

## Relationship between Occupational Stress and Organizational Commitment among Revenue Personnel

### Abstract

The aim of this study was to explore the relationship between occupational stress and organizational commitment among revenue personnel. It was hypothesized that the relationship between occupational stress and organizational commitment will be negative. A sample of one hundred revenue personnel, with a minimum job experience of two years, were incidentally selected from Lucknow and other nearby cities and districts (India). Occupational stress index (Srivastav & Singh, 1981) and the Organizational Commitment Scale (Khan & Mishra, 2002) were used in this study. Pearson correlation analysis was conducted.

Results revealed a significant negative relationship between occupational stress and organizational commitment.

**Keywords:** Organizational Commitment, Occupational Stress, Revenue Personnel

### Sonal Agarwal

Senior research fellow,  
Deptt. of Psychology,  
University of Lucknow,  
Lucknow

### Introduction

Research on organizational commitment spans to many decades. Organizational commitment has been defined in several different ways. The various definitions share a common theme in that organizational commitment is the bond or linking between the individual and the organization. (Mathieu, & Zajac, 1990)

Meyer and Allen (1990) offer a three component model of organizational commitment namely affective commitment, normative commitment and continuance commitment. Organizational commitment affects how an employee manages the various demands at job, plans and organizes his/ her work suitably to perform well. Researches reveal that a low level of organizational commitment results in greater absenteeism. (Paré and Tremblay, 2007)

Numerous factors influence organizational commitment including stress at work.

Stress is a perceived substantial imbalance between demand and response capability under conditions where failure to meet demand has important or perceived consequences. (Mc Grath, 1970). Occupational stress is defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, responses, or need of the worker (National Institutes for Occupational Safety and Health, 1999). Stress is shown to have an adverse effect on both physical and psychological health. High job stress is detrimental for the organization as it leads to absence from work, increased accidents due to job and lack of productivity. (Dubrin, 1992)

Somers (2009) showed a significant relationship between job stress and affective commitment and normative commitment but no significant relationship between job stress and continuance commitment. Kobasa & Antrosrusky (1998) found that significant relationship existed between occupational stress and organizational commitment among lawyers.

Although plethora of researches have been conducted on exploring the relationship between organizational commitment and occupational stress among various vocational spheres yet hardly any studies have been undertaken exploring these vital constructs among the officials working in the revenue department of India. The revenue personnel have an extremely crucial job as they collect taxes which provide the backbone for development of the country. Tax evasions are evident which increases work pressure. The present study attempts to fill this critical gap in literature.

### P.C Mishra

Professor,  
Deptt. of Psychology,  
University of Lucknow,  
Lucknow

**Statement of the Research Problem**

1. What is the relationship between occupational stress and organizational commitment among revenue personnel?
2. What is the relationship between occupational stress and affective, continuance and normative commitment?
3. What is the relation between organizational commitment and the various dimensions of occupational stress?

**Aim of the Study**

The aim of the study were as follows

1. To find out how occupational stress was related to organizational commitment among revenue personnel.
2. To find out the relationship between occupational stress and all the three dimensions of organizational commitment namely affective, normative and continuance commitment among revenue personnel.
3. To find out the relationship between organizational commitment and all the dimensions of occupational stress among revenue personnel.

**Hypothesis**

In the direction of the available literature concerning the relationship of occupational stress and organizational commitment, the following hypothesis were formulated

**H1**

Occupational stress will be negatively related to organizational commitment among revenue personnel.

**Sub- Hypothesis**

**H2.**

Occupational stress will have a negative relation with affective, normative and continuance commitment among revenue personnel.

**H3**

Organizational commitment will have a negative relation with all the 12 dimensions of occupational stress among revenue personnel.

**Nature of Study**

The study was Correlational in nature and was primarily focusing on two variables namely organizational commitment and occupational stress where organizational commitment was the criterion variable and occupational stress was the predictor variable.

**Sample**

The sample of this study comprised of one hundred income tax personnel who were incidentally selected from Lucknow and other nearby cities and districts.

The participants had a minimum job experience of two years. Graduation was the minimum educational qualification. Only participants who were in the age range of 30 to 40 years were selected. All of them were married males who were well versed in English language. The participants included tax assistants, income tax inspectors, income tax officers and assistant commissioners. All the participants in the study were those who were recruited to work in the revenue department by the Staff Selection Commission of India. (S.S.C)

**Measures**

Two psychometric tests were used in this study.

Organizational commitment scale by Khan and Mishra 2002 was used to measure organizational commitment. The scale consists of eighteen items with five alternative responses. The three sub- scales of it are Affective commitment, Continuance commitment and Normative commitment. The scale is reliable and valid Occupational stress was measured using the Occupational Stress Index developed by Srivastava and Singh (1981). The scale consists of 46 items where 28 are true keyed and 18 are false keyed. The responses are to be marked on a five point rating scale. The scale consists of 12 dimensions which are Role overload, role conflict, role ambiguity, unreasonable group and political pressure, responsibility for people, under – participation, powerlessness, poor peer relationship at work, low status, intrinsic impoverishment and unprofitability.

The split half reliability and the Chronbach’s alpha coefficient of this index are 0.935 and 0.90 respectively.

**Method of Data Collection and Analysis**

The data was gathered by individually contacting the officers working in the Income Tax department in Lucknow and nearby cities and districts (India).

The participants were briefed about the study and assured of the confidentiality of their responses.

After the demographic sheet and the two psychological tools were collected, the participants were thanked for their cooperation.

Pearson correlation analysis was conducted on the obtained data.

**Results**

**Table 1**  
**Correlation Coefficients of Occupational Stress with Organizational Commitment**

Variable	Occupational Stress
Organizational commitment	-0.43**
Affective commitment	-0.43**
Continuance commitment	-0.42**
Normative commitment	-0.40**

**Note**

A negative and significant relationship was found between occupational stress and organizational commitment (overall score) and all its three dimensions namely affective, continuance and normative commitment.

**Table 2**  
**Correlation Coefficients of Organizational Commitment with the Twelve Dimensions of Occupational Stress**

Variable	Organizational Commitment
Occupational Stress	-0.43**
Role Overload	-0.35**
Role Ambiguity	-0.24**
Role conflict	-0.34**
Unreasonable Group and Political Pressure	-0.35**
Responsibility for People	-0.42**
Under Participation	-0.23**

Powerlessness	-0.39**
Poor Peer Relationship at Work	-0.32**
Intrinsic Impoverishment	-0.32**
Low Status	-0.27**
Strenuous Working Conditions	-0.31**
Unprofitability	-0.25**

**Note**

Pearson Product Moment analysis reveal that a negative and significant relationship was found between organizational commitment and all the 12 dimensions of occupational stress index.

**Discussion**

Work related stress and its potential consequences are an important area of research owing to its applicability in the organizational spheres. The aim of the study was to explore the relationship between organizational commitment and occupational stress among revenue personnel. It was hypothesized that there will be a negative relationship between occupational stress and organizational commitment (both overall and area – wise).

Results revealed a statistically significant negative relationship between organizational commitment and occupational stress ( $r=-0.43$ ) ( $p=0.01$ ).

While analyzing the sub scales of organizational commitment, it was found that the strongest negative significant relationship existed between affective commitment and occupational stress ( $r=-0.43$ ) followed by the relationship between continuance commitment and occupational stress ( $r=-0.42$ ).

The coefficient of correlation between normative commitment and occupational stress ( $r= -0.40$ ) was also found to be negative and significant.

The analysis of sub –dimensions of occupational stress index indicated that there was a negative statistically significant relationship between organizational commitment and all the twelve dimensions of occupational stress (Table 2).The responsibility for person sub scale had the strongest negative correlation with organizational commitment ( $r= -0.42$ ) followed by the Powerlessness dimension ( $r= -0.39$ ).The weakest negative correlation was noted with the under participation dimension of occupational stress index ( $r=-0.23$ ) followed by the unprofitability dimension ( $r= -0.25$ ).

Since a negative relationship was found between occupational stress and organizational commitment, it can be said that as the occupational stress increases, the organizational commitment decreases.

Thus all the hypothesis of the study are accepted.The results of this study are also supported by previous researches which indicate negative relationship between job/occupational stress and organizational commitment. (Lee,2007) (Al-Hawajreh, 2011).

**Conclusion**

Stress is an insidious aspect of work environment which affects an individual's commitment towards his organization. By taking an empirical approach, this study revealed that occupational stress

had a significant negative relationship with organizational commitment among revenue personnel.It was also found that the correlation between occupational stress and the three sub-scales of organizational commitment namely affective commitment,continuance commitment and normative commitment were negative and statistically significant.Moreover the study revealed that a negative and statistically significant relationship existed between organizational commitment and all the 12 dimensions of occupational stress Efforts to curtail occupational stress and programmes designed to foster effective coping with job pressure would be useful for the employees in particular and organization as a whole as it would enhance the level of psychological wellbeing and improve performance. .

**References**

1. Al-Hawajreh K. (2011). Exploring the Relationship between
2. Occupational Stress and Organizational Commitment among Nurses in Selected
3. Jordanian Hospitals, An - Najah University Journal of Research
4. (Humanities), Vol. 25(7), pp. 1931-1975
5. Dubrin, A.J., 1992. Human relations: A Job Oriented th Approach. 5 ed. 127-132.
6. Kobasa, S.C. & Antrosrusky.(1998).“Commitment and Coping strategies in Stress Resistance among Lawyers”. Journal of Personality and Social Psychology. 42. 707-717.
7. Khan, S.M.,and Mishra,P.C. (2002) . Development of Organizational Commitment Scale. Unpublished. Department of Psychology. University of Lucknow. Lucknow. India.
8. Lee, J.A., 2007.Organizational justice:A mediated model from individual well-being and social exchange theory perspectives,A dissertation for thedegree of Doctor of Philosophy, TOURO University International.
9. Mathiew, J.E. and Zajac, D.M [1990] ., “A Review and Meta-Analysis of the Antecedents, Correlates, and Consequences of Organizational Commitment”, Psychological Bulletin, Vol. 108, , PP 171-199.
10. Mc Grath, J. E [Ed] [1970]. Social Psychological Factors in Stress. Holt, Rinchart and Winsten, New York.
11. Meyer, J.P. and N.J. Allen, 1990. The measurement and antecedents of affective, continuance and normative commitment to The Organization.Journalof Occupational Psychology, 63: 1-18.
12. National Institutes for Occupational Safety and Health. (1999). Stress at work. OH: U.S. Department health and Human services. Cincinnati.
13. Paré, G., & Tremblay, M. (2007). The influence of high-involvement human resources practices, procedural justice, organizational commitment, and citizenship behaviors on information technology professionals' turnover intentions. Group & Organization Management, 32 (3), 326-357.
14. Srivastava, A.K.,and Singh,A.P. (1981). Occupatio nal Stress Index: Manual, Department

P: ISSN NO.: 2394-0344

E: ISSN NO.: 2455-0817

# Remarking An Analisation

RNI No.UPBIL/2016/67980

Vol-I\* Issue-VI\*September - 2016

of Psychology, Banaras Hindu University,  
Varanasi, India.

15. Somers M.J., 2009. The combined influence of affective, continuance and normative commitment

on employee withdrawal, J. Vocational Behavior,  
74: 75-81.