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RELATIONSHIP BETWEEN JOB STRESS AND ORGANISATIONAL COMMITMENT AMONG INSURANCE SECTOR EMPLOYEES IN PALAKKAD DISTRICT

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Abstract: The employment nature in the insurance sector is extremely challenging due to acute flexibility through resource management. Since, mostly for all employees, the sources of job reward remain limited to the salary only expectation to gain incentives and create a threatening atmosphere of competition and loss of job security. This situation creates job stress and brings decline in performance and lack of commitment towards job. As the insurance sector is dynamic in nature, economic fluctuations can create uncertainty. The main object of this study is to investigate the relationship between job stress and organizational commitment among insurance sector employees in palakkad district. The study aims to provide insights into the challenges faced by insurance sector employees. A sample of 93 employees was selected by stratified sampling method. The findings of the study reveal that there is significant negative relationship between job stress and organizational commitment among insurance sector employees.

Keywords: resource management, insurance sector, customer expectation, job stress, organisational commitment

I INTRODUCTION

The insurance sector, as a crucial component of the financial infrastructure, plays a vital role in the economic development of the state. It is a critical component of the financial services industry, providing individuals and businesses with a means to manage and transfer different types of risks. Insurance companies offer policies that provide financial protection against potential losses, and in exchange, policy holders pay premiums. The sector encompasses a wide range of insurance types, including life insurance, health insurance, property and casualty insurance, and more. Insurance companies play a crucial role in risk management. They help individuals and businesses assess and mitigate risks by providing financial protection against unforeseen events.

Organisational commitment

Organisational commitment refers to an individual's emotional attachment, identification and loyalty to their organization. It reflects the extent to which employees feel connected to their workplace, share its values and are motivated to contribute to its success. It is a psychological state that influences an individual's decision to continue working for an organization and to invest time and effort in their job. High levels of organisational commitment are generally associated with positive outcomes for both the employee and the organization, such as increased job satisfaction, lower turnover and high performance. High levels of organisational commitment are beneficial for organisations as they contribute to employee retention, increased productivity and a positive work environment. Employees can enhance organisational commitment by fostering a positive workplace culture, providing opportunities for professional growth, recognizing and rewarding employees and promoting open communication.

Components of organizational commitment

Affective Commitment

Affective commitment refers to the emotional attachment, identification and involvement that an employee has with their organization. Individuals with high affective commitment really enjoy their work and feel a strong sense of belonging to the organization. They remain with the organization because they want to, not because they feel an obligation or because it is too costly to leave. Employees with affective commitment see themselves as an integral part of the organization and align their personal values with those of the organization. Affective commitment is considered beneficial for organization as it is closely related to higher job performance, lower turnover intention and a more positive overall work environment. Employees with high affective commitment are likely to contribute positively to the success of the organization.

Continuance Commitment

Continuance commitment is based on emotional attachment and it is more pragmatic. It is associated with the perceived costs or sacrifices an employee would face if they were to leave the organisation. It reflects an individual's awareness of the investments they have made in terms of time, effort and personal sacrifices and the potential losses they might incur if they decide to leave.

Normative Commitment

Normative commitment is characterised by a sense of obligation or duty to stay with an organisation. Normative commitment is based on a feeling of moral or ethical responsibility to remain committed to the organization. Individuals with high degree of normative commitment may see leaving the organisation as a breach of professional loyalty. In this level of commitment the employees prioritise their commitment to the organisation over personal gain or external opportunities.

Job stress

Job stress is a common phenomenon that many employees experience in the workplace. The various factors like workload, conflicts in workplace, lack of job security, etc creates job stress among employees. Job stress can have negative effects on mental and physical health.

Cooper (1998) explained stress in the contemporary context; as a consequence of , “organizations today being smaller, with fewer people doing more and feeling much less secure” He also highlights the role of new technology as an instrument of information overload with demands for a greater immediacy of response in the accelerating pace of work.

II. REVIEW OF LITERATURE:

Sanjeev and Rathore (2014) in their article, Exploring the Relationship between Job Stress and Organizational Commitment: A Study of the Indian IT Sector, examine the relationship between employee stress and organizational commitment among employees in the IT sector. The study confirms the conceptualization of organizational stress in an inverse relationship with workplace organizational commitment. Going further, the understanding of factors that contribute to work stress that have been derived from the study can be used to address the issue of organizational stress.

Bhatti, Misbah, Hayat, et al (2016) in their article, ‘Relationship between job stress and organizational commitment: An empirical study of banking sector’, examine the impact of job stress on organizational commitment in the banking sector. The findings of the study states that there is negative relationship between job stress and organizational commitment. The regression results also strengthen the negative relationship.

Goswami, Richa, and Mandil (2022) in their article, ‘The Effect of Job Stress on Organizational Commitment’, examine the effect of Job stress on Organizational commitment among employees of service sector of NCR Region. The result revealed that Job stress and organizational commitment has negative relation but insignificant. The result depicts that Male carries more stress and committed to work than women.

III. OBJECTIVES OF THE STUDY

1. To study the relationship between job stress and organizational commitment among insurance sector employees in palakkad district.
2. To analyze the dimensions of occupational stress and organizational commitment among employees on the basis of demographic variables.

IV. HYPOTHESES OF THE STUDY

H1: There is significant association between job stress and category of employment among Insurance Sector Employees in Palakkad District

H2: There is significant association between Organisational Commitment and category of Employment of Insurance Sector Employees in Palakkad District

H3: There is significant difference in the Job Stress level of insurance sector employees based on gender

H4: There is a significant linear relationship between Job Stress and Organisational Commitment

H5: There is significant difference in the organisational commitment level of insurance sector employees based on gender

V. SCOPE OF THE STUDY

The study limited to insurance sector employees from Palakkad district. The insurance sector often involves high-pressure situations, as employees may deal with complex policies, financial matters, and customer expectations. Since, mostly for all employees, the sources of job reward remain limited to the salary only expectation to gain incentives and create a threatening atmosphere of competition and loss of job security. This situation creates job stress and brings decline in performance and lack of commitment towards job. As the insurance sector is dynamic in nature, economic fluctuations can create uncertainty. The insights gained from this study may inform management strategies to improve the working conditions, create positive organisational culture and also to enhance the organisational commitment among insurance sector employees in Palakkad District.

VI. RESEARCH METHODOLOGY

The study is based on both primary and secondary data. Primary data were collected from insurance sector employees through a structured questionnaire with sections on demographics, job stress factors, and organisational commitment factors. The secondary data that were collected from books and journals .The population of the study consists of different categories of employees of insurance sector includes assistant manager, divisional manager, Developmental officer and LIC assistant. The sample size of the study was 93 employees among insurance sector. Stratified sampling method was used to collect the primary data. The data collected for the purpose of research is hence analyzed using SPSS.

VI. DATA ANALYSIS AND INTERPRETATION

Table 1: Descriptive Statistics – Demographic Details

	N	Minimum	Maximum	Mean	Std. Deviation
Gender of respondents	93	1	2	1.57	.498
Marital Status of respondents	93	1	2	1.23	.420
Age of Respondents	93	1	4	2.42	.665
Category of Employment	93	1	5	2.63	1.258
Monthly income of respondents	93	1	4	2.42	.889
Valid N (list wise)	93				

Source: Primary Data

Table 1 shows the descriptive statistics of demographic details.

Table 2 Descriptive Statistics - Job Stress of Employees among Insurance Sector

	N	Minimum	Maximum	Mean	Std. Deviation
Workload is light	93	1	3	1.51	.564
Suffer from physical ailments due my job	93	2	4	3.38	.779
Social Habits changed due to my job	93	2	5	3.96	.327
Unable to concentrate on things properly	93	3	5	3.83	.583
Lost my weight since joining this job	93	1	5	3.22	.883
Working environment of my organization is irritative and suffocative	93	2	5	3.83	.842
Get enough time to relax at my job	93	1	4	2.13	.850
Social life is affected my present job	93	1	5	2.99	1.088
Working environment is stressful	93	1	5	3.85	.807
Valid N (list wise)	93				

Source: Primary Data

Table 2 shows the descriptive statistics of Job Stress among employees in insurance sector. The mean and standard deviation of statements related to job stress is included in the descriptive statistics.

Table 3 Descriptive Statistics – Organisational Commitment of Employees among Insurance Sector

	N	Minimum	Maximum	Mean	Std. Deviation
Willing to put in a great deal of effort in order to help the organization be successful	93	2	5	4.06	.528
Talk up this organization to my friends as a great organization to work for	93	3	5	4.26	.464
Feel loyalty to this organization	93	1	5	2.99	1.088
Would accept almost any type of job assignment in order to keep working for this organization	93	1	5	3.85	.807
My values and the organisations are similar	93	2	5	4.06	.528
This organization really inspires the very best in the way of job performance	93	3	5	4.26	.464
Would take change in my present circumstances to cause me to leave this organization	93	1	5	2.99	1.088
Really care about the fate of this organization	93	1	5	3.85	.807
This is the best of all possible organisations for which to work for me	93	2	5	4.06	.528
Too much to be gained by sticking with this organization	93	1	4	2.13	.850
Valid N (list wise)	93				

Source: Primary Data

Table 3 shows the descriptive statistics of Organisational Commitment among employees in insurance sector. The mean and standard deviation of statements related to job stress is included in the descriptive statistics.

H1: There is significant association between job stress and category of employment among Insurance Sector Employees in Palakkad District

Table 4 Test Statistics

	Job Stress	Category of Employment
Chi-Square	69.505 ^a	48.237 ^b
Df	16	4
Asymp. Sig.	.000	.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 5.5.		
b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 18.6.		

Source: Primary Data

Table 4 show the test result based on Chi-Square method. The p - value is less than 0.05 hence the hypothesis supported statistically. This means that there is association between job stress and category of employment. That means the stress level is different at different category of employment like assistant manager, divisional manager, Developmental officer and LIC assistant.

H2: There is significant association between Organisational Commitment and category of employment of Insurance Sector Employees in Palakkad District

Table 5 Test Statistics		
	Organisational commitment	Category of Employment
Chi-Square	60.000 ^a	48.237 ^b
Df	16	4
Asymp. Sig.	.000	.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 5.5.		
b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 18.6.		

Source: Primary Data

Table 5 shows the test result based on Chi-Square method. The p value is less than 0.05 hence the hypothesis statistically supported. This means that there is association between organisational commitment and category of employment. That means the commitment level is different at different category of employment like assistant manager, divisional manager, Developmental officer and LIC assistant.

H3: There is significant linear relationship between Job Stress and Organisational Commitment

Table 6 Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 ^a	.660	.656	2.01351
a. Predictors: (Constant), Job Stress				

Table 7 ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
1					
Regression	715.344	1	715.344	176.444	.000 ^b
Residual	368.935	91	4.054		
Total	1084.280	92			
a. Dependent Variable: Organisational Commitment					
b. Predictors: (Constant), Job Stress					

Table 8 Coefficient						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.450	1.965		5.320	.000
	Job Stress	-.749	.056	-.812	-13.283	.000
a. Dependent Variable: commitment						

Table 6 shows the model summary of regression analysis of independent variable and dependent variable. Regression analysis shows the relationship between job stress and organizational commitment is proved the value of R square .660. It displays the impact of job stress on organizational commitment is 66 % explained. Result in table 7 shows the model fitness. Analysis of variance with F value= 176.444 suggested and proved the validity of model.

Result in table 8 shows the significance of relationship between independent variable and dependent variables. According to the result of table Standardized Coefficients Beta value is -.812, that shows 81.2 means if there is one percent change in job stress then there would be 81.2 percent change will occur in organizational commitment. In other words, 81.2 percent of Organizational commitment is being affected by job stress. Regression analysis results in Table 6 also confirmed that job stress is negatively related to organizational commitment and significant ($\beta = -.812$, $p < .05$). Result in the table also proved the H1 that there is negative relationship between job stress and organizational commitment

H4: There is significant difference in the organisational commitment level of insurance sector employees based on gender

Table 9 Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Organisational	Equal variances assumed	.022	.882	-.725	91	.315	-.73019	.72324	-2.16681	.70644

Commitment	Equal variances not assumed					-.722	83.248	.317	-.73019	.72527	-	.71228
											2.17266	

Source: Primary Data

Table 9 shows the result of independence sample test. The F value was not significant hence the hypothesis was not supported statistically. That means there is no significant difference in the Organisational Commitment level of insurance sector employees based on gender in palakkad district.

H5: There is significant difference in the Job Stress level of insurance sector employees based on gender

Table10 Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Stress	Equal variances assumed	.093	.761	-.437	91	.311	-.8636	.84833	-2.54879	.82143
	Equal variances not assumed			-.435	74.30	.325	-.8636	.87210	-2.60125	.87389

Source: Primary Data

Table 10 shows the result of independence sample test. The F value was not significant hence the hypothesis was not supported statistically. That means there is no significant difference in the Job Stress level of insurance sector employees based on gender in palakkad district.

VIII. FINDINGS OF THE STUDY

1. There is association between job stress and category of employment. That means the stress level is different at different category of employment like assistant manager, divisional manager, Developmental officer and LIC assistant.
2. There is association between organisational commitment and category of employment. That means the commitment level is different at different category of employment like assistant manager, divisional manager, Developmental officer and LIC assistant.
3. Regression analysis shows the relationship between job stress and organizational commitment is proved the value of R square .660. It displays the impact of job stress on organizational commitment is 66 % explained.
4. Result in Regression analysis shows the model fitness. Analysis of variance with F value = 176.444 suggested and proved the validity of model.
5. According to the result of table Standardized Coefficients Beta value is -.812, which shows 81.2 means if there is one percent change in job stress then there would be 81.2 percent change will occur in organizational commitment.
6. There is negative relationship between job stress and organizational commitment.
7. There is no significant difference in the Organisational Commitment level of insurance sector employees based on gender in palakkad district.
8. There is no significant difference in the Job Stress level of insurance sector employees based on gender in palakkad district.

IX.CONCLUSION

Human resource plays a very important role in order to increase the organizational productivity and profitability. If the employee is not free from stress and working under stressful environment then it is not possible for the organization to achieve its goals and objective. In order to gain the employee commitment towards the organization, organization should have to provide stress free environment to the employees. The results also indicated negative and significant relationship between job stress and organizational commitment. As the employee stress increases, employee commitment towards the organization decreases and vice versa. Insurance sector have to make proper strategies to reduce the job stress among employees like flexible work hours, career growth opportunities, develop the good relationship with co-workers and supervisors. In this way the insurance sector will able to reduce the job stress and increase the organizational commitment.

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