

IMPACT OF JOB STRESS AND ORGANISATIONAL COMMITMENT ON JOB PERFORMANCE OF EMPLOYEES WORKING IN SELECT IT COMPANIES, COIMBATORE

R.SRIKALA¹

PHD scholar

Department of commerce
Dr.NGP arts and science college
Kalapatti Road, Coimbatore.

Dr S.Namasivayam M.Com., M.Phill., Ph.D.²

Professor and Head

Department of commerce in Business Process Services
Dr.N.G.P arts and science college
Kalapatti Road, Coimbatore.

ABSTRACT

This study is to examine the impact of job stress and organisational commitment on job performance of employees working in select IT companies in Coimbatore. IT services have opportunities in the areas of consulting management, internet and application maintenance services. Coimbatore is well known for the cotton mills in previous years, but at present, after the rise of Information Technology sector in India, the city is growing as one of the prominent IT hubs in South India. The organizations should stay successful in order to meet the global competition. The increasing competition among various IT companies has led to improving the performance of each company. It is also important for the company to understand the factors that influence the commitment of the employees and job performance as the outcome. Therefore, the objective is to study the impact of Job Stress and Organisational Commitment on Job Performance of employees working in select IT companies. The study is descriptive in nature and depends upon primary data. Both Primary and Secondary data are used for the study. Simple random sampling method has been adopted to collect the primary data. Six IT companies are selected for the study. Simple random sampling method has been adopted to collect the primary data. 121 sample respondents were finalized for data analysis. Tools used are Percentage Analysis, Garrett Ranking Method and Regression Analysis. It is observed from the study that there is a significant relationship between affective commitment and job performance as well as normative commitment and job performance. Also, the result reveals a significant impact (@ 10% level) between job stress and job performance. Stress can have a significant negative impact on job performance; this may be due to poor supervision, unrest with successive targets, internal politics, more work and less pay may all contribute significantly as well as indirectly reducing their satisfaction level and also their commitment level towards job may need to be immediately attended by the management of the select IT companies to keep elevate the employee moral.

Key Words: Job Stress, Organisational Commitment, Job Performance, Employees, IT Companies, etc.

1. INTRODUCTION

Rationale of this study is to examine the impact of job stress and organisational commitment on job performance of employees working in select IT companies in Coimbatore. Numerous studies and research has been done on this subject in the recent past, most of the studies been conducted in countries that seek to develop to become advanced economically and socially. This study considering two constructs as predictors viz. Job stress as well as organisational commitment which is also become popular in predicting occupational related ailments of the century to mankind and it has affected individuals' physically and psychologically, causing severe pressure on employees' performance.

IT services have opportunities in the areas of consulting management, internet and application maintenance services. The IT services are utilized mostly by the government, banking, financial services, retail and whole sale distribution and manufacturing. Coimbatore is well known for the cotton mills in previous years, but at present, after the raise of Information Technology sector in India, the city is growing as one of the prominent IT hubs in South India. The career opportunities in IT companies in Coimbatore are huge as the employees are well paid for their qualification and experience.

2. LITERATURE REVIEW

Suandi, Ismail, and Othman (2014) conducted their study to aim at finding the relationship between organizational climate and job stress with job performance. They concluded that there was a moderate level of relationship whereby the relationship between organizational climate and job performance was positive while the relationship between job stress and job performance was negative. This shows that an increase in organizational climate will improve job performance and the increase in job stress will decrease the job performance.

Job performance is defined as a work-related outcome referring to the aim to attain organizational objectives measured by the evaluation of performance on job related tasks (**Sharma, Borna, and Stearns, 2009**). **Schermerhorn (1989)** also defines JP as the quality and quantity accomplished by individuals or groups after completing a task. In today's competitive business world, organizations need high performing employees so as to reach their goals and to achieve a competitive advantage. At this point, according to **Cascio (2006)**, it is strongly suggested for organizations that managers have to describe performance to allow specifically employees to recognize the organizational expectations in order for fulfilling the organizational goals.

Jamal's (2011) study, it was found that OC has an important influence on performance. **Jaramillo, Mulki, and Marshall's (2005)** findings also indicate that there is a positive and stronger relationship for sales employees than for non-sales employees between OC and JP. In the comparative analysis of three OC dimensions, **Khan, Ziauddin, Jam, and Ramay (2010)** showed that there is a positive relationship between OC and JP of employees and, in particular, “normative” component of OC has a positive and significant effect on employees’ **Meyer JP. and Allen (1997)** have discussed that both “normative commitment” and “affective commitment” will be connected to performance, while “continuance commitment” will be unrelated, or even negatively related.

3. THEORETICAL PERSPECTIVE

Stress is a consequence of or a general response to an action or situation that places special physical or psychological demands, or both, on a person. The phenomenon of stress is highly individualistic in nature. The people who possess high levels of tolerance power can thrive away stress very well. At the same time, some individuals will not perform well unless they experience a level of stress which energizes and activates them to put forth best efforts. On the other hand, others who possess very low levels of tolerance for stress become paralyzed when they have to face stress. In other words, **Spector (2002)**, “Employees with higher perceived control are less likely to experience stress at work”.

Organizational commitment is crucial for organizations which have a desire to retain talented employees. It represents a degree to which employee associates with his or her organization (**Fu and Deshpande, 2013**). **Guest (1995)** also emphasizes that OC is at the core of human resource management. It changes traditional manpower management into a core of human resources. **Porter, et al. (1974)** define OC as "the relative strength of an individual's identification with and involvement in a particular organization" (p. 604). **Dee, Henkin, and Singleton (2006)** also describe it as a desire of an employee to commit to and be loyal to the organization. Most of the definitions stress the idea that employees who are devoted to their organizations are always hard workers (**Singh, 1998**), and have a stronger intent to stay in the organization, as opposed to employees who have weaker commitment (**Allen and Grisaffe, 2001**).

Job performance is a commonly used, yet poorly defined concept in industrial and organizational psychology (the branch of psychology that deals with the workplace). Nowadays, it's a part of Human Resources Management and refers to whether a person is performing his job well or not. Despite the confusion over how it should be exactly defined, performance is an extremely important criterion that relates to organizational outcomes and success. Amongst the most commonly accepted theories, the theory of Campbell and his colleagues (2001) is important. They describe psychological perspective of job performance as an individual level variable, i.e., performance is something a single person does and this differentiates it from more encompassing constructs such as organizational performance or national performance which are higher level variables. So, Job performance can be defined as how well an employee is performing at his work.

4. STATEMENT OF THE PROBLEM

The organizations should stay successful in order to meet the global competition. The increasing competition among various IT companies has lead to improving the performance of each company. It is also important for the company to understand the factors that influence the commitment of the employees and job performance as the outcome. The city is fast growing in software production. So, importance has to be given in identifying the areas of weakness and threats, so that it helps in the development of the company. The ineffective areas can be identified which act as a roadmap for future changes. Therefore, this study is important to identify the negative effects of job stress as a control subject along with organisational commitment predicting job performance of employees working in select IT companies in Coimbatore.

5. OBJECTIVE OF THE STUDY

- To study the impact of Job Stress and Organisational Commitment on Job Performance of employees working in select IT companies

6. METHODOLOGY

The study is descriptive in nature and depends upon primary data. This study examines the level of perception towards job stress, commitment and job performance that has a significant impact among employees engaged in select information technology companies in Coimbatore. The survey questionnaire was circulated among the sample employees of the select IT (Information Technology) companies. Both Primary and Secondary data are used for the study. Simple random sampling method has been adopted to collect the primary data. Six IT companies are selected for the study. Simple random sampling method has been adopted to collect the primary data. 121 sample respondents were finalized for data analysis. Tools used are Percentage Analysis, Garrett Ranking Method and Regression Analysis.

7. FRAMED NULL HYPOTHESES

There is no significant relationship between

- Job stress and Job Performance
- Affective Commitment and Job Performance
- Continuance Commitment and Job Performance
- Normative Commitment and Job Performance

8. LIMITATIONS OF THE STUDY

- The present study was limited up to 8 select IT companies in Coimbatore, hence it lacks universal applicability. One cannot judge an individual to be always consistent. It may be changed over a passage of time.

9. ANALYSIS AND RESULTS

Table 1: Demographic Variables of employees working in select IT companies

Sl.	Demography	Respondents (121 Nos.)	Percentage (100%)
1.	Age		
	Below 30 years	65	53.7
	31 to 50 years	24	19.8
	More than 50 years	32	26.4
2.	Gender		
	Male	55	45.5
	Female	66	54.5
3.	Educational Qualification		
	Graduation with specialisation (UG/PG)	90	74.4
	Graduation with non-specialisation (UG/PG)	31	25.6
Sl.	Demography	Respondents (121 Nos.)	Percentage (100%)
4.	Experience		
	Upto 5 years	79	65.3
	5 to 10 years	19	15.7
	More than 10 years	23	19.0
5.	Annual Income		
	Less than 7 Lakhs	28	23.1
	7 to 12 Lakhs	65	53.7
	More than 12 Lakhs	28	23.1

Table shows more than half (53.7%) of the respondents are in the age below 30 years, 26.4% are in the age more than 50 years, 19.8% in the age of 31 to 50 years. Most (54.5%) of the respondents are female and 45.5% of the respondents are male. Majority (74.4%) of the respondents are graduates (UG / PG) with technical specialisation and the rest 25.6% are non-specialized technical graduates. Most (65.3%) of the respondents are having experience upto 5 years, 15.7% are experienced between 5 and 10 years and the remaining 19% of the respondents have experience more than 10 years. Majority (53.7%) of the respondents annual income is between 7 and 12 lakhs, while 23.1% are earning less than 7 lakhs and another 23.1% respondents have annual income more than 12 lakhs.

9.1. Hierarchical Regression

Job Stress as control variables along with organisational commitment as predictor having impact on Job Performance

Relationship is assessed between Stress, Commitment (IVs) and Job Performance (DV). Stress as control variable predicting job performance (Model-1) and Organisational commitment based on Affective, Continuance and Normative Commitment predicting job performance (Model-2). Descriptive along with ANOVA, Coefficients, residual diagnostics and distribution of normality examined with Histogram and Scatter plots respectively.

Table 2: Descriptive of Job Stress, Organisational Commitment and Job Performance

Constructs	Mean	Std. Deviation	N
Job Performance	2.5504	.61225	121
Stress	2.0138	.51890	121
Affective Commitment	2.3884	.57670	121
Continuance Commitment	2.2218	.54915	121
Normative Commitment	2.2039	.61482	121

Job stress as control variable along with Organisational commitment represented by Affective, Continuance and Normative Commitment predicting Job performance of employees working in select IT companies in Coimbatore shows the mean and SD ranging from 2.01 to 2.55 respectively. Least mean recorded by Job stress (M=2.01, SD=0.518), followed by marginal higher mean for Normative Commitment (M=2.20, SD=0.614), Continuance Commitment (M=2.22, SD=0.549), Affective Commitment (M=2.38, SD=0.576) and the highest mean for Job Performance (M=2.55, SD=0.612).

Table 3: Impact of Job Stress and Organisational Commitment on Job Performance

	Constructs	Job Performance	Stress	Affective Commitment	Continuance Commitment	Normative Commitment
Pearson	Job Performance	1.000	-.047	.628	.332	.716

Correlation	Stress	-.047	1.000	.036	.051	.090
	Affective Commitment	.628	.036	1.000	.390	.487
	Continuance Commitment	.332	.051	.390	1.000	.312
	Normative Commitment	.716	.090	.487	.312	1.000
Sig. (1-tailed)	Job Performance	.	.305	.000	.000	.000
	Stress	.305	.	.347	.291	.163
	Affective Commitment	.000	.347	.	.000	.000
	Continuance Commitment	.000	.291	.000	.	.000
	Normative Commitment	.000	.163	.000	.000	.

Considering job performance as dependent variable predicted by job stress and organisational commitment based on Affective, Continuance and Normative commitment shows job stress have low negative correlation ($r=-0.047$, Sig.0.305) supporting H_0 . Whereas, significant positive correlation observed between Affective Commitment and Job performance ($r=0.628$ Sig.0.000), Normative Commitment and Job performance ($r=0.716$ Sig.0.000) and finally, Continuance Commitment and Job performance ($r=0.332$ Sig.0.000) to reject H_0 .

Table 4: Model summary showing impact of Job Stress and Organisational Commitment on Job Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.047	.002	-.006	.61415	.002	.261	1	119	.610
2	.792	.628	.615	.37999	.625	64.951	3	116	.000

Predictors: (Constant), Stress

Predictors: (Constant), Stress, Affective Commitment, Normative Commitment, Continuance Commitment

Dependent Variable: Job Performance

Model 1 and 2 analyzed using hierarchical regression and the results of Model-1 reveals Stress and the control Variable predicting its influence on job performance shows the variance is only at 0.2% based on the R-square and R-square change, concluding that there is no significant impact of job stress on job performance among employees working in select IT companies. Whereas, organisation commitment as predictor based on Affective Commitment, Continuance Commitment and Normative commitment have significantly contributed

in predicting Job performance and the results of R-square change shows 0.625 i.e. 63% (approx.) variance observed through explanatory variables towards dependent factor.

Table 5: ANOVA measuring fitness level among Job Stress and Organisational Commitment influencing Job Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.099	1	.099	.261	.610 ^a
	Residual	44.884	119	.377		
	Total	44.982	120			
2	Regression	28.233	4	7.058	48.884	.000 ^b
	Residual	16.749	116	.144		
	Total	44.982	120			

Predictors: (Constant), Stress

Predictors: (Constant), Stress, Affective Commitment, Normative Commitment, Continuance Commitment

Dependent Variable: Job Performance

Further Anova predicting the fitness level of the models in which Model-1, Job Stress factor is not found to have statistical significance $F(1,119)=0.261$, Sig.0.610 in predicting job performance, whereas, Model-2 which is the organisational commitment factors proved statistically significant $F(1,119)=48.884$, Sig.0.000 in predicting job performance. However, both the models are included in the study.

The equation for the models are

$$\text{Model-1} = 2.662 + 0.055 (\text{Job Stress})$$

$$\text{Model-2} = 0.499 - 0.130 (\text{Job Stress}) + 0.378 (\text{Affective Commitment}) + 0.029 (\text{Continuance Commitment}) + 0.607 (\text{Normative Commitment})$$

Table 6: Coefficients shows impact of Job Stress and Organisational Commitment on Job Performance

Model		Unstandardized Coefficients		Std. Coeff.	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.662	.225		11.849	.000					
	Stress	-.055	.108	-.047	-.511	.610	-.047	-.047	-.047	1.000	1.000
2	(Constant)	.499	.217		2.301	.023					

Stress	-.130	.067	-.110	-1.933	.056	-.047	-.177	-.110	.991	1.009
Affective Commitment	.378	.072	.356	5.253	.000	.628	.438	.298	.700	1.429
Continuance Commitment	.029	.062	.029	.462	.645	.332	.043	.026	.827	1.209
Normative Commitment	.607	.073	.544	8.267	.000	.716	.609	.468	.741	1.349

Dependent Variable: Job Performance

Model-1 result shows, though the coefficient of Job stress predicting Job performance is negative there is no statistical significance achieved ($\beta=-0.055$, $t=-0.511$, Sig.0.610) to accept the H₀.

Model-2 result shows, though the coefficient of Job stress predicting Job performance is also found negative there is no statistical significance achieved at 5% level ($\beta=-0.130$, $t=-1.933$, Sig.0.056) to accept the H₀. Whereas, the other predictor i.e. the organisation commitment based on Affective commitment and Normative Commitment are found to be significant in predicting job performance. Beta coefficient shows Affective Commitment ($\beta=0.378$, $t=5.253$, Sig.0.000) and coefficient of Normative Commitment ($\beta=0.607$, $t=8.267$, Sig.0.000) are found to be positive and significant to reject null hypothesis. While, there is no significant relationship between Continuance Commitment and Job performance ($\beta=0.029$, $t=0.462$, Sig.0.645) to support the null hypothesis. Variance Inflation Factor for all the independent variables were found to have been within the threshold of 0.5, proving no multi-collinearity observed among the predictors. Eventhough, there is no significant impact of stress on job performance, researcher attempts to evaluate any physical stress existing among employees using ranking method.

9.2. Garrett Ranking

Table 7: Rating on Physical effects of Stress

Attributes	R1	R2	R3	R4	R5	R6
Headache / back pain / body pain	32	38	31	4	9	7
Feel drained / exhausted everyday	17	32	10	6	25	31
Difficulty in maintaining weight	23	9	10	16	33	30
Discomfort in relaxing during holidays	37	26	34	3	8	13
Short tempered with close ones	5	8	12	41	21	34

Difficulty in remembering things	7	8	24	51	25	6
----------------------------------	---	---	----	----	----	---

Table 8: Rank showing Physical effects of Stress

Attributes	Garrett Score	Garrett Mean	Garrett Rank
Headache / back pain / body pain	7210	59.59	1
Feel drained / exhausted everyday	5779	47.76	3
Difficulty in maintaining weight	5525	45.66	5
Discomfort in relaxing during holidays	7056	58.31	2
Short tempered with close ones	4982	41.17	6
Difficulty in remembering things	5748	47.50	4

It is found that the employees have reported towards physical effects of stress that causes different types of ailments and the ranking computed using Garrett Ranking Method shows the highest to lowest rank based on score and mean viz. 1st rank for “Headache / back pain / body pain Score: 7210, Mean: 59.59”, 2nd rank towards “Discomfort in relaxing during holidays Score: 7056, Mean: 58.31”, 3rd rank “Feel drained / exhausted everyday Score: 5779, Mean: 47.76”, 4th rank “Difficulty in remembering things Score: 5748, Mean: 47.50”, 5th rank “Difficulty in maintaining weight Score: 5525, Mean: 45.66”, and finally, 6th rank “Short tempered with close ones Score: 4982, Mean: 41.17”.

10. SUMMARY OF RESULTS

10.1. Demographic result reveals

- More than half of the respondents are in the age.
- Most of the respondents working in select IT companies are female
- Majority of the respondents are graduates (UG / PG) with technical specialisation.
- Most of the respondents are having experience in the IT companies upto 5 years.
- Majority of the respondents in the select IT companies earn annual income between 7 and 12 lakhs.

10.2. Regression result

- Result reveals that Affective Commitment and Normative Commitment are found to have significant impact on Job Performance, signifying that when there is one unit increase in Affective Commitment, job performance of employees working in select IT companies increases by .378 units also, increase in one unit of Normative Commitment subsequently increases job performance by 0.607 units among employees of select IT companies in Coimbatore.

10.3. Garrett Ranking Method

- Employees reporting towards physical effects of stress caused different ailments ranked from highest to lowest shows 1st position for “Headache / back pain / body pain”, followed by “Discomfort in relaxing during holidays”, “Feel drained / exhausted everyday”, “Difficulty in remembering things Score, “Difficulty in maintaining weight”, and finally “Short tempered with close ones”.

11. SUGGESTIONS

It is observed from the study that there significant relationship between affective commitment and job performance as well as normative commitment and job performance based on the perception of employees working in IT sector, signifying that the result is in line with **Khan, Ziauddin, Jam, and Ramay (2010)** organisational commitment based on all three dimensions is observed to be positive when predicting job performance, however, level of significance is found to have been achieved with respect to affective and normative commitment. Result perfectly in line with **Meyer and Allen (1997)** who discussed that both “normative commitment” and “affective commitment” will be connected to performance, while “continuance commitment” will be unrelated, or even negatively related. The result also reveals significant impact (@ 10% level) between job stress and job performance and found to be parallel with the findings of **Bashir and Ramay (2010)** revealed that job stress significantly reduced the performance of an individual and also suggested that organizations should facilitate a supportive culture within the working atmosphere of the organization.

12. CONCLUSION

It is concluded that stress marginally influenced the commitment employees working in IT sector, therefore, management shall help employees to discharge their stress and improve their satisfaction through necessary coping strategies to elevate their commitment towards their job. Stress can have significant negative impact on job performance this may be due to poor supervision, unrest with successive targets, internal politics, more work and less pay may all contribute significantly as well as indirectly reducing their satisfaction level and also their commitment level towards job may need to be immediately attended by the management of the select IT companies to keep elevate the employee moral.

REFERENCES

- Suandi, T., Ismail, A., I., & Othman, Z. (2014). Relationship between Organizational Climate, Job Stress and Job Performance Officer at State Education Department. *International Journal of Education & Literacy Studies*, Vol. 2(1), pp. 17-28, ISSN: 2202-9478.
- Sharma, D., Borna, S., and Stearns, J. M. (2009). An Investigation of the Effects of Corporate Ethical Values on Employee Commitment and Performance: Examining the Moderating Role of Perceived Fairness. *Journal of Business Ethics*, 89(2), 251–260.

- Schermerhorn, J. R. (1989). *Management for Productivity*, 3rd Ed., John Wiley and Sons, New York.
- Jamal, M. (2011). Job stress, job performance and organizational commitment in a multinational company: An empirical study in two countries. *International Journal of Business and Social Science*, 2(20), 20–29.
- Jaramillo, F., Mulki, J. P., and Marshall, G. W. (2005). A meta-analysis of the relationship between Organizational commitment and salesperson job performance: 25 years of research. *Journal of Business Research*, 58(6), 705–714.
- Khan, M. R., Ziauddin, Jam, F. A., and Ramay, M. I. (2010). The impacts of Organizational commitment on employee job performance. *European Journal of Social Sciences*, 15(3), 292–298.
- Meyer, J. P. and Allen, N. J. (1997). *Commitment in the Workplace: Theory, Research and Application*. Thousand Oaks, Sage, CA.
- Spector, P. E., & Fox, S. (2002). An emotion-centered model of voluntary work behavior: Some parallels between counterproductive work behavior and organizational citizenship behavior. *Human Resource Management Review*, 12(2), 269–292.
- Fu, W. and Deshpande, S. P. (2013). The impact of caring climate, Job satisfaction, and Organizational Commitment on Job Performance of Employees in A China's Insurance Company. *Journal Business Ethics*, 124(2), 339-349.
- Guest, D. (1995). Trade Unions and Industrial Relations, In J.Storey (Ed.), *Human Resource Management. A critical text*, Routledge, London.
- Porter, L. W., Steers, R. M., Mowday, R. T., and Boulian, P. V. (1974). Organizational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603–609.
- Dee, J. R., Henkin, A. B., and Singleton, C. A. (2006). Organizational commitment of teachers in urban schools: examining the effects of team structures. *Urban Education*, 41(6), 603-627.
- Singh, R. (1998). Redefining psychological contract with the US workforce: a critical task for strategic human resource management planners in the 1990s. *Human Resource Management*, 37(1), 61–69.
- Allen, N. J. and Grisaffe, D. B. (2001). Employee commitment to the organization and customer reactions-mapping the linkages. *Human Resource Management Review*, 11(3), 209–236.