

## Chief Editor

Dr. A. Singaraj, M.A., M.Phil., Ph.D.

## Editor

Mrs.M.Josephin Immaculate Ruba

## EDITORIAL ADVISORS

1. Prof. Dr.Said I.Shalaby, MD,Ph.D.  
Professor & Vice President  
Tropical Medicine,  
Hepatology & Gastroenterology, NRC,  
Academy of Scientific Research and Technology,  
Cairo, Egypt.
2. Dr. Mussie T. Tessema,  
Associate Professor,  
Department of Business Administration,  
Winona State University, MN,  
United States of America,
3. Dr. Mengsteab Tesfayohannes,  
Associate Professor,  
Department of Management,  
Sigmund Weis School of Business,  
Susquehanna University,  
Selinsgrove, PENN,  
United States of America,
4. Dr. Ahmed Sebihi  
Associate Professor  
Islamic Culture and Social Sciences (ICSS),  
Department of General Education (DGE),  
Gulf Medical University (GMU),  
UAE.
5. Dr. Anne Maduka,  
Assistant Professor,  
Department of Economics,  
Anambra State University,  
Igbariam Campus,  
Nigeria.
6. Dr. D.K. Awasthi, M.Sc., Ph.D.  
Associate Professor  
Department of Chemistry,  
Sri J.N.P.G. College,  
Charbagh, Lucknow,  
Uttar Pradesh. India
7. Dr. Tirtharaj Bhoi, M.A, Ph.D,  
Assistant Professor,  
School of Social Science,  
University of Jammu,  
Jammu, Jammu & Kashmir, India.
8. Dr. Pradeep Kumar Choudhury,  
Assistant Professor,  
Institute for Studies in Industrial Development,  
An ICSSR Research Institute,  
New Delhi- 110070, India.
9. Dr. Gyanendra Awasthi, M.Sc., Ph.D., NET  
Associate Professor & HOD  
Department of Biochemistry,  
Dolphin (PG) Institute of Biomedical & Natural  
Sciences,  
Dehradun, Uttarakhand, India.
10. Dr. C. Satapathy,  
Director,  
Amity Humanity Foundation,  
Amity Business School, Bhubaneswar,  
Orissa, India.



ISSN (Online): 2455-7838

SJIF Impact Factor (2015): 3.476

EPRA International Journal of

# Research & Development (IJRD)

Volume:1, Issue:8, October 2016



Published By :  
EPRA Journals

CC License





SJIF Impact Factor: 3.476

ISSN: 2455-7838(Online)

EPRA International Journal of Research and Development (IJRD)

Volume: 1 | Issue : 8 | October | 2016

# OCCUPATIONAL STRESS AND ITS INFLUENCE ON JOB COMMITMENT AMONG EMPLOYEES IN ENTERTAINMENT INDUSTRY

**Dr.T.Thirumaleswari<sup>1</sup>**

<sup>1</sup>Assistant Professor, Faculty of Management Studies, SCSVMV University, Enathur, Kanchipuram, Tamilnadu, India.

**Dr.C.B.Ragothaman<sup>2</sup>**

<sup>2</sup>Professor, Department of Management Studies, Rajalakshmi Engineering College, Thandalam, Chennai, Tamilnadu, India.

## ABSTRACT

Occupational stress is the regular hindrance encountered by every individual at their work places. The consequences of occupational stress influence both positive and negative aspects with respect to every individual and collectively an entity of an organization. The construction and process of occupational stress are realized by employees both in physical and psychological backgrounds. The outcome of occupational stress are shown psychologically compared to physical in many of the situations. The role of personality, perception, attitude and motivation lead to performance outcome, loyalty, involvement, interest, productivity and commitment at work places. But the magnitude and direction of occupational stress and the process of internalization differ in every organization based on the individual characteristics, organizational design & culture and work place situations. The present study has been designed to study the role of occupational stress on job commitment among the employees in entertainment industry. The objective of present study focused on identifying the important variables that lead to occupational stress and its level of influence on job commitment among the employees in different media category under entertainment industry. The outcome of study reveals the influence of important factors related to occupational stress on job commitment and in order to study the framed objectives data reduction technique (Exploratory Factor analysis) and multiple regression were employed. The study also revealed that there are four major factors namely job role stressor, job behavioural stressor, job facilitator and job goal stressor that influence occupational stress and in which job facilitator has significant influence on job commitment.

**KEY WORDS:** Occupational stress, job commitment, entertainment industry, job role, job behavioural, job facilitator and job goal.

## 1.1. INTRODUCTION

Occupational stress is one of the major health hazards in the present day workplace. Occupational stress and stressful working conditions have been linked to low productivity, absenteeism, and increased rates of accidents on and off the job. Occupational stress represents a real threat to quality of life for employees (Danna and Griffin, 1999). Moreover, stress in the workplace represents a potential loss of talent for organizations as top performers disengage from work where occupational stress, its causes, symptoms and sequel are prevalent (Cartwright and Boyes, 2000). Stress is often termed as a feeling of being overloaded. It is "the nonspecific response of the body to any demand" (Hans Seyle, 1956). In terms of organization, it means work stress or job stress. Work stress and job stress are the two words which are interchangeably used (Abu Al Rub, 2004). Work stress is of two types: psychological stress and physiological stress. Psychological stress means an emotional reaction such as apprehension, job alienation, anxiety, frustration, depression etc (Millward, 2005). Physiological stress is referred to as a physiological reaction of the body such as abdominal pain, chest pain, heart palpitation, fatigue, migraine, backache, as well as changes in drinking, sleeping, eating etc (Beehr et al., 2001). With the introduction of new technologies, many jobs have become more fragmented and job tasks have been narrowed, leaving workers more disconnected from the final product. Occupational or job stress may be defined as a "mechanism whereby the human body attempts to adapt to the environment." The body has a normal mechanism for dealing with stressful situations that is known as the "fight or flight" response. As soon as the brain senses danger, it sends messages (electrical, chemical, and hormonal) that stimulate the extra energy needed to fight the danger or run away from it. The working conditions are called "stressors" and consist of those things which have a negative effect on a worker's physical or emotional well-being. In addition, these working conditions or stressors are associated with two job characteristics: job control and demand. Organizational commitment has been viewed as the feelings of employees toward their current organization. Organizational commitment has been defined as the strong belief in and acceptance of the organizational goals and values, willingness to exert considerable effort on behalf of the organization and a definite desire to maintain organizational citizenship (Porter, Steers, Mowday & Boulian, 1974). Organizational commitment has been conceptualized as a multidimensional involving affective, normative and continuance commitment (Allen & Meyer, 1990, 1996; Boehman, 2006; Canipe, 2006; Greenberg, 2005; Karrasch, 2003; Turner & Chelladurai, 2005). There are three dimensions that

measure organizational commitment as a variable. Affective commitment refers to the emotional bond and identification of the employees with the organization. Continuance commitment refers to the material benefits gained from being with the organization (Akintayo, 2010). While, normative commitment reveals a feeling of compulsion to continue employment (Jaros, Jermier, Koehler, & Sincich, 1993). Organizational commitment has been identified as being influential in that it can change the behaviors of employees (Lambert, 2003). A low level of organizational commitment is also linked to negative work related attitudes and behaviors such as turnover intentions (Bashaw & Grand, 1994; Morrow, 1993), occupational deviance (Haarr, 1997), absenteeism (Farrell & Stamm, 1988; Morrow, 1993) and reduced employee effort, theft, job dissatisfaction, and unwillingness to be relocated (Morrow, 1993)

## 1.2. STATEMENT OF THE STUDY PROBLEM

The Entertainment industry has tremendous scope for growth in all the segments due to rising incomes and evolving lifestyles. Media is consumed by audience across demographics and various avenues such as television, films, out of home (OOH), radio, animation and visual effect (VFX), music, gaming, digital advertising, and print. The entertainment and media (E&M) industry has outperformed the Indian economy and is one of the fastest growing sectors in India. The E&M industry generally tends to grow faster when the economy is expanding. The key factors that are driving the growth of the media and entertainment industry in India are the favourable demographics, growing literacy, increasing affluence, development of technology, government support and the growing interest in the Indian way of life. The never before seen growth in the sector has been the result of the growing number of television channels, FM radio channels, rising popularity of social media, growing demand for content from mobile operators which is expected to further increase with the growth of 3G services and innovations of technology. The growth of employment in entertainment industry increased phenomenally. The changes in working pattern, the organisational design and structure of entertainment industry revamps frequently in order to meet competitions. In addition to that, the increasing work force, diversity, work culture, reporting system in hierarchy, stimulate work pressure. The consolidated changes in the work pattern in entertainment industry cause different forms of occupational stress. The outcome of occupational stress have major influence of job commitment among employees in entertainment industry. The present study address the gap of occupational stress role on job commitment.

### 1.3. REVIEW BACKGROUND

The factors that are responsible for creating stress at workplace are known as occupational stressors. These may consist of personal circumstances, societal and cultural pressures. Larson (2004) stated that “any characteristics that possess a threat to workplace” is a job stressor. In literature many determinants of job stress are discussed and investigated. Occupational stress represents a real threat to quality of life for employees (Danna and Griffin, 1999). Moreover, stress in the workplace represents a potential loss of talent for organizations as top performers disengage from work where occupational stress, its causes, symptoms and sequel are prevalent (Cartwright and Boyes, 2000). The successful organization is likely to be one which can manage employment practices and perceptions of those practices by all groups of employees in a way that results in positive job-related outcomes. It seems here that the emphasis should be on increasing the psychological bound of all employees to the organization, especially given that affective commitment shows the most promise as a predictor of employee performance (Brett et al., 1995). The present age of chaos, change, high level of work pressures can cause learned helplessness in organization. Since organizational practices have impact on organizational commitment and job involvement, learned helplessness influence job involvement and organizational commitment. Based on this discussion and review of literature, it is hypothesized that learned helplessness has a negative effect on job involvement and organizational commitment. Commitment is defined as the degree of identification and involvement which individuals have with their organization's mission, values and goals. This translates into their desire to stay with the organization; belief in its objectives and values; the strength of employee effort in the pursuit of business objectives (Mowday et al. 1979). According to Selye (1956) not always stress is bad for the employees. Stress at workplace to some extent is good for the performance of the employees. The concept of “good Stress” is supported by many researchers (Munir, 2011; Parker & DeCotiis, 1983). As evident by a research by Weiss (1983), occupational stress not always has a negative effect for organizational performance as well as at individual level. According to him a certain amount of stress at job is beneficial for the performance while sometimes too much job stress may harm the performance of employees unless it is gone beyond their level of forbearance.

### 1.4. OBJECTIVES

1. To understand the demographic background of employees in entertainment industry with special reference to media background

2. To explore the factors influencing occupational stress among the employees in entertainment industry
3. To learn the effect of occupational stress related factors on organizational commitment of employees.

### 1.5. SCOPE

The study covered the aspects of occupational stress related aspects and its influence on organizational commitment among the employees in entertainment industry by limiting the media related avenues. The study also described the demographic background of employees in media sector. It also identified the cause factors of occupational stress. The study addressed the outcome of influence of occupational stress related aspects on organizational commitment of employees in media sector.

### 1.6. i. Research Methodology:-

This study primarily focuses on occupational stress related aspects on job commitment among the employees in entertainment industry. After extensive literature survey, primary data was collected by survey using a structured questionnaire among 272 employees working in entertainment industry includes print, electronic and social media in Tamilnadu. The respondents were contacted through e-mail and on line survey sources. There were around 348 respondents contacted through online survey sources and in which 285 responses were received and after the proper editing process it was observed 13 incompleting responses. The total 272 completed questionnaire were taken for analysis and further interpretation process. The Convenient sampling method was used to select the sample. The exploratory factor analysis technique was used to identify the important factors of occupational stress and job commitment related attributes. The multiple regression analysis was performed to explain influence of occupational stress related attributes on job commitment of employees in entertainment industry. The constructs related to occupational stress and job commitment were tested for its reliability by taking 35 samples through pilot study and in which it was observed that the reliability exists (cronbach alpha value respectively 0.952 and 0.9221) and the further data collection was continued from other respondents.

### 1.6. ii. Sampling and Data Collection:-

This research is exploratory cum descriptive in nature as it conveys the aspects of occupational stress and its influence of job commitment of employees in entertainment industry. The primary survey was conducted with the help of structured questionnaire with closed ended questions using five point Likert scale

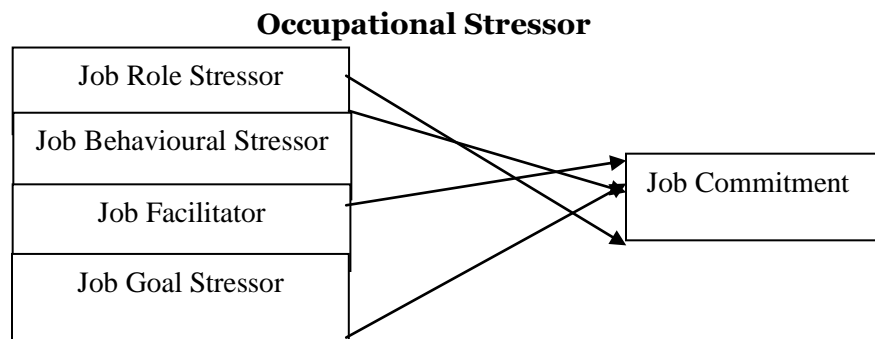
ranging from “Strongly Agree” to “Strongly Disagree”.

The data obtained for the study were analyzed using Exploratory Factor analysis for identification of the occupational stress related factors (job role stressor, job behavioral stressor, job facilitator and job goal stressor) and job commitment aspects. Factor analysis was conducted as a data reduction technique to minimize the number of variables whilst simultaneously maximizing the amount of information in the analysis.

**1.7. CONCEPTUAL FRAMEWORK**

There are different forms of stress related aspects that influence the contribution of individuals at work places. The employees job related outcomes like satisfaction, involvement, level of engagement, productivity, loyalty and commitment are influenced by stress related aspects. The physical, mental and environment related stressors have impact on

individual employees on their personal, health, emotional and at work. Among the various stressors, occupational stress related aspects have due influence on employees at work and which affects their job related outcomes. The constructs of occupational stress were studied by many researchers and explored its identity as important factor. The present study has taken some listed constructs (32 constructs) and it was reduced to important factors with the help of data reduction technique. In addition to that, the outcome of occupational stress related constructs have great influence on job commitment. So job commitment constructs were also taken as selective constructs (7 constructs) and simultaneously reduced to important factor (job commitment factor). The reduced occupational stress constructs ( namely four factors) and its influence on job commitment (one factor) is through multiple regression analysis. The conceptual model is described as follows.



**Fig. No. 1 Conceptual Framework**

## 1.8. RESULT AND DISCUSSION

### Demographic Background of Respondents:-

**Table No. 1 Demographic Background**

S.No.	Attribute	Category	No. of Respondents	Percentage to Total
1	Age	Less than 30	83	30.5
2		31 to 40	92	33.8
3		Above 40	97	35.7
1	Gender	Male	119	43.8
2		Female	153	56.3
1	Educational Background	Below Graduation	30	11.0
2		Graduation	81	29.8
3		Post Graduation	90	33.1
4		Others	71	26.1
1	Marital Status	Married	159	58.5
2		Unmarried	66	24.3
3		Others	47	17.3
1	Monthly Income	Less than 25000	31	11.4
2		25001 to 30000	102	37.5
3		Above 30001	139	51.1
1	Media Employed	Print	141	51.8
2		Television	77	28.3
3		Electronic and Social	54	19.9
1	Department	Reporting and Print	44	16.2
2		Administrative	67	24.6
3		Operation and Technical	57	21.0
4		Customer service and Marketing	57	21.0
5		Others	47	17.3
<b>Total</b>			<b>272</b>	<b>100</b>

*Source: Primary Data*

Table No. 1 shows the demographic background of employees selected for the study from entertainment industry. Regarding the age background, 35.7 percent are above the age group of 40, 56.3 percent of the respondents are female compared to 43.8 percent of male. In terms of their educational background 33.1 percent are post graduate qualified. It is observed that 58.5 percent are married and 51.1 percent receive more than Rs.30,000 as monthly income. The study understood the major employment of 51.8 percent from print media and 24.6 percent belong to administration and 21 percent from operation & technical and customer service & marketing.

The researcher has undertaken the principal component analysis with varimax rotation (Churchill procedure) to explore the significant occupational stressors attributes. To explore the

number of factors, the study considered the most usual rule of Kaiser Criterion (selected the factors corresponding to the Eigen values above 1.0). Only items with communality greater than 0.5 and the absolute value of their co-relation to an axis greater than 0.6 were retained. Then the Cronbach alpha was used to assess the reliability of the antecedents. The estimated coefficients can be described as acceptable as they are all above 0.70 (Peterson 1994).

From the below Table No. 2, The Kaiser-Meyer-Olkin (KMO) value of 0.839 is greater than 0.5, indicates the measure of sample adequacy which proves that the given primary data is fit for data analysis using factor analysis. The Bartlette's test of sphericity indicates that the correlation matrix is not an identity matrix which indicates that the factor model is appropriate. Since the p-value is 0.000 i.e.

the p-value is less than 0.05 which indicates that the correlation is significant. It is clear from the factor analysis that four factors F1- Job Role Stressor

F2-Job Behavioural stressor, F3- Job Facilitator and F4- Job Goal Stressor are the important occupational stress related constructs comprises (26 constructs out of 32 constructs) were

extracted which cumulatively explains 71.887 per cent of the total variance. The rotated component matrix shows that the factor loading of the items on the factors. The remaining components with Eigen values under 1.0 were dropped as per the Kaiser rule.

**Table No. 2 Factor Analysis**

Factor Name	Statements	h <sup>2</sup> Communality	Reliability	Factor Loading	Eigen Values	% of Variance	Cumulative %
F1 ( Job Role Stressor)	I have to do a lot of work in this job.	.779	.957	.795	14.538	19.702	19.702
	The available information relating to my job role and its outcomes are vague and insufficient	.659	.958	.720			
	The responsibility for the efficiency and productivity of many is thrust upon me.	.791	.957	.796			
	My decisions and instructions concerning distribution of assignments among employees are properly followed.	.593	.958	.730			
	My assignments are of monotonous nature.	.705	.957	.775			
	I do my work under the tense circumstances	.565	.958	.693			
	I have to do some work unwillingly owing to	.691	.957	.722			
	Certain group/political pressures.	.798	.957	.797			
	I get ample opportunity to utilize my abilities and experience independently	.576	.958	.706			
F2 (Job Behavioural Stressor)	It is not clear what type of behavior and attitude expected my superior and colleagues from me	.756	.956	.627	4.811	19.542	39.244
	I am unable to satisfy my responsibilities due to my work pressure, work load and time factors	.747	.957	.762			
	Travelling frequency disturb my work schedules	.816	.957	.818			
	Social compromise the great barrier in my career	.714	.956	.753			
	Irregular work schedules disturb my job	.730	.956	.786			
	Social injustice always trouble my work mind set	.721	.957	.745			
	Work duplication is also a reason for my job stress	.706	.957	.806			
	Technological match up trouble my personal privacy in my job	.727	.957	.833			

F3 (Job Facilitator)	Facilitating works are more in my present job	.760	.957	.854	2.117	18.986	58.230
	Competitive pressures are insurmountable in my job	.707	.958	.834			
	Inconvenient working conditions are unavoidable in my job	.770	.958	.851			
	My job is timeless and limitless	.852	.958	.902			
	Non response to my hard work happens in my job	.769	.959	.866			
F4 (Job Goal Stressor)	This job has enhanced my social status	.768	.958	.687	1.538	13.656	71.887
	Some of my assignments are quite risky and complicated.	.770	.958	.777			
	I am not provided with clear instructions and sufficient facilities regarding the new assignments trusted to me.	.777	.958	.730			
	I bear the great responsibility for the progress and prosperity of this organization/ department, company	.755	.958	.813			

Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy= 0.839 Overall Cronbach Alpha ( $\alpha$ ) = 0.957, Bartlett's Test of Sphericity = Approx. Chi-Square-9758.279 (p=0.000) ,

Source: Primary Data

From the below Table No. 3, The Kaiser-Meyer-Olkin (KMO) value of 0.839 is greater than 0.5, indicates the measure of sample adequacy which proves that the given primary data is fit for data analysis using factor analysis. The Bartlette's test of sphericity indicates that the correlation matrix is not an identity matrix which indicates that the factor model is appropriate. Since the p-value is 0.000 i.e. the p-

value is less than 0.05 which indicates that the correlation is significant. It is clear from the factor analysis that one factor F1- Job Commitment is the important commitment related aspect comprises (7 constructs out of 7constructs) were extracted which cumulatively explains 68.610 per cent of the total variance. The rotated component matrix shows that the factor loading of the items on the factors.

**Table No. 3 Factor Analysis**

Factor Name	Statements	h <sup>2</sup> Communality	Reliability	Factor Loading	Eigen Values	% of Variance	Cumulative %
F1 (Job Commitmen)	I would be very happy to spend the rest of my career in this organization.	.570	.917	.755	4.803	68.610	68.610
	I really feel as if this organization's problems are my own.	.541	.919	.736			
	I do not feel a strong sense of belonging to my organization.	.778	.903	.882			
	It would be very hard for me to leave my organization right now, even if I wanted to.	.694	.910	.833			
	I believe I have too few options to consider leaving this organization.	.720	.908	.849			
	This organization deserves my loyalty.	.757	.906	.870			
	I would not leave my organization right now because I have a sense of obligation to the people in it.	.742	.907	.861			

Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy= 0.839 Overall Cronbach Alpha ( $\alpha$ ) = 0.91, Bartlett's Test of Sphericity = Approx. Chi-Square-1538.864(p=0.000) ,



Source: Primary Data

**Regression Analysis for occupational stress related attributes influence on job commitment:-**

Multiple linear regression (MLR) tests using step enter regression method were subsequently conducted to find the level of influence of four occupational stress related

factors ( job role stressor, job behavioural stressor, job facilitator and job goal stressor) on job commitment among the employees in entertainment industry. The Table 4 shows the multiple regression model summary and over fit statistics. The adjusted R<sup>2</sup> of the model.555 with R<sup>2</sup> value of.562 that means the linear regression explained is 56.2 % of the variance in the data.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 <sup>a</sup>	.562	.555	.66699486
a. Predictors: (Constant), Job Role Stressor, Job behavioural stressor, Job Facilitator and Job Goal stressor				
b. Dependent variable : Job commitment ( 7 constructs)				

As per table no. 5, the F-test is highly significant, thus it proves that there is a linear relationship between the variables in our model.

**Table No. 5 ANOVA<sup>b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	152.216	4	38.054	85.538	.000 <sup>a</sup>
Residual	118.784	267	.445		
Total	271.000	271			

a. Predictors: (Constant), Job Role Stressor, Job Behavioural Stressor, Job Facilitator and Job Goal stressor  
 b. Dependent Variable: Job Commitment

**Table No. 6 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.644	.225		2.862	.005
Job Role Stressor	.028	.041	.028	.703	.483
Job Behavioural Stressor	.061	.041	.061	1.499	.135
Job Facilitator	.746	.041	.746	18.400	.000
Job Goal Stressor	-.037	.041	-.037	-.913	.362

a. Dependent Variable: Job Commitment

The table no. 6 shows the multiple linear regression estimates including the intercept and the

significance levels. The independent variables, job facilitator significantly influence on job

commitment. One unit of job facilitator influences 0.746 unit of job commitment. The other aspects like job role stressor, job behavioural stressor and job goal stressor not significantly influence on job commitment.

## CONCLUSION

Occupational stress in every industry augments due to the recent changes in work places and technological intervention. The outcome of occupational stress and its significant influence on job satisfaction, employee loyalty and job commitments have both positive and negative impact. In the aspect of entertainment industry, the level of competition and its increased social responsibility envisage occupational stress in different dimension and also influence on employees commitment and productivity. The outcome of present study will be useful for the industry to understand the implication of occupational stress elements and its influence on employees job commitment and also help to align suitable policies and managerial action towards the controlling of stress and increase employee job commitment.

## REFERENCES

1. Abu Al Rub, R. F. (2004). *Job stress, job performance and social support among hospital nurses*. *Journal of Nursing Scholarship*, Vol. 36(1), pp.73-78.
2. Akintayo, D. I. (2010). *Work-family conflict and organization commitment among industrial workers in Nigeria*. *Journal of Psychology and counseling*, Vol.2(1), pp.1-8.
3. Allen N. J. & Meyer N. J. (1996), *Affective, Continuance, and Normative Commitment to the Organization: An Examination of Construct Validity*, *Journal of Vocational Behavior*, Vol: 49, pp: 252-276.
4. Allen N. J. & Meyer J. P. (1990), *The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization*, *Journal of Occupational Psychology*, Vol. 63, pp. 1-18.
5. Bashaw, R. & Grand, E. (1994), *Exploring the distinctive nature of work commitments: the relationship with personal characteristics, job performance, and propensity to leave*, *Journal of Personal Selling & Sales Management*, Vol.14 (2), pp.41-56.
6. Beehr, T. A., Jex, S. M., & Ghosh, P. (2001). *The management of occupational stress*. In C. M. Johnson, W. K. Redmon, & T. C. Maxhinney (Eds.), *Handbook of organizational performance; Behavior analysis and management*, (pp. 228-254). New York; Haworth Press.
7. Boehman, (2006), *Affective, Continuance, and Normative Commitment among Student Affairs Professionals*, *Unpublished Doctoral Dissertation*, North Carolina State University, Raleigh, NC (ProQuest Digital Dissertations).
8. Brett, J. F., Cron, W. L., & Slocum Jr, J. W. (1995). *Economic dependency on work: A moderator of the relationship between organizational commitment and performance*. *Academy of Management Journal*, Vol.38: pp.261-271.
9. Canipe, (2006). *Relationships among Trust, Organizational Commitment, Perceived Organizational Support, and Turnover Intentions*, *Unpublished Doctoral Dissertation*.
10. Cartwright, S. & Boyes, R.F. (2000), *Taking the pulse of executive health in the UK*, *The Academy of Management Executive*, Vol. 14 No.2, pp.16-24.
11. Danna, K. & Griffin, R.W. (1999). *Health and well-being in the workplace: A review and synthesis of the literature*. *Journal of Management*, Vol.25(3), pp.357-384.
12. Farrell, D. & Stamm, C.L. (1988), *Meta-analysis of the correlates of employee absence*, *Human Relations*, Vol.41 (3), pp.211-227.
13. Greenberg, J. (2005). *Managing Behavior in Organizations 4th ed.*, Prentice-Hall, Englewood.
14. Haarr, R. (1997), *They're making a bad name for the department: exploring the link between organizational commitment and police occupational deviance in a police patrol bureau*, *Policing: An International Journal of Police Strategies & Management*, Vol.20 (4), pp.786-802.
15. Hans Selye. (1956). *The stress of life*. New York: McGraw-Hill Book Co.
16. Jaros, J. S., Jermier, J. M., Koehler, J. W. & Sincich, T. (1993). *Effects of continuance, affective, and moral commitment on the withdrawal process: An evaluation of eight structural equations models*. *Academy of Management Journal*, Vol.36(1), pp.951-995.
17. Karrasch, (2003), *Antecedents and Consequences of Organizational Commitment*, *Military Psychology*, Vol: 15, No: 3, pp: 225-236.
18. Lambert, L. (2003). *Leadership capacity for lasting school improvement*. Alexandria, VA: Association of Supervision and Curriculum Development.
19. Larson, L. L. (2004). *Internal auditors and job stress*. *Managerial Auditing Journal*, Vol.19(9), pp.1119-1130
20. Millward, L. (2005). *Understanding occupational and organizational psychology*. Thousand Oaks, California: Sage Publications.
21. Morrow P. (1993). *The theory and measurement of work commitment*. Greenwich, CT: JAI Press.
22. Mowday, R.T., Steers, R.M. & Porter, L. (1979), *The measurement of organizational commitment*, *Journal of Vocational Behavior*, Vol. 14, pp.224-247.
23. Munir, K. (2011). *Impact of stressors on the performance of employees*.
24. Parker, D. F., & DeCotiis, T. A. (1983). *Organizational determinants of job stress*. *Organizational behavior and human performance*, Vol.32(2), pp.160-177.
25. Porter, L., Steers, R., Mowday, R., & Boulian, P. (1974). *Organizational commitment, job satisfaction, and turnover among psychiatric technicians*. *Journal of Applied Psychology*, Vol.59, pp.603-609.
26. Turner, Chelladurai, (2005), *Organizational and Occupational Commitment, Intention to Leave, and Perceived Performance of Intercollegiate Coaches*, *Journal of Sport Management*, Vol: 19, pp: 193-211.
27. Weiss, M. (1983). *Effects of work stress and social support on information systems managers*. *Mis Quarterly*, Vol.7(1), pp.29-43.