

DISCUSSION

CHAPTER-IV

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The aim of this investigation is to highlight the association among perceived stress, organizational commitment, and job satisfaction. The findings show that higher the perceived stress, lower the job satisfaction and organizational commitment. The outcome of this study, agrees with the preceding study based on perceived stress, organizational commitment, and job satisfaction.

Fisnik Bytyqi (2010), et.al, explored worker's level of work stress, job satisfaction, and organizational commitment along with the workplace influence. The research ground was in Kosovo, within central public organizations that are in the process of privatization or corporatization. High magnitude of job satisfaction, organization commitment, and work stress is end result of this work. Nevertheless, a satisfied and committed workforce does not guarantee to have a low level of work stress and vice versa.

Organizations recognize stress in work have substantial significance that affects the welfare of the employees directly and also shows its impact showing low functioning, thereby affecting the organization indirectly. **Jennings (2008)**, say that both organization and individual gets affected due to work stress. At individual level, whether it is positive or negative, stress affects the body and lead to ailment. At organizational level, stress may lead to absenteeism and yield.

Bennett (2001), et.al, ponder that the more the work stress, the less satisfaction of the workers with their job. **Elangovan (2001)** also adds on further that there is a connection between work stress and job satisfaction (higher stress leads to lower satisfaction) and

between satisfaction and commitment (lower satisfaction leads to lower commitment). Also he warns that lower the level of commitment, higher the scope of intention to quit the job.

Diaz-Serrano and Cabral Vieira (2005), consider job satisfaction as forecaster of overall individual well-being and job quality. Job satisfaction is very vital for both workers and companies. Job satisfaction has profound effect on the workers on day to day basis and it is reflected well on the work they do. Taking the essence from various studies and research, they conclude that higher the job satisfaction, higher the commitment to the job. This gets pronounced in the qualitative product. Thus job satisfaction influence workers well being, increase in productivity, and simultaneously force an increase in job quality.

Aluja (2005), et.al, suggest that job satisfaction is mainly employees perception about a work which yield or result in providing or satisfying his needs and expectations. They also provide three dimensions of job satisfaction that are job satisfaction is also viewed under three perspectives. They are:

1. Emotional responses to the work situation,
2. The fitness between yield and their expectation, and
3. The individual attitude that reflects a relationship among employees.

Ratmawatti, (2007) utters that Employee commitment can be gained only through organizational commitment which should exist within every employee, from managerial staff to no managerial staff. Cooperation and appreciation at each and every level of the company is essential to achieve the organization's goal. Business commitment is the fore runner to look forward towards employers' commitment for the success and future proceedings of the organization.

More research work is done to understand the organizational commitment in relation to other workplace dimensions. **Cohen (1992)** listed the effects of demographic factors, such as:

1. Job level,
2. Tenure, and
3. Longevity or job characteristics,
4. Job scope,
5. Variety, and
6. Challenge on employee commitment and involvement.

Abraham (2001), et.al, throw lights on various research work done based on managerial competency and organizational commitment related to employee empowerment and job satisfaction in order to obtain company performance. Also, **Allen and Meyer (1990)** dispute that older workers are more committed to an organization.

According to **Stranks (2005)**, stress basically prompts many complex changes such as

1. Psychological and Emotional level - tiredness, anxiety and lack of motivation,
2. Cognitive level - increased potential for error and, in some cases, accidents arising through error,
3. Behavioral level - poor or deteriorating relationships with colleagues, irritability, indecisiveness, absenteeism, smoking, excessive eating and alcohol consumption and
4. Physical level - increasing ill health associated with headaches, general aches and pains, and dizziness.

According to **Fairbrother & Warn (2003)**, decreased job satisfaction and high employee withdrawal behavior are the major outcome of Occupational or job stress. Organizational commitment has its roots in all areas such as public, private or non-profit sector, and international. It is agreed all over that performance or accomplishment of any business

sector is positively proportional to the commitment of the workers. So it basically sums up to the better the commitment, the greater the functioning of the whole organization. **(Jaramillo et al., 2005)**. Likewise, the negative impact of employer commitment can result in absenteeism, less commitment to work, leading to lower returns or yield. In today's modern business corporation, the current scenario demands constant technological advancement to retain the rank in the market arena. This rings a bell for the necessity to retain skilled, reliable and committed human resources **(Feldman & Moore, 1982)**. Simultaneously, effectiveness, quality, and productivity of employees' work still remain the major contributing factors to the progress of the company and employee commitment is considered as key to quality and productivity improvements **(Denton, 1987)**.

According to **Fletcher and Williams (1996)**, many studies have examined the connection between overall job satisfaction and organizational commitment. Most of the result showed an optimistic association among the job-attitudes. Nevertheless, few negative impacts are also found between job satisfaction and **(Tuzun, 2009)**.

Williams and Hazer (1986) through causal modeling approach examined the determinants of organizational commitment and labor turnover. Variables like age, pre-employment expectations, perceived job characteristics, and the consideration dimension of leadership style etc manipulate or impact commitment indirectly through their effects on job satisfaction. **Iverson and Roy (1996)** also substantiate similar type of results through their work. But, **Price and Mueller (1981)** showed that the influences of some, but not all, antecedents of commitment were mediated by job satisfaction.

Generally, Stress is an expression in the form of tension resulting from adverse or demanding circumstances in a job. **Schuler (1979)** defines Stress as: "A dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to

what he or she desires and for which the outcome is perceived to be both uncertain and important". Stress leads to various psychological, physiological, and behavioral difficulties. As it affects behavior, which in turn is also a function of attitudes (job related attitude) it makes it more relevant to check the moderation effects of stress on the relationship among the job related attitudes in the present study (JS & OC). It is obvious that job stress is the outcome of various organizational and individual stresses. Organizational stresses like Role ambiguity, Role conflict, Role overload, task demands etc are the major causes to increase the level of stress. Job related stress can cause job related dissatisfaction and a lesser level of satisfaction in the job and hence may also lead to lesser or even no commitment of the employees to the business organization.