survey was done using a sample of 675 white collared employees working in the public sector. The outcome shows that employees working for higher grades have high satisfaction levels in their job. The study also narrates that employees in high grades have more perceived control in their work environment. Stress problems are similar across genders and there is no difference. The significant difference was observed among the grades with respect to differentiation in roles. Multivariate analysis reveals that grade difference was largely due to variation in perceived control. Stress in organizations based on role, Perceived control and gender are strong factors in order to predict job satisfaction.

Nina Pološki Vokić and Ana Bogdanić, (2007) a research study was done with two objectives: (1) to analyze and measure the occupational stress of employees among various categories who are employed in Croatian enterprises, and (2) to analyze the stress levels in Croatia with respect to individual differences (age, gender, hierarchical level, parenthood, marital status, department, working hours and number of children). The respondents who are greater than 50 years, having more than three children, who are employed in the marketing field in the middle level or those who are in procurement face the greatest level of stress.

Employees who are less than 30 years of age, who are employed in HR, production and finance domain and those who are parents of one child face the lowest level of stress. Considering the relationship between experience in the levels of stress and individual differences, even-though the cross-section structure of the study does not allow the causal interpretation of relationships. The result shows that there is a connection between marital status, age, number of children, hierarchical level, parenthood, and the method of stress perceived, whereas gender, working hours and department are not related to it.

Nuray Akar, (2013) tried to study the relationships among stress in the job, bullying at the workplace and perceived work stressors using SEM, structural equation modeling. The survey was conducted in Turkey from 300 junior doctors and nurses who are health service staff. The study finds that nurses experience more bullying at workplace and stress in the work than the junior doctors. It is also observed that the average among the work-related bullying, work-overload and burnout in jobs are higher than the others. Results from the structural equation modeling say that perceived work stressors have an effect on bullying at the workplace positively and also perceived work stressors do have an influence positively towards work stress. Moreover, the relationship is positive between work stress and bullying in the workplace. We can conclude that health employees have job stress when they are experiencing high workplace bullying.

Divinakumar KJ et al (2014) analyzed the burnout faced by the female nurses in India, who are government employees. The survey was done using a cross sectional process. The questionnaires contained the General Health Questionnaire (GHQ-28.), Copenhagen Burnout Inventory (CBI) and Perceived Stress Scale (PSS-10). A total of 603 Nurses, who are posted in 30 government hospitals in central India are considered for the study. The filled rate is 57% response and 298 valid questionnaires were taken for analysis. The result

shows that Sixty three nurses (21%) had GHQ 28 score greater than 4, which indicates psychological distress. One hundred and forty four nurses (48.32%) perceived stress scores greater than 17 in PSS -10. Service and age were found to be correlated negatively with burnout and stress. Many nurses who are employed in the maternity ward, ICU, Surgical wards, General Family Ward and Medical wards have work related burnout stress when compared to others in Emergency Room, VIP Wards and Administration. There is no significant difference in the scores of GHQ-28, CBI, and PSS-10 when nurses were compared on the basis of their educational achievements or marital status. The level of Burnout in Female Nurses employed in India government is lesser when compared to the level of burnout in nurses as reported in the western countries. The perceived Burnout and stress were more among Nurses who are in the age group of 31-50 years and who are work in the acute wards.

Lindegård et.al (2014) studied the effect of perceived stress and musculoskeletal pain/ache, individually and in combination, at the baseline, on self-evaluated work performance and workability through a two-year follow-up. The data for the survey was collected in a span of 2 years. Health care workers working in both ways were included. The criteria included were good self-evaluated workability and unchanged self-evaluated work performance at baseline, with 770 participants consisting of 617 women and 153 men. The focus on Musculoskeletal pain was captured using the question "How often do you experience pains in muscles and joints, including the low back and the neck?" Perceived stress level with a changed version of one single component from the QPS-Nordic questionnaire, work performance through the question of "Have your performance in work changed during these 12 months?" and the workability by a single component from the workability index. Association between baseline data and 2 outcomes through follow-up were also analyzed by the method of log binomial model and expressed through risk ratios

(RR) through 95 % confidence intervals (CI). The combination of regular musculoskeletal pain and the perceived stress contributed to the highest risk decreasing work performance was reported (RR 1.7; CI 1.28–2.32) and reduction in workability (RR 1.7; CI 1.27–2.30) at follow-up. Individually, frequency in pain, but not in stress, was clearly evident in both the outcomes. The results indicate that workplace interventions should be proactive in order to aim for higher work performance and improved workability by including measures to enhance musculoskeletal well-being among the employees and through measures in both organizational and individual, to reduce the risk of consistent stress reactions in the employees.

Pankaj Mehta and Bindia Mehta (2015) analysis the perceived stress level among bank employees in the private and public sector banks in the district of Sirsa, Haryana. An additional objective is to study the gender difference in perceived stress among bank employees of private and public sector banks. The survey was conducted among 50 bank employees each in public and the private sector in the Sirsa district of Haryana. Cohen's perceived stress scale was used to measure the responses. The sample also consisted of 50 female and 50 male participants to find the gender differences in the perceived stress levels. The data were analyzed using descriptive statistics and t-test. The study from the finding suggests that employees in private sector bank have higher stress when compared to the employees of public sector banks. The female bank employees showed high stress level than the male bank employees in both the public and the private sector.

Akkur Chandra Das (2016) tried to determine the stress level faced by the working women and understand the various factors that cause stress and also to understand the coping strategies followed by working women in the banking sector in the Bangladesh country. Women workers face high stress in the banking sector. The descriptive study was

done using a cross-sectional survey among 60 presently working women in various banks in Dhaka, Bangladesh. The purposive random sampling method was adopted to select the sample size. It was found in the study that greater than 43% of the working women face high levels of stress that are in the age group of 20-29, who had bachelor degree only and also 62% having 1-5 years work experience were facing higher stress levels. 28% of working women felt stress in their banking sector profession regularly. The workload is a major factor of stress as reported by 65% working women, 80% working women opined that they felt stress due to lesser salary. Insecurity in the job, transfers and dearth of opportunity for career growth and improvement were mostly responsible for creating stress among the working women of the banking sector. Also the study shows that, 55% of respondents regularly felt anxiety and 33% of respondents felt throat pain, 47% respondents felt body aches and pain, half of the respondents felt tiredness, more than half of the respondents felt anger and frustration, 47% of the respondents felt back problem and 32% feel that there are regularly higher absenteeism and sickness due to stress. Very few numbers of the women respondents did yoga, physical exercise and meditation in their daily life and these are effective to reduce stress. To decrease the stress levels among the working women, workshops and seminars should be conducted regularly to cope up with stress and women must not stay longer or be made to work unnecessarily at the workplace and they must avoid doing multiple tasks at the same time. Meanwhile, the government should also initiate friendly and favorable policies for the working women in order to encourage them and also support them to work in a friendly way without much job stress. Keywords: stress, education, working women, banking sector, Bangladesh.

Kamaldeep Bhui (2016) tried to identify the causes of stress at work and also the interventions adopted by the employees individually, in the organization and through personal means to overcome stress in the public sector, private sector and in non-

governmental organizations (NGOs). Qualitative interview technique was conducted from the 51 employees from a wide range of organizations. Respondents reported that the presence of bad working conditions and wrong management practices are the common causes of job stress. Stress is created by having bad management practices in the form of expecting unrealistic demands, unfair treatment, inadequate support, low decision making space, work–reward imbalance, and lack of appreciation, conflicting job roles, the dearth of transparency and no proper communication. Organizational interventions are expected to be effective if companies improve their management styles, practice physical exercises, having breaks in-between and ensuring adequate time for planning and performing the work tasks. Personal interventions engaged outside the working hours were highly important to prevent and reduce levels of stress. The interventions should basically enhance the management practices and also promote personal interventions outside the work hours.

Naveen Ramesh et.al., (2016) was able to assess the stress levels and study the factors that are associated with stress among the IT employees working in an information technology company in Bengaluru. The survey constituted 149 IT professionals from various cross sections. The variables for the study included gender, working hours, number of dependents, total work experience and break time. The presence of stress was assessed by making use of two standard scales which includes Professional Life Stress test and ten points Perceived stress scale. The analysis of data was done using SPSS and Epi Info. Mean score value for the perceived stress scale was 35.73 and as per the professional life stress test, there was no need for immediate intervention among the surveyed respondents. The study also finds out that there is no association between gender and stress, number of dependents, work experience and duration of break time. Insomnia is the most regular stress symptom identified among the employees. The presence of stress was not high which

wanted immediate intervention and it was low to rule out the consequences that may occur if the current trend continues among the IT professionals.

Sami et.al.,(2016) studied the stress level and the factors associated with stress among the railway workers in Malaysia. The article depicts that stress is a regular work-related problem everywhere. Railway workers are highly stressed due to the rigid procedures and limited availability of rest. A cross-section, using a postal survey was conducted with all the 729 railway workers who are employed at Keretapi Tanah Melayu Berhad (KTMB) in the eight states of Malaysia. The questionnaire included social demographic variables and a validated Malay version of Perceived Stress Scale-10 (PSS-10). The response rate is 70.4% (513/729). The results show the Mean (SD) - age of workers was 41.4 (10.7), with the majority aged between 30 years or older (79.3%). The mean (SD) perceived stress was 18.8 (4.3). By doing the analysis of multiple linear regression, there was significant predictions of high stress with high school and the tertiary educated respondents ($\beta = 0.10$, 95% CI 0.11, 1.73, $P = 0.027$) and among the white collar worker versus the blue collar worker ($\beta = 0.113$, 95% CI 0.10, 1.74, $P = 0.010$). The research concludes that the education level and the type of work has high significance with perceived stress among railway workers in Malaysia.

2.4. JOB SATISFACTION AND ORGANISATIONAL COMMITMENT

Dr. Faisal et al., (2014) constituted a study for the professionals working in the IT Industries of Pakistan. The sampling was done using Systematic Random Sampling. The study analyses the impact created of job satisfaction on the organizational commitment of IT professionals in Pakistan. The study found out that positive relationship exists between job satisfaction and organizational commitment among the employees of IT industry, which validates the impact created by one employees attitudinal outcome towards the others in the same direction which says that when there is the increase in job satisfaction then there is the

increase in the organizational commitment. The questionnaires were collected from the respondents. The Questionnaires were circulated through personal visits and also through emails. Personal visits were conducted to increase the response rate from the IT professionals. Reliability analysis, correlation and regression analysis were done using the SPSS-17th edition. Limitations from the study were presented with future research recommendations.

Nildes et.al., (2014) compared the two different structural equation models with regard to the director mediation role on satisfaction has over the predictions of commitment that bonds in the purview of public and traditional Brazilian Military Police. A qualitative and quantitative method of study was conducted to measure the relationships between the variables and to understand the concept from the results and analyzed from 10,052 surveyed workers. Personal Interviews were conducted with six high command officers and on the focus group that comprised of seven members from the three highest levels in the organization. Structural equation modeling (SEM) and content analysis were used for the analysis. Enough evidence was found that the satisfaction with the relationships is a precursor of commitment, which has a mediation in its relationships with work and personal characteristic variables. Understanding the characteristics of the organization and the usage of a substantial sample from the employees allowed for testing complicated structural models and investigate a labor segment that has been neglected.

Shalini Srivastava, (2013) researched to understand the relationship between Organizational Commitment and Job Satisfaction and also to know about the effect of moderation of the Trust and the Locus of Control over the relationship between Organizational Commitment and Job Satisfaction. The survey was collected from 247 mid-level managers working in the private sectors. Four validated instruments of data collection

were used for the study. Pearson Product Moment Correlation, Factor Analysis, Descriptive Statistics, and Hierarchical Regression Analysis were the statistical tools used to analyze the data. The studies identified that Job satisfaction has positive relation towards the Organizational Commitment and that the Trust and Locus of Control has a moderation effect towards Organizational Commitment and Job Satisfaction relationship.

Azman Ismail & Mohd Ridwan Abd Razak, (2016), made a study to evaluate the association between organizational commitment and job satisfaction. The research was carried out at Fire and Rescue Department at Malaysia. The researcher has come out with three important findings. They are, organizational commitment has a significant association with the job satisfaction, intrinsic satisfaction level was highly associated with a commitment towards the organization and extrinsic satisfaction was highly significantly associated with the organizational commitment. The findings suggest that when employees are satisfied with the intrinsic satisfaction level and with the extrinsic satisfaction, then their job condition may grow to greater commitment towards organization in the study undertaken.

Paul Ayobami Akanbi and Kehinde Adeniran Itiola, (2013) tried to find out the association between organizational commitment and job satisfaction with regard to health in Nigeria. The objectives of the study are to understand the predictors of organizational commitment by studying the job meaningfulness, training, job related stress, reward system and also to find out the significant relationship among job related stress, supervisor roles and the organization commitment. The survey was conducted by collecting primary data through questionnaires from 330 employees who are working at the Federal Medical Centre in Ido-Ekiti, Ekiti state of Nigeria. The hypotheses study was tested using regression analysis, correlation analysis, analysis of variance and T-test using the support of the Statistical

Package for Social Sciences (SPSS). The study reveals that the combined effect of independent variables of job meaningfulness, training, job related stress, reward system, supervisor roles; in combination and independently was able to predict commitment towards Organization. The research also came up with the result that there is a significant relationship between organizational commitment and reward system. Significant differences exist between organizational commitment and training. The research findings recommend to the management that they should try to give continuous attention towards achieving job satisfaction among the employees. The recruitment and promotion and should be based on job performance, the merit of the candidate, the initiative capacity, experience in the field and the educational qualifications.

Darwish A. Yousef, (2000) studied the role played by the dimensions of job satisfaction and organizational commitment in order to predict the various attitudes shown towards the organizational change in the nonwestern work environment. The study was conducted using a sample of 474 employees from 30 organizations across the United Arab Emirates. A Path analysis study reveals that the employee affective, behavioral attitude tendency towards organizational change enhances with the increase in affective commitment and the continuance commitment (low perceived alternative attributes) has an effect directly and negatively influences the cognitive attitude towards change among the employees. The outcome also shows that affective commitment has a mediation effect on the satisfaction with the pay, supervision, working conditions and security on both the behavioral and affective tendency attitude towards the change. Continuance commitment (lowly perceived alternatives) has a mediation influence of satisfaction with pay towards the cognitive attitudes toward change. Satisfaction in the various functions of the job has a direct and positive influence on the various

dimensions of organizational commitment. An implication of the study, limitations during the study and the scope of future research are discussed during the study.

2.5. PERCEIVED STRESS AND ORGANIZATIONAL COMMITMENT

Syeda et.al., (2017) in their study attempted to examine the correlation between organizational commitment and occupational stress among the doctors working in private and public sectors in Karachi. The survey questionnaire was distributed through convenience sampling technique and the researcher was able to collect 1039 responses (private hospitals=490 nos. and public hospital=549 nos.). A 5 point Likert scale measurement response ranged from strongly agree (1) to strongly disagree (5), 10 point scale was used to estimate the occupational stress. The organizational commitment dimensions like affective, continuance and normative commitment were estimated on a scale containing six items. Analysis of the data was done through SPSS 23. The result shows that, Affective Commitment has a less positive linear relationship between the organizational factor and personal factor. Similarly, Normative Commitment has a low positive linear relationship between the organizational factor and personal resources. The Continuance Commitment has a less positive linear relationship between personal resources and personal factor. Moreover, Normative Commitment had a high negative relation with the personal factors and the Affective Commitment has a high negative relation for personal resources. In the same way, Continuance Commitment has a low negative linear relation with organizational factors. The stress levels and commitment among the doctors working for a public hospital is relatively less in comparison with private hospitals. Males face more stress than females. The Normative Commitment and Affective Commitment are relatively higher among females whereas Continuance Commitment is high among males.

Kamel Al-Hawajreh (2011) studied the relationship between organizational commitment and occupational stress among the nurses in selected Jordanian hospitals. The study also measured the level of organizational commitment and occupational stress with the nurses in selected hospitals in Amman at Jordan. The population for research is from two governmental teaching hospitals. 150 nursing personnel was selected using a systematic random sample. A questionnaire format was used to collect data for the study. The questionnaire was designed by the researcher using a pertinent literature material. It consists of two main parts. One is the occupational stress (health information, sources of work pressure and coping strategies) and the other one is the organizational commitment. The results of the present study show that occupational stress is present among 39% of the nurses; and about forty percent of nurses had organizational commitment. The study also shows that organizational commitment is statistically highly negatively correlated with occupational stress ($P = 0.025$, $r = -0.18$). Based on the findings, the relevant recommendations were propagated.

Kotze C. G. P., (2005) tried to assess the Organisational Commitment, Occupational Stress and Ill Health of Employees at the University of Technology. The aim of the study is to establish and understand as to how the commitment, occupational stress and ill health are connected in the literature. The study also tries to establish; at what levels the occupational stress of staff are at the University of technology and to estimate the mutual relationships among Organisational Commitment, Occupational Stress and Ill Health of Employees at this institution. The empirical study was conducted by doing a brief literature review. A cross-sectional design was used for the survey. Stratified random sampling was collected from the academic staff and support staff in this university of technology ($N = 334$). ASSET Organizational Stress Screening Tool and a biographical questionnaire were circulated to perform the survey. The significance of dimensions of the ASSET was done using Cronbach

alpha coefficients. Exploratory factor analysis was utilized to explore the factor structure of the items in the occupational stress of the ASSET tool. Pearson correlation coefficients were utilized to identify the relationship between these variables. The Standard multiple regression analysis was used to establish the occupational stress predicting the ill health and organisational commitment in the study. The outcome shows that there are two occupational stressors which are higher than the normal range, they are control and work relationships. Physical ill health and psychological ill health was estimated from the occupational stress which happens due to demand on the job and the lack of support in organization and the Occupational stress is because the job demands had a significant effect on both behavioral and affective commitment among the employees.

Adnan ul, Haque and John, Aston (2016) did a study to understand a Relationship between Organizational Commitment and Occupational Stress of IT Employees in the Contrasting economies. The study tried to establish the relationship between the organizational commitment and occupational stress of IT employees at mid and at the operational level employees. Moreover, the occupational therapists role was analyzed through self-developed stress-model containing organisational commitment, perceived job satisfaction and distinctive stress factors. Using the purposive snowball and the convenience sampling method, 825 responses (422 from Pakistan and 403 from the UK) were gathered through the on-line matrix based questionnaire to gain quantitative perspectives during the study. The findings showed that female workers are less stressful than male workers. Due to the lack of social support, non-managerial employees are showing more stress than the managerial level IT employees. Further, the Pakistani workforce faces more stress than their UK workforce. Personal factors created stress among female employees while organizational factors affected male employees. Females are affected by personality; male employees are affected by organizational commitment in demand for the role and leadership

in organizations for both countries. Females use support for managing stress than the males. Males in the managerial positions have a higher affective commitment; females in managerial position have higher continuance commitment and normative commitment. The degree of stress is higher among the employees in Pakistan when compared to the employees in the UK but there is no significant difference in the causes and effects.

Misbah Hayat Bhatti et.al., (2016), analyzed the impact created by job stress towards organizational commitment among the bankers in the banking sector. The survey was done by collecting 30 questionnaires from the employees of 3 different banks. The outcome shows that there is a negative and significant relation between organizational commitment and job stress. Result also depicts that stress is an important cause that reduces the commitment of employees towards the organization.

Se Coetzee and S Rothmann, (2005) has studied and assessed the indicators as well as the moderators on the stress in occupational level in a higher education institution in South Africa. The differences of them based on the language spoken and the work experience in the institution is also studied. The survey was done using a cross-sectional survey design. The respondents are the academic and the support staff in a higher education institution (N = 372). An Organisational Stress Screening Tool (ASSET) and a biographical questionnaire were circulated to collect the data from the respondents. Workload, work relationships, control, benefits and pay are the main occupational stress factors in the institution. When comparing to the international norm, the respondents reported high levels of psychological ill-health and physical ill-health having an effect on the perceived lack of commitment towards the organization. ANOVA analysis reveals the differences in the occupational stress levels in all the tested biographical variables. The organisational commitment had a moderation effect due to the occupational stress on ill-health.

Hashemi et. al., (2015), the study tries to explore the role of stress towards organizational commitment, taking the survey of employees in the hospitality Industry. Stress at work is the most highly studied topics on research work. This is because of the importance is given to employee concern for psychological health, which has an effect on the quality of service and organizational effectiveness. Stress faced in the workplace can cause dissatisfaction on the work. So necessary steps can be taken to reduce job stress and also depending on the results of the study this can facilitate the improvement of employee commitment. This study was able to develop a new conceptual framework that signifies role stress as an independent variable (IV), considers job satisfaction as the mediating variable (MV) and organizational commitment is the dependent variable (DV). By studying the employees in the hotel industry for the analysis, the conceptual framework can be utilized to understand the direct effect of relations between role stress and organizational commitment. Also, this model can be applied to find out the indirect effect on job satisfaction on the relationship between role stress and organizational commitment.

2.6. STRESS AND JOB SATISFACTION

Nazer et.al., (2017) studies the job stress, job satisfaction and the productivity levels of the workforce in order to examine the impact of job stress and job satisfaction towards the workforce productivity and also to ascertain the factors associated with a decrease in productivity among the employees in Iranian petrochemical industry. The study covered 125 randomly selected employees in an Iranian petrochemical organization. Data was collected by involving the demographic questionnaire, Osipow occupational stress questionnaire which helps to investigate the job stress levels, Job Descriptive Index to determine the job satisfaction and Hersey and Goldsmith questionnaire to investigate employee productivity in the study made from the population. The outcome shows that the level of employee perceived job stress is moderately high and job satisfaction is moderate. The productivity on

the jobs is evaluated as moderate. Even though the relation between productivity indices and job stress is not statistically significant, there is a statistically significant positive correlation between job satisfaction and productivity indices. The regression analysis shows that productivity is associated significantly with the shift schedule, two dimensions of job stress i.e. role ambiguity, role insufficiency, one of job satisfaction dimension i.e. supervision. Corrective measures can be considered to improve the shift system. Role ambiguity, role insufficiency is to be enhanced, support from a supervisor can be increased in order to reduce stress on the job thereby increasing productivity and job satisfaction.

Mohd Bokti and Mansor Abu Talib (2009) research studies the relationship between occupational stress and job satisfaction. The study was participated by 40 male from officers cadre and non-officers cadre of the seaman, engineering and supply branch of the Lumut Naval Base. Self-administered questionnaire, Job Satisfaction Survey concept (Spector, 1985) and Job Related Tension Index (JRTI; Kahn et al., 1964) was used to collect the data. Cronbach alpha values were tested for both the instruments to check the internal consistency. The study was able to determine the level of job satisfaction, occupational stress and the relationship between occupational stress and job satisfaction criteria. The findings from the research reveal that there is reliability in both the instruments and it was greater than 0.80. Most of the male Navy personnel have reported a moderate level of job satisfaction when the working conditions are favorable in nature. Evaluation of a person on the workplace performance by an unknown superior has created higher occupational stress. Correlational analysis has proved that occupational stress has an association with the job satisfaction and is in the eight of its criteria. In total, the result has provided evidence that both the instruments are applicable in the Malaysian military area. Care should be taken so that these findings cannot be generalized over a larger population as the samples taken for

this study is very limited. A study that considers a bigger sample will help in order to represent the general population.

A study by **Mumtaz Ali Memon et.al., (2016)** has tried to assess the stress levels and the overall job satisfaction among the call operators (COs) in the country of Malaysia. The study has also covered the factors that affect the stress level and job satisfaction. The research is done based on a case study done in a telecommunication contact center at Malaysia. The mixed-methods design was engaged and the survey questionnaire was filled by 113 call operators and in-depth interviews were conducted from 2 respondents. The result has tried to reason out the potential elements of high stress levels and low job satisfaction among the call operators. Stressed working conditions, poor support from the supervisor and high workload are the key factors that affect the call operator higher level of stress and have lower job satisfaction in the work. The study has provided valuable insights for the researchers and to the practitioners.

Jinky Leilanie Lu (2005) has done the study to investigate the factors and the impact created by organization towards the perceived job stress among the women workers in the Information Technology sector, garment sector and in the electronics industries in the Philippines. The respondents were from 23 establishments filled by 630 women. The data was collected through Questionnaires, walk-through surveys and from interviews. The workplace factors considered for the study are the nature of tasks, the content of the job, hazard exposure, job autonomy, management and the nature of supervisory styles. Chi-square analysis has shown that there exist interactions among the various organizational factors ($P = 0.05$ and 0.10). The factors included are the tasks that require intense concentration, need for improvement in the quality and availability of new products; exposure to noise, chemical, radiation, and vapor hazards; standing in the workplace for

longer periods, high monitoring and repetitious work. The workers are experiencing job stress ($P = .05$) when they are faced with poor work quality, hazardous handling work pressure, low job autonomy and close monitoring.

Muhammad et.al., (2011) has tried to examine the impact created by job stress on employee job satisfaction. The survey was done in the telecom sector in Pakistan by collecting the sample from 134 employees for the analysis. The job stress is measured from the conflict at work, physical environment and the workload. The previous study has indicated that the stress on workload, physical environment and role conflicts has negatively affected the employee in job satisfaction. The existing study outcome has revealed that stress has negatively related to employees on job satisfaction which is supported by Caplan (1991) and Keller (1975) results. The present study has reinforced the importance and underlined the need for employee job satisfaction which is highly required for the success of the firm in this challenging era.