

IMPACT OF PERCEIVED STRESS ON ORGANISATIONAL COMMITMENT AMONG SELECT PUBLIC SECTOR BANK EMPLOYEES IN COIMBATORE

Dr.P. Paramanandam,
Associate Professor,
GRG School of Management Studies,
PSGR Krishnammal College for Women,
Coimbatore – 641 004,

Mrs. N.R.Shandy,
Research scholar,
GRG School of Management Studies,
PSGR Krishnammal College for Women,
Coimbatore,

ABSTRACT

The Perceived Stress Scale (PSS) is the most widely used psychological instrument for measuring the perception of stress. It is a measure of the degree to which situations in one's life are appraised as stressful. Items were designed to assess how unpredictable, uncontrollable, and overloaded respondents find their lives to be. Organizational commitment encompassed three conceptually and empirically distinct dimensions, labeled affective, continuance, and normative commitment. There are many articles related to stress and commitment while this study stands unique to measure the perceived stress having impact on organizational commitment among select public sector bank employees. The sub constructs of organizational commitment are viz. Affective Commitment, Continuance Commitment and Normative Commitment and the researcher conducted the study in Coimbatore district. The objective of the study has been accomplished with the help of primary data collected from 118 public sector bank employees of Coimbatore engaged in different positions. The survey was conducted through a structured questionnaire. The total samples identified among public banks were 118 employees. The statistical tools used are Descriptive statistics viz. percentage, mean, range, standard deviation, correlation and regression. It is concluded that the level of perceived stress encountered by the public sector bank employees cannot be immediately sorted out which needs rigorous management implications, it is an alarming situation for the policy makers of the financial institutions to frame necessary implications to facilitate their workforce perform peacefully and exhibit complete commitment in their job in the near future.

Keywords: Perceived stress, Organizational commitment, Affective, Continuance, Normative commitment

1. INTRODUCTION

Perceived Stress is a measure of the degree to which situations in one's life are appraised as **stressful**. The Perceived Stress Scale (PSS) is the most widely used psychological instrument for measuring the perception of stress. (Author: **Sheldon Cohen**)¹. Items were designed to tap how unpredictable, uncontrollable, and overloaded respondents find their lives. Positive **stress** helps improve athletic performance. It also plays a factor in motivation, adaptation, and reaction to the environment. **Psychological stress** refers to the emotional and physiological reactions experienced when an individual confronts a situation in which the demands go beyond their coping resources. Examples of stressful situations are marital problems, death of a loved one, abuse, health problems, and financial crises.

Meyer and Allen's model assumed organizational commitment encompassed three conceptually and empirically distinct dimensions, labeled affective, continuance, and normative commitment. (Meyer, John P, Natalie J, & Allen, 1991)². The differences between these dimensions (or components) were relatively straightforward, holding "employees with a strong affective commitment remain with [an] organization because they want to, those with a strong continuance commitment remain because they need to, and those with a strong normative commitment remain because they feel they ought to do so" (Meyer et al. 1993, p. 539)³.

The tremendous growth in the banking sector during the last six and half decades is appreciable. The number of commercial bank branches has increased from less than 100 in 1947 to around 8,000 in 1969 to 87,152. The average population per bank credit delivery outlet works out to around 5,000. Thus, there is a banking outfit (commercial or co-operative) for about every 5,000 persons in India. Scheduled Commercial Banks in India are categorized in five different groups according to their ownership and/or nature of operation. These bank groups are (i) State Bank of India and its associates, (ii) Nationalised Banks, (iii) Regional Rural Banks, (iv) Foreign Banks and (v) Other Indian Scheduled Commercial Banks (in the private sector). All Scheduled Banks comprise Schedule Commercial and Scheduled Co-operative Banks. Scheduled Cooperative banks consist of Scheduled State Co-operative Banks and Scheduled Urban Cooperative Banks. **Public Sector Banks** (PSBs) are banks where a majority stake (i.e. more than 50%) is held by a government. The shares of these banks are listed on stock exchanges.

2. STATEMENT OF THE PROBLEM

There are many articles related to stress and commitment while this study stands unique to measure the perceived stress having impact on organizational commitment among select public sector bank employees to understand the factual. The sub constructs of organizational commitment are viz. Affective Commitment, Continuance Commitment and Normative Commitment and the researcher conducted the study in Coimbatore district by collecting the information through opinion survey method and attempted to identify the level of perceived stress affecting the organizational commitment of the bank employees. Therefore it becomes important to understand whether

- Is there any negative effect of perceived stress on affective commitment?
- Is there any negative effect of perceived stress on continuance commitment?
- Is there any negative effect of perceived stress on normative commitment?

3. OBJECTIVES OF THE STUDY

- i. To measure the impact of perceived stress on affective commitment, continuance commitment and normative commitment.

4. METHODOLOGY

The study is descriptive in nature and depends upon primary data. The methodology of this study includes the description of research design, sample size, sampling technique, development and description of tool, data collection procedure and method of analysis. The validity of a research depends on the systematic method of collecting the data and analysing them in the sequential order. In the present study, extensive use of primary data was collected systematically. Both Primary and Secondary data are used for the study. The Primary data is a data which is collected for the first time by the researcher. The objective of the study has been accomplished with the help of primary data collected from 118 public sector bank employees of Coimbatore engaged in different positions. The survey was conducted through a structured questionnaire. Secondary data

are the data which already exist in the form of previous researches, official statistics, articles in journals, web information etc., are also included in this article. Selection of sample from each banks were carried out based on stratification taking into consideration the designation of the respondents in each branch viz. Manager (1 No.), Assistant Manger (1 No.), Sub-Staff (1 Nos.), Officers (4 Nos.), Clerk / Attendant (3 Nos.) represented 10 Nos. was selected using Stratified disproportionate random sampling technique. The total samples identified among public banks were 118 employees. The statistical tools used are Descriptive statistics viz. percentage, mean, range, standard deviation, correlation and regression.

5. LIMITATIONS OF THE STUDY

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

6. LITERATURE REVIEW

Kotze⁶ C.G.P., (2005), in her research stated “Occupational Stress, Organisational Commitment and Ill Health of Employees at a University of Technology”, The introduction of universities of technology in response to this places a new demand on academic institutions in South Africa, creating more occupational stress on employees. The objectives of the study were to establish how occupational stress, ill health and commitment are conceptualised in the literature; to establish what the occupational stress levels of staff at a university of technology are and to assess the mutual relationships among occupational stress, organisational commitment and ill health of employees at the specific institution. The research method consisted of a brief literature review and an empirical study. A cross sectional survey design was used. A stratified random sample was taken of academic and support staff at a specific university of technology (N = 334). The results showed that two occupational stressors, namely control and work relationships were higher than the norm. Physical and psychological ill health was predicted by occupational stress due to job demands and lack of organisational support. Occupational stress because of job demands had a significant effect on both affective and behavioral commitment of employees.

Adnan ul, Haque and John, Aston⁷ (2016): in their study titled “*A Relationship Between Occupational Stress and Organisational Commitment of I.T Sector's Employees in Contrasting economies*”, aimed to examine the relationship between occupational stress and organisational commitment of employees at middle and operational level. Additionally, the occupational therapists role is examined through self-developed ‘stress model’ containing perceived job satisfaction, organisational commitment, and distinctive stressors. Using purposive, snowball and convenience sampling 825 responses (403 from UK and 422 from Pakistan) gathered through on-line matrix based survey questionnaire to gain quantitative perspective. Findings showed female workers are less stress than male workers. Due to low social support, non-managerial employees are vulnerable to stress than their counterpart managerial position employees. Furthermore, Pakistani workforce experience greater stress than UK workforce does. Moreover, personal factors stressed females while organisational factors affect males. Personality often hinders females' organisational commitment while role demand and organisational leadership mainly affect male employees in both countries. Females use support more often than males for overcoming stress. Managerial position males have higher affective commitment whereas managerial level females have high normative commitment and continuance commitment. Although, degree of stress is higher in Pakistan comparing to UK but causes and effects are not significantly different.

Misbah Hayat Bhatti⁸ et.al., (2016), in their research on “Relationship between job stress and organizational commitment: An empirical study of banking sector” stated about stress can be defined as experienced discrepancy between demand of environment and capabilities of individual. In every phase of life, every individual has to face stress. Employees in different organizations face stress. Especially in the banking sector, employees face great stress due to many stress antecedents like lack of support from supervisors, great

pressure of work, problematic co-workers relationship and family and work life conflicts. All these stressors lead to low organizational commitment and absenteeism. The aim of this study is to check the impact of job stress on organizational commitment in the banking sector. For this purpose, 30 questionnaires were filled by the employees of 3 different banks. Results demonstrate the negative and significant relationship between job stress and organizational commitment. Results also show that stress is a major cause that decreases the employee's commitment towards the organization.

Affum-Osei⁹, E, et.al., (2015), in their study titled “Relationship between Organisational Commitment and Demographic Variables: Evidence from a Commercial Bank in Ghana” stated that the organisational commitment is very important for employees of every organisation. The construct has been much researched because of its impact on performance. The objective of the current study was to find out the relationship between organizational commitment and demographic variables (gender, age, qualification, experience and marital status) in Ghana. A descriptive correlation survey was employed in the study. Questionnaire was the main instrument used to gather the data for the current study. A total of 206 employees were randomly selected from 10 branches of a commercial bank in Ghana. The results showed that majority of the employees were moderately and highly committed with male workers recording the highest level of commitment compared to their female counterparts. The study further indicated that, there is evidence of significant relationship between organizational commitment and demographic variables (gender, age, qualification, experience and marital status). In conclusion, some of the organisational policies should be geared towards the improvement of employees' commitment in order to enhance their performance.

7. ANALYSIS OF RESULTS

This article deals with the analysis and interpretation of the data collected from select public sector bank employees to the study Perceived Stress and Organisational Commitment. The data collected were analyzed using the following statistical tools viz. Percentage Analysis, Mean, Standard Deviation, Correlation and Regression which are presented hereunder.

Table-1: Demographic Profile of the Respondents

S.No.	Demographic Variables	Classification	Respondents (118 Nos.)	Percentage (100%)
1.	Age	Below 30 years	35	29.7
		31 to 40 years	48	40.7
		Above 40 years	35	29.7
2.	Gender	Male	92	78.0
		Female	26	22.0
3	Educational Qualification	Graduates (UG/PG)	78	66.1
		Professional / Semi-Professional	20	16.9
		Others (M.Phil., Ph.D., etc.)	20	16.9
4.	Designation	Assistant Manager	25	21.2
		Officer	63	53.4
		Clerical / Sub-Staff	30	25.4
5.	Experience	Less than 5 years	40	33.9
		5 to 10 years	67	56.8
		More than 10 years	11	9.3
6.	Monthly Income	Less than Rs.30,000	40	33.9
		Rs.30,001 to Rs.40,000	54	45.8

	More than Rs.40,000	24	20.3
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The above table 1 reveals that out of the total one hundred and eighteen respondents taken for the study 48 respondents (40.7%) belong to 31-40 years age group, 92 (78%) belong to male category, 78 (66.1%) are graduates (UG/PG), 63 (53.4%) hold the designation as officers, 67 (56.8%) have 5 to 10 years experience and finally, 54(45.8%) belong to the category of earning between Rs.30,001 and Rs.40,000 per month.

Null Hypothesis

- H1: There will not be any correlation between Perceived Stress and Affective Commitment (H1a), Perceived Stress and Continuance Commitment (H1b), Perceived Stress and Normative Commitment (H1c).
- H2: Perceived Stress will affect Affective Commitment (H2a), Perceived Stress will affect Continuance Commitment (H2b), Perceived Stress will affect Normative Commitment (H2c).

Table 2: Descriptive Statistics, Correlation and Regression Analysis showing Perceived Stress as predictor variable and Affective, Continuance and Normative Commitment as Dependent Variables

Factors	N	Mean	SD	Min.	Max.	Corr.	R ²	Anova df(1,116)	UBC (SE)	t; (P)
Affective Commitment	118	15.72	3.433	7.00	22.00	- 0.337**	0.114	F=14.908 (Sig.0.000)	-1.695 (0.439)	-3.861 (P<0.01)
Continuance Commitment	118	15.21	5.273	5.00	25.00	- 0.572**	0.327	F=56.395 (Sig.0.000)	-4.412 (0.588)	-7.510 (P<0.01)
Normative Commitment	118	18.09	2.704	9.00	25.00	- 0.711**	0.506	F=118.620 (Sig.0.000)	--2.813 (0.258)	-10.891 (P<0.01)
Perceived Stress[#]	118	2.65	0.683	1.00	4.62	# Independent Variable				

Note:

N= Number of Respondents

SD= Standard Deviation

Min.= Minimum

Max.= Maximum

Corr.= Correlation

R² = Regression Square

df= Degree of Freedom

UBC= Unstandardized Beta Coefficient

7.1. Descriptive Statistics

- The descriptive statistics shows that the average mean score of affective commitment was 15.72 (SD=3.433) with the scores ranging between minimum 7.00 and maximum 22.00.
- The descriptive statistics shows that the average mean score of continuance commitment was 15.21 (SD=5.273) with the scores ranging between minimum 5.00 and maximum 25.00.

- The descriptive statistics shows that the average mean score of normative commitment was 18.09 (SD=2.704) with the scores ranging between minimum 9.00 and maximum 25.00.
- The descriptive statistics shows that the average mean score of Perceived Stress was 2.65 (SD=0.683) with the scores ranging between minimum 1.00 and maximum 4.62.

7.2. Correlation

- There was a significant correlation ($r = -0.337$, $p < 0.01$) between Perceived Stress and Affective Commitment. Hence hypothesis H1a was rejected.
- There was a significant correlation ($r = -0.572$, $p < 0.01$) between Perceived Stress and Continuance Commitment. Hence hypothesis H1b was rejected.
- There was a significant correlation ($r = -0.711$, $p < 0.01$) between Perceived Stress and Normative Commitment. Hence hypothesis H1c was rejected.

7.3. Regression

- Regression analysis was conducted to investigate the relationship between Perceived Stress and Affective Commitment. F-Test was statistically significant, which means that the model was statistically significant. The R-squared is 0.114 which means that approximately 11% of the variance of Affective Commitment was explained by the predictor variables that is Perceived Stress. Hence the hypothesis (H2a) was rejected.
- Regression analysis was conducted to investigate the relationship between Perceived Stress and Continuance Commitment. F-Test was statistically significant, which means that the model was statistically significant. The R-squared is 0.327 which means that approximately 38% of the variance of Continuance Commitment was explained by the predictor variables that is Perceived Stress. Hence the hypothesis (H2b) was rejected.
- Regression analysis was conducted to investigate the relationship between Perceived Stress and Normative Commitment. F-Test was statistically significant, which means that the model was statistically significant. The R-squared is 0.506 which means that approximately 51% of the variance of Normative Commitment was explained by the predictor variables that is Perceived Stress. Hence the hypothesis (H2c) was rejected.

8. SUMMARY OF RESULTS

It is observed that there is a negative correlation between

- Perceived stress and affective commitment (H1a),
- Perceived stress and continuance commitment (H1b)
- Perceived stress and normative commitment (H1c),

Therefore, the null hypothesis is rejected. In continuation, the power was determined through regression weights which shows that

- Perceived Stress have a significant negative effect on Affective Commitment (H2a),
- Perceived Stress have a significant negative effect on Continuance Commitment (H2b),

➤ Perceived Stress have a significant negative effect on Normative Commitment (H2c).

which means that due to perceived stress the organizational commitment based on affective commitment, continuance commitment and normative commitment have significantly affected was proved through regression analysis shows statistically significance to reject the null hypothesis.

9. DISCUSSION AND SUGGESTION

Several studies examining the impact of stress further highlight that occupational stress is negatively related to organisational commitment **Chien-Chung¹⁰, (2003)**. As it can be observed from the study that the factors contributing to perceived stress have a significant impact on organizational commitment which may be due to assigning forcefully into new technology, pressure due to competition among peers and supervisors and also monetary benefits that may not be compensating the workload they have to perform, work conflict and also poor level of job security **Colligen & Higgins¹¹, (2006)** may be the reasons for negative organizational commitment.

The results of study are in line with the study Chien-Chung, (2003) which reveals impact of organizational stress negatively related to organizational commitment. As discussed by **Velnampy and Aravinthan¹² (2013)** reveals that the low level of stress may benefit to enhance employee's performance which may turn vice-versa when its high or have to be sustained for long periods that can indeed deplete the job performance and lead to job dissatisfaction which therefore decrease the organizational commitment.

It is observed that the results shows marginally low level of negative impact among public sector bank employees who were willing to stay back in the organization which means that they show attachment and involvement in their work and organization which is a good sign for affective commitment, while they show intent to leave the organization is marginally high which is the problematic factor with respect to continuance commitment whereas, it is clear that high level of negative impact on normative commitment which means less recognition for their work they perform **Haque & Yamoah¹³, (2014)**. Therefore, it is recommended that in the banks needed to be significantly improve their employees job satisfaction and elevate their organizational commitment to perform well and take the banks to a greater height.

10. CONCLUSION

It is concluded that the level of perceived stress encountered by the public sector bank employees cannot be immediately sorted out which needs rigorous management implications, that is possible only through obtaining feedback from the employees and measuring their stress level and also identifying the employees who all experience higher level of stress that have affected their work performance, job satisfaction and indeed having significant impact on their affective, continuance and normative commitments. Though, the level of perceived and organizational commitment was found to be marginally high, it is an alarming situation for the policy makers of the financial institutions to frame necessary implications to facilitate their workforce perform peacefully and exhibit complete commitment in their job in the near future.

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