

Discussion

CHAPTER IV

DISCUSSION

The present study shows that there exists a relationship between Occupational stress, organizational commitment and job satisfaction. Higher the level of Job satisfaction leads to the higher level of commitment. Lower the level Occupational stress leads to higher level of Job satisfaction. These results are in consensus with the findings of previous research relating to occupational stress, job satisfaction and organizational commitment with different groups of employees (Spreitzer, 1995; Spreitzer, Kizilos and Nason, 1997).

Researchers have found links between job satisfaction, organizational commitment and job performance. However, meta-analysis performed on the subject concluded that the correlation between job performance and job satisfaction is rather moderate (Iaffaldano & Muchinsky, 1985; Judge et al., 2001). Christen et al. (2006) argue that there are conflicting findings in the literature of the relationship between job satisfaction and job performance, as there are inconsistent results in both the measurement and constructs across studies. Only when rewards were tied to job satisfaction and performance, the two variables correlated more strongly (Spector, 1997). There are also conflicting findings in the literature between organizational commitment and job performance. Steers (1977) and Mathieu and Zajac (1990) found a minor relationship between the two variables, but not significantly enough to have a direct association. On contrast, Riketta (2002) did find some positive correlation between organizational commitment and performance.

The last job behavior factors is costly and can reduce a company's profitability, as new employees will require training resources and are less productive after recruitment. Also, turnover can result in losing valuable knowledge to the competitors. Furthermore, employers are interested in understanding on-the-job behavior that can affect the productivity of the company's services. On-the-job behavior consists of factors such as attendance, job performance and organizational citizenship behavior (Meyer et al., 2002). Absenteeism is withdrawal behavior that is highly correlated with organizational commitment (Steers, 1977). Blau and Boal (1987) found that organizational citizenship

behavior (OCB), which is job behavior that influences business productivity where performance goes beyond the job requirements such as helping co-workers (Spector, 1997). OCB positively correlates with organizational commitment and job satisfaction, but it also correlates marginally with job performance (Meyer, Allen, & Smith, 1993; Organ & Ryan, 1995).

Another concern at work is the health and welfare of the labor force. Even though the subject has not been studied to the same degree as the other outcomes mentioned above, it has become more relevant in the organizational theory literature on topics such as stress and conflict with external factors (Meyer et al., 2002). The literature on organizational theory is fairly clear with regards to the outcomes of organizational commitment and job satisfaction, as the focus has been on the employer's concern with profitability and productivity growth. However, the antecedents of the two variables are much more varied and inconsistent (Reichers, 1985). This stems from the diverse ways the topics have been expressed by the authors. As the terms are widely defined and considered complex, it is not easy to find universal factors that can be used in any situation.

Majority of the studies between 1980 and 1990 shows that there is an evident relationship between Occupational stress, Job satisfaction and organizational commitment. Several studies investigated that job stress has negative influence on job satisfaction.

and job stress was a significant predictor of job satisfaction (Cooper, Rout, and Faragher 1989; Chaudhary (1990); Ahmad et al. 1991). Occupational stress, especially role conflict and ambiguity, put forth a direct influence on job satisfaction (Ashok Pratap Singh and Ashish Kumar Dubey 2011).

Studies were conducted by Anita Sharma, ShwetaVerma, ChandraprabhaVerma, and DalipMalhotra (2010) to determine the impact of psychological stress and burnout on job satisfaction. Emotional exhaustion, workload and economic condition have turned out to be the predictors of job-satisfaction. Mark G. Borg and Richard J. Riding (2010) have pointed out that demographic characteristics were related to the level of job stress and satisfaction

Roland P. Chaplain (2006) conducted a study to examine the source of stress and job satisfaction among the teachers from primary school and found that male employees are more stressed than female employees. Female scored higher than male in professional concern. Thus the result revealed that stress and job satisfaction were found to be negatively correlated. The finding of the present study replicates the above result.

Hart (1999) found that Neuroticism was moderately correlated with job satisfaction in a sample of IT employees. The results also indicated that the relationship between personality and satisfaction may have been mediated through the IT officers' daily experiences of stressful and non-stressful events. In a study that examined the relationships between workplace stress, Emotional Stability, and satisfaction, Decker and Borgen (1993) found that higher job stress was related to lower job satisfaction and that lower Emotional Stability was also related to lower job satisfaction. While this study did not look at stress as a moderator of the Emotional Stability – satisfaction relationship, the findings lend support that these variables are related. Sarason and Johnson (1979) found that negative stress events were significantly related to lower levels of job satisfaction with regard to supervision, pay, and the work itself.

Stress is what we feel when we have to respond to the demand on our energy. Stress is a natural part of one's life, and occurs whenever there are significant changes in our lives, whether positive or negative. It is generally believed that some stress is necessary (sometimes referred to as "challenge" or "positive" stress) but when stress occurs in amounts that individuals cannot cope with, both mental and physical changes may occur.

We are all different in the events that we perceive as stressors and the coping abilities at our disposal. However, there are a number of situations which are generally identified as being stressful, including financial worries, overload work, unemployment, relationships, parenting, balancing work and family, caring, health problems, losses, Christmas, competitiveness, peer pressure, exams, and not having enough time.

Stress is a normal, adaptive response to stressors in our environment. Our bodies are designed with a set of automatic responses to deal with stress. This system is very effective for the short term "fight or flight" responses that are essential when faced with

immediate danger. The problem is that, physiologically, our bodies have the same reaction to all types of stressors. Experiencing stress for long periods of time, such as lower level but constant stressors at work, activates this system. For many people, every day stressors keep this response activated, so that it does not have a chance to “turn off.”

This reaction is called the “Generalized Stress Response” and it consists of the physiological responses such as increased blood pressure, increased metabolism (e.g., faster heartbeat, faster respiration), decrease in protein synthesis, intestinal movement (digestion), immune and allergic response systems, increased cholesterol and fatty acids in blood for energy production systems, localized inflammation (redness, swelling, heat and pain), faster blood clotting, increased production of blood sugar for energy, and increased stomach acids.

Although the importance of individual differences cannot be ignored, scientific evidence suggests that certain working conditions are stressful to most people. Such argues for a greater emphasis on working conditions as the key source of job stress, evidence and for the necessity of job redesign as a primary prevention strategy.

The World Health Organization has declared occupational stress to be a worldwide epidemic. Certainly the impact of an increasingly pressurized work environment is evident throughout every industry. One recent analysis noted that 20% of payroll of a typical company goes toward dealing with stress-related problems (Riga, 2006), and Americans identify work as their most significant source of stress because of heavy workloads, uncertain job expectations, and long hours (American Psychological Association, 2007). Extensive research over the years has focused on identifying stressors (e.g., Colligan & Higgins, 2006), coping mechanisms (e.g., Nelson & Sutton, 1990), and ways that both individual employees and organizations can effectively manage stress (e.g., Kram & Hall, 1989). Yet, despite this attention, remedies to combat occupational stress remain elusive.

Job stress can be defined as a psychological condition which results from an imbalance between job demands and the subject’s ability for coping those demands.

In the recent century, the importance of stress in the organizational behavior has been considered dramatically by researchers. But it should be noted that the stress is not

intrinsically harmful and some degree of stress is necessary for motivating the people and it increases their work efficiency.

High stress levels impose costs for the subjects and their organizations. In the United States of America, 200 billion dollars, which accounts for 10% of gross national production, is spent annually in stress costs including compensation for diseases, job absenteeism, accidents, death from chronic diseases and reduced productivity.

On the other hand, high stress level results in the job dissatisfaction in the workplaces. Job satisfaction is defined as the attitude and feelings of a person towards his/her job and has a determinant role in a satisfying job. In their study, Sharif and Behjat showed that there is a relationship between stress dimensions and job satisfaction, wages, manager policy, job security, and social relations.

In addition, many stresses induced diseases may arise from harmful environmental factors such as noise, insufficient lighting, and low level of ventilation, physiologic stressors, aggressive behaviors, and low level of job safety.

As a preliminary stage for induction and promotion of job satisfaction, the factors which affect job satisfaction should be determined. In this regard, Herzberg believes there is not only one factor which determines job satisfaction or dissatisfaction. He suggests before implementing the plans for promoting the job satisfaction, factors which induce job dissatisfaction should be considered. On the other hand, although motivating factors result in job satisfaction, their lack doesn't result in job dissatisfaction. Factors which result in job dissatisfaction include physical conditions, wages, safety, security, social factors and interpersonal relationships. It can be concluded from Herzberg studies that if high levels of job satisfaction are going to be attained, as a prerequisite the factors which induce job dissatisfaction should be considered. Kuei-Yun et al in their study which investigated the relationship between job commitment, job satisfaction and job stress among Taiwan nurses revealed that a high level of job stress decreases the level of job satisfaction.

Nakata et al. A study which was conducted to assess the effect of job stress on sleep related breathing disturbances showed that job stress can result in sleep related breathing disturbances. It was found that job stress can cause even DNA damages. As

Akiomiet et al. indicated oxidative DNA damages can be related to job stress and job insecurity. Hannah et al. Showed that job stress and high workload are the reasons for poor sleep. High levels of job stress in an organization can cause absenteeism, inefficient use of working time and low productivity. In addition, studies indicate that high level or prolonged stress can induce physiological changes which may lead to impaired health or even death. Moreover relationship has been found between high levels of stress and cardiovascular diseases, immune system complication, depression and musculoskeletal disorders.

Paul E. Spector (1997) summarizes the findings concerning how people feel towards work, including: cultural and gender differences in job satisfaction and personal and organizational causes; and potential consequences of job satisfaction and dissatisfaction. He provides with a pithy overview of the application, assessment, causes and consequences of job satisfaction. Sophie Rowan (2008) reveals how to create a happier work life, without changing career. She provides practical and realistic guidance on how one can achieve optimal job satisfaction and overcome the obstacles that make so many of us unhappy at work.

The findings of the present study show that there exists a relationship between Occupational stress, organizational commitment and job satisfaction. Higher level of Job satisfaction leads to higher level of commitment. Lower level of Occupational stress leads to higher level Job satisfaction. These results are in consensus with the findings of previous research relating to occupational stress, job satisfaction and organizational commitment with different groups of employees.