

## Moderating Effect of Age on Relationship between Organizational Commitment and Workplace Stress

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### ABSTRACT

This paper delves into the relationship between two organizational variables: organizational commitment and workplace stress. It aims to explore the dynamics between these variables and their interplay within organizational settings. The research primarily investigates the moderating influence of age on the association between organizational commitment and workplace stress. The objective of this study is to propose a novel approach to mitigating workplace stress by leveraging organizational commitment. The TCM Employee Commitment Survey and Workplace Stress Scale, were used to collect data from a sample comprising 162 employees working in the IT sector in Mumbai and Bengaluru. The analysis revealed a noteworthy trend wherein all three facets of organizational commitment—namely affective, continuance, and normative—exhibit a positive correlation with advancing age. Furthermore, a negative correlation emerged, indicating that employees displaying higher levels of organizational commitment tend to experience lower levels of workplace stress. In the concluding segment of the study, empirical evidence supports the hypothesis that age acts as a moderator, intensifying the relationship between organizational commitment and workplace stress. These findings have real world implications that can aid in providing novel ways for development of organizations and betterment of employees.

**Keywords:** *Organizational commitment (affective, continuance, normative), workplace stress, age, moderator*

Organizational commitment has been an important area in the workplace research for several years now. It has been studied from various views the most popular one being the three-component model by Meyer and Allen (Solinger, 2008). Its importance has increased because of being related to organizational variables like organizational culture, job satisfaction, education as predictors (Sikorska-Simmons, 2005) and can be used to predict employee satisfaction, employee engagement, distribution of leadership, job performance and even turnover. Connectivity to the aforementioned variables led to me being interested in studying more about organizational commitment. Although the need for organizations to support their employees and to treat them justly in order to engender commitment is undeniable, selecting employees who additionally have a propensity for organizational commitment should maximize the probability that an organization will have a committed workforce (Motowidlo, 2012).

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Along with the pandemic came stress, which even though existed before, is now considered an important part of an employee's life along with studying work-life balance and employee engagement (Irawanto, 2021). The demands that come from both employees' work and their families can exceed the stamina of an individual which ends up with increased tension. The stress that occurs in the workplace generally happens because of attribution of the work, hierarchical situations, the relationship between colleagues and customers (Batur, 2014). It is of great importance today to study stress in employees especially because of the uncertainty in jobs and the great resignation followed by the great layoffs going on right now. It is also of great importance to understand the way other variables play out in increasing or decreasing stress in an organizational setting.

### **REVIEW OF LITERATURE**

The three-component model (TCM) of organizational commitment will be the focus and major theoretical backing in this study. It proposes that affective, continuance and normative commitment even though have varied characteristics can explain or establish a link between the employee and the organization in various ways (Allen, 1991). It has been a major breakthrough in the study of organizational commitment which is relevant even today. Certain forms of organizational commitment stem from the results of experiences at work which satisfy employee's needs or are in congruence with their beliefs and values (Meyer, 1990). Work experience factors can be generally divided into two categories: those that met employees' need to feel both physically and psychologically at home in the workplace, and those that supported employees' perceptions of competence in their job roles (Allen, 1991).

Organizational Commitment has also been linked to personality. The most famous study conducted by Erdheim et al. (2006). They used the five-factor model of personality to understand the components of organizational commitment as displayed through the three-component model. As we study the three components, we will also see their relationships with the factors of personality. We will also be looking at the important antecedents of organizational commitment which allow us to understand the concepts better. Important also is to understand the current research about the interactions between organizational commitment and workplace stress.

#### ***Affective Commitment***

Affective commitment refers to an employee's perceived emotional attachment towards their organization (Meyer, 1990). It is more about the feelings the employees have about being attached to the organization through antecedents like personal characteristics, structural characteristics, job-related characteristics and work experiences (Mowday, 1982). Affective commitment consistently demonstrates stronger relations with a greater number of important organizational variables than any other form of commitment. Since affective commitment is useful in predicting organizational outcomes, it has been studied more extensively than other types of commitment due to its longevity as a construct. Its antecedents have received more empirical and theoretical attention than those of any other type of commitment (Motowidlo, 2012). Demographic characteristics such as age, tenure, sex and education have been linked to commitment for a long time but research evidence hasn't shown a strong or consistent relationship (Dunham, 1987).

There is some evidence that affective commitment is related to decentralization of decision making and formalization of policy and procedure (O'Driscoll, 1987). Some variables from the comfort category of work experiences have been found to correlate with affective

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commitment. These include confirmation of pre-entry expectations, equity in reward distribution, organizational dependability, organizational support, role clarity, freedom from conflict and supervisor consideration (Allen, 1991). The competence-related experiences include accomplishment, autonomy, fairness of performance-based rewards, job challenge, job scope, opportunity for advancement, opportunity for self-expression, participation in decision making and personal importance to the organization (Allen, 1991). It was found that conscientiousness was associated with the affective component of organizational commitment. Affective commitment correlated 0.20 ( $p < .01$ ) with extraversion and 0.18 ( $p < .05$ ) with conscientiousness (Erdheim, 2006).

### ***Continuance Commitment***

Continuance commitment refers to the fear of loss or the negative outcomes of leaving the job (Meyer, 1990). It means that an individual thinks they will lose more if they leave than what they'll gain. Anything that increases perceived costs can be considered an antecedent here as it is associated with the losses that they will incur if they leave such as some skills may be organization specific and not applicable elsewhere (Allen, 1991). The most commonly studied antecedent of continuance commitment has been side bets or investments. This means that commitment to a path can lead to one making investments and if the path was changed or actions stopped it would lead to them losing the investments (Becker, 1960). The side bets can take many forms and may be work or non-work related. Some examples can be the costs of leaving a company which can include the risk of wasting the time and effort invested in learning non-transferable skills, losing desirable benefits, giving up seniority-based privileges, uprooting family members, and disrupting personal relationships. As we can see these costs associated with leaving can be quite different for different individuals. That is the reason why we use variables such as age and tenure in order to study this component as the number and magnitude of side bets will generally increase over time (Hrebiniak, 1974). However, one disadvantage is that Results of these studies have been mixed, with age and/or tenure correlating with commitment in some studies but not in others. Also, Meyer and Allen (1984) questioned the appropriateness of assuming side bets increase with age and tenure. An example is that employees may acquire transferable skills during their stint in an organization and when leaving may have an advantage against the younger counterparts (Meyer, 1984). A way to conquer this is including both investments and alternatives as antecedents of commitment. It was found through laboratory and field research that job commitment increased as the number/magnitude of investments increased and attractiveness of alternatives decreased (Farrell, 1983). Continuance commitment correlated -0.22 ( $p < .01$ ) with extraversion, 0.25 ( $p < .01$ ) with neuroticism, -0.23 ( $p < .01$ ) with openness, and 0.21 ( $p < .01$ ) with conscientiousness (Erdheim, 2006).

### ***Normative Commitment***

Normative commitment is connected with the sense of responsibility and accountability that an employee feels about their job (Meyer, 1990). It stops them from quitting as it also relates to sticking with the organization through tough situations. The antecedents can take two forms, one if before joining the organization such as familial or cultural socialization, and the second is after joining such as organizational socialization (Wiener, 1982). The rewards that organizations provide such as paying college tuition or costs incurred in employing such as job training programs are also important antecedents (Allen, 1991). Organizational socialization can be characterized as task mastery, role clarification, acculturation and social integration (Filstad, 2011). Research has also found a positive relationship showing that the social experience is highly valued and commitment is reinforced by the presence of

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appropriate group norms, established as part of the socialization experience (Donohue, 2016). The alignment of the organizational values and mission with personal values is also an important antecedent of normative commitment (Parfyonova, 2010). This congruence also positively affects the levels of motivation and hence commitment. This factor of congruence between personal and organizational values has been positively related only with normative commitment and not affective commitment (Finegan, 2000). Employees assess organizations based on the compatibility between their personal beliefs and the mission and values of the organization which manifests as normative commitment (Donohue, 2016). Normative commitment correlated 0.17 ( $p < .05$ ) with extraversion and 0.19 ( $p < .05$ ) with agreeableness.

### ***Stress***

Workplace stress can be defined as the change in one's physical or mental state in response to workplaces that pose an appraised challenge or threat to that employee (Higgins, 2015). Every job puts some strain on people, and generally speaking, the more demanding the job, the more pressure there is. In most cases, this results in increased output and job satisfaction. However, a point of diminishing returns is reached beyond which increasing the load leads to reversed and undesirable effects like lowered efficiency, job satisfaction, performance and mental wellbeing (Teasdale, 2006). In the context of this paper, we will look at the impact of organizational commitment and workplace stress. Studies have examined organizational commitment as a moderator of stressor-strain relationships. However, results on the moderating role of organizational commitment in stress research remain inconclusive (Kruse, 2008). So, here taking age as the moderating factor we will study the impact of organizational commitment in predicting workplace stress.

### ***Organizational Commitment and Stress***

There have not been many studies that have explored the relationships between organizational commitment and stress. It has been observed that psychological and physical stress symptoms are predicted to show higher negative correlations with normative commitment than continuance commitment (Lang, 1990). Some major studies have found negative relationships between organizational commitment and stress-related symptoms (Wall, 1986). One study found a strongly negative relationship between continuance commitment and job-related stress (Nachman, 1987). Several researchers have viewed organizational commitment as a consequence and not as an antecedent of felt stress.

### ***Research Gap***

- The following gaps were identified from various research studies conducted in the areas of organizational commitment, workplace stress and the various relationships as well as the dynamics between these variables.
- There is no previous study conducted which has tried to establish a predictive relationship between organizational commitment and workplace stress.
- It is important to study these variables together as organizational commitment is related to important variables like employee engagement and job satisfaction (Sikorska-Simmons, 2005). These variables are also connected to workplace stress.
- Even though studies have been conducted to assess the differences in the three components of organizational commitment based on age, a concrete result hasn't been obtained in the Indian context or with the sample of the current workforce.

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### *Rationale of the study*

This study was conducted after assessing the aforementioned gaps and also because of my interest in organizational commitment and fascination with the three-component model. It also stems from the fact that stress has become a bigger enemy for the common workforce than it ever was. It has sadly also become a common way to describe a 'lifestyle'. Also, a major factor in choosing this topic and formulating the research statement was that organizational commitment increases organically in employees. Even though organizations can do many things to increase organizational commitment it is still largely organic in its emergence as well as increase in magnitude. If a predictive relationship is established here, we can find ways to decrease stress by appropriately manipulating variables that affect organizational commitment positively.

### *Research Statement*

The purpose of the study is to see how the components of organizational commitment change based on age and explore the relationship between organizational commitment and workplace stress with age as the moderating factor.

### *Objectives of the study*

The objectives of the study are:

- To analyze the differences in the intensity of the three components of organizational commitment with respect to age.
- To see if higher organizational commitment predicts lower stress.
- To check the existence of the predictive relationship between organizational commitment and workplace stress with age as the moderating factor. Age is expected to strengthen the negative relationship between the variables.
- If a relationship is established, it can be used to decrease stress among employees by taking measures that increase organizational commitment.

### *Hypotheses*

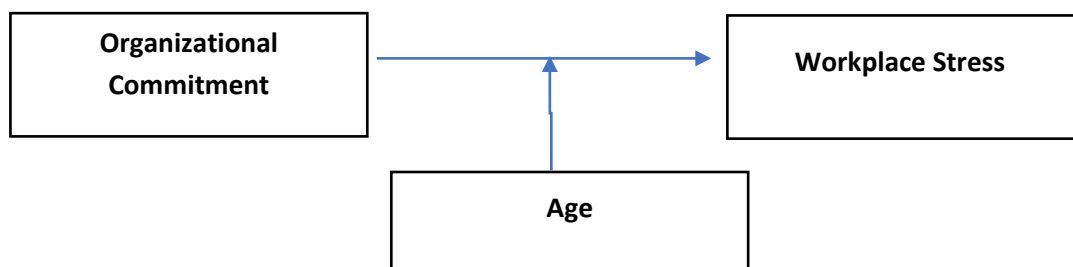
As mentioned in the research statement this study has two different parts. So, we will look into the hypothesis for the two different parts.

#### *Part One*

- H<sub>1</sub>: Organizational commitment increases with age.
- H<sub>1a</sub>: Affective commitment increases with age.
- H<sub>1b</sub>: Continuance commitment increases with age.
- H<sub>1c</sub>: Normative commitment increases with age.

#### *Part Two*

- H<sub>2</sub>: Employees with higher organizational commitment have lower workplace stress.
- H<sub>3</sub>: Age impacts the relationship between organizational commitment and workplace stress.



## METHODOLOGY

### *Sample*

The sample consisted of 162 employees working in the IT sector. The employees are of all genders and sexes. The participants fall in the age group of 21 to 58. Convenience sampling was used which eventually transformed into snowball sampling method. The employees were residents of two major metropolitan cities in India: Mumbai and Bengaluru.

- **Inclusion criteria:** The participants should be of Indian nationality only. Employees with minimum one year of experience. There is a minimum educational qualification of completing a 3-year graduate program
- **Exclusion criteria:** Participants working voluntarily in NGOS or doing pro bono work were excluded. Employees who are a part of the gig economy and are freelancing for various organizations.

### *Operational Definitions*

Now we will define some of the most important elements that are a part of this study.

- **Organizational Commitment:** It can be defined as “a psychological state that (a) characterizes the employee’s relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization” (Allen, 1991).
- **Affective Commitment:** It can be defined as “an employee’s perceived emotional attachment towards their organization” (Meyer, 1990).
- **Continuance Commitment:** It can be defined as “the fear of loss or the negative outcomes of leaving the job” (Meyer, 1990).
- **Normative Commitment:** It can be defined as “the sense of responsibility and accountability that an employee feels about their job” (Meyer, 1990).
- **Workplace stress:** It can be defined as “the change in one’s physical or mental state in response to workplaces that pose an appraised challenge or threat to that employee” (Higgins, 2015).

### *Research Design*

This study employs a cross-sectional research design. The data is collected from a large number of people independently. This design is being used as in this study there is no intervention of any kind. The variables involved were in no way influenced or manipulated. The variables were measured by using standardized scales and techniques of statistical analysis were used in order to test the hypotheses.

### *Tools Used*

- **TCM Employee Commitment Survey:** To measure organizational commitment, we have used the three-component model of organizational commitment. Since we study the difference in the intensity of the three components with age, we will use a scale that gives separate scores for these components. The scale we will use is the TCM Employee Commitment Survey. Regarding reliability, all the three Cronbach alphas for the three scales (0.910, 0.850, 0.745) exceeded the benchmark of 0.7. This tool is free to use for academic purposes. We will be using the revised version of this scale where there are 6 items for each form of commitment. This scale consists of three subscales: the Affective Commitment Scale (ACS), the Normative Commitment

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Scale (NCS) and the Continuance Commitment Scale (CCS). It includes statements (items) pertaining to employees' perception of their relationship with the organization and their reasons for staying. After reading each item, employees indicate the strength of their agreement by selecting a number from 1 (strongly disagree) to 7 (strongly agree). It is recommended by the authors that if used in survey form the three scales should be mixed (Allen J. P., TCM Employee Commitment Survey Academic Users Guide, 2004). For scoring purposes, employees' responses to all of the items within a scale are averaged to yield an overall score for each of the three components of commitment. An alternative to this is to sum the item scores rather than averaging.

- **Workplace Stress Scale (WSS):** The Workplace Stress Scale (WSS) was developed by the Marlin Company, North Haven, CT, USA, and the American Institute of Stress, Yonkers, NY, USA in 2001 and is one of the leading scales to measure stress in employees. It has 8 items which are all related to workplace stress and uses a 5-point Likert rating scale which goes from Never to Rarely to Sometimes too Often to Very Often. It has internal consistency (measured by Cronbach's alpha [ $\alpha$ ]) of 0.80 (Stress, 2009).

### *Procedure*

The two questionnaires selected were used to create an online survey. Some basic demographic details like age and gender were taken as they were important categorical variables. The population was from two major cities, Mumbai and Bengaluru. The survey was forwarded to eligible participants through online methods as well as by visiting various IT companies in Bengaluru and getting the forms filled after clearing any formalities or doubts with the HR. The data from Mumbai was mostly obtained online while the data from Bengaluru was obtained by visiting organizations.

After the sample had been set by clearing any possible participants who didn't meet the criteria and the data was cleaned, the next step was to check the normality of the data. This determined whether to use parametric or non-parametric tests for the analysis and hypothesis testing. SPSS and Jamovi were used to conduct the data analysis and the results were used to test the hypotheses.

### *Data Analysis*

After cleaning the data and completing the basic descriptive statistical analysis we moved on to inferential statistics for hypothesis testing. We used SPSS (Statistical Package for the Social Sciences) and Jamovi to conduct the data analysis. To test  $H_1$  we used correlation in order to test the three components of the hypothesis. To test  $H_2$  we used correlation and for  $H_3$  we used a formula for moderation using regression such that the equation for  $H_3$  would look like:

$$Y = \beta_0 + \beta_1 X + \beta_2 Z + \beta_3 XZ$$

Where, Y is Workplace Stress, X is Organizational commitment and Z is age.

### *Ethical Considerations*

It is important to look at the ethics and have a set of rules that direct your study designs and procedures. When gathering data from people, scientists and researchers must always abide by a set of ethical principles in order to protect the rights of the participants.

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- Informed Consent: The participants will be informed about the purpose, benefits and risks involved in the study.
- Voluntary participation: Participants are free to opt out of the study anytime they wish.
- Confidentiality: The identity and personal information of the participants will be hidden from everyone else.
- Potential harm: Any kind of harm, physical, social or psychological and other types of harm will be kept to a minimum.

### RESULTS

#### *Preliminary Analysis*

Descriptive statistics were computed and examined for all the variables. The important descriptive statistics for organizational commitment are in table 1 and for workplace stress are depicted in table 2.

*Table 1 Descriptive for Organizational Commitment*

Statistic	Value
N	162
Mean	94
Median	99.5
SD	22.6
Shapiro-Wilk W	0.938
Shapiro-Wilk p	<0.001
Kurtosis	-1.20

*Note: SD = Standard Deviation*

Table 1 shows that mean and median are close to each other and the Shapiro-Wilk W value is close to 1. The kurtosis lies between -2 and +2 thus indicating normality of data.

*Table 2 Descriptive for Workplace Stress*

Statistic	Value
N	162
Mean	21.6
Median	22
SD	4.35
Shapiro-Wilk W	0.991
Shapiro-Wilk p	0.399
Kurtosis	0.023

*Note: SD = Standard Deviation*

Table 2 shows that mean and median are close to each other and the Shapiro-Wilk W value is close to 1. The kurtosis lies between -2 and +2 and is closer to 0, thus indicating normality.



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**Table 3 Descriptive for components of Organizational Commitment**

<b>Statistic</b>	<b>Affective</b>	<b>Continuance</b>	<b>Normative</b>
N	162	162	162
Mean	30.7	32.4	30.8
Median	31	33.5	32
SD	8.22	7.7	8.28
Shapiro-Wilk W	0.947	0.923	0.930
Shapiro-Wilk p	<0.001	<0.001	<0.001
Kurtosis	-1.06	-1.28	-1.24

*Note: SD = Standard Deviation*

Table 3 shows that the three components of organizational commitment have Shapiro-Wilk W value close to one as well as similar means and medians. The kurtosis values are also between -2 and +2, thus indicating normality.

**Test of Hypothesis**

To test the first hypothesis (H<sub>1</sub>), we will be testing the three components of organizational commitment by testing the three components of the first hypothesis (H<sub>1a</sub>, H<sub>1b</sub> and H<sub>1c</sub>). We will use Pearson's correlation.

**Table 4 Correlation for three components**

<b>Statistic</b>	<b>Affective</b>	<b>Continuance</b>	<b>Normative</b>
N	162	162	162
Pearson's r	0.419	0.448	0.466
df	160	160	160
p-value	<0.001	<0.001	<0.001

*Note: df = degrees of freedom*

Table 4 shows that a Pearson's correlation was done for the three components to test the three hypotheses (H<sub>1a</sub>, H<sub>1b</sub> and H<sub>1c</sub>). There was a moderate positive correlation between the three components and age. This confirms the hypothesis (H<sub>1</sub>), as organizational commitment and its components have a moderately positive relationship with age and hence organizational commitment increases with age.

To test the second hypothesis (H<sub>2</sub>), correlation was the method used. Since the data was normal, we used Pearson's correlation.

**Table 5 Pearson's Correlation**

<b>Statistic</b>	<b>Value</b>
N	162
Pearson's r	-0.505
df	160
p-value	<0.001

*Note: df = degrees of freedom*

Table 5 shows that a Pearson correlation coefficient was computed to assess the linear relationship between organizational commitment and workplace stress. There was a moderate negative correlation between the two variables, organizational commitment and

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workplace stress. This shows that employees with higher organizational commitment have lower stress. Therefore, the hypothesis H<sub>2</sub> is accepted.

To test the hypothesis (H<sub>3</sub>) a moderation analysis was conducted. The following tables depict the processes involved in moderation using linear regression.

**Table 6 Summary of the model**

<b>Model Summary</b>					
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	0.505 <sup>a</sup>	0.256	0.246	3.780	2.045

Note: a. Predictors: (Constant), Organizational Commitment, INT

b. Dependent Variable: Workplace Stress

**Table 7 Comparison of means**

<b>ANOVA<sup>a</sup></b>						
Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	779.797	2	389.898	27.285	0.000 <sup>b</sup>
	Residual	2272.086	159	14.290		
	Total	3051.883	161			

Note: a. Dependent Variable: Workplace Stress,

b. Predictors: (Constant), Organizational Commitment, INT

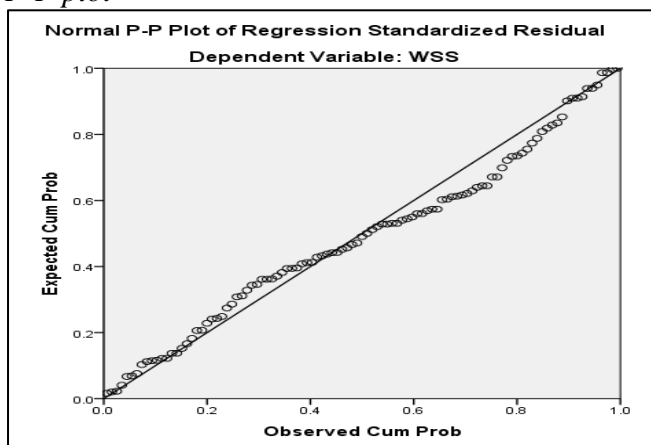
**Table 8 B coefficients and significance**

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.731	1.281		18.467	0.000
	INT	1.416	0.546	0.191	2.591	0.011
	TCM	-0.098	0.020	-0.662	-8.981	0.000

Note: a = Dependent Variable: Workplace stress

**Figure 1**

*P-P plot*



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**Figure 2**  
*Scatterplot*

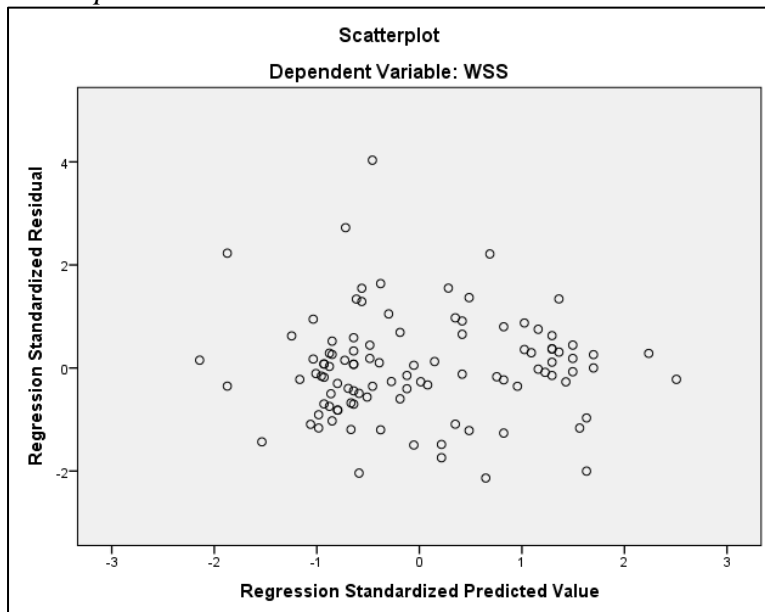


Figure 1 shows the P-P plot, which depicts that the residuals of regression are normally distributed, which is one of the major assumptions of regression. Multicollinearity is an important assumption but is not applicable here in case of only one predictor variable. The scatterplot in Figure 2, shows almost equal distribution of values under and above 0 as well as on its left and its right, which means that the data satisfies the assumption of homoscedasticity.

Table 6 shows a  $R^2$  value of 0.256 which means that the independent variable; organizational commitment explains 25.6% of the variation in the dependent variable; workplace stress. The Durbin-Watson statistic in Table 6, has a value closer to 2 which shows that there is independence of observations (independence of residuals) which is an important assumption of regression.

Table 7 is the table for one-way ANOVA which analyzed the means of the groups and evaluates whether any of them are statistically different from one another. Here it is  $<0.05$  which indicates that there is significant difference between organizational commitment and INT (interaction term between independent variable and moderator, that is, organizational commitment and age).

Table 8 show the major moderation results. The interaction term (INT) has a p-value of 0.011. Since the p-value is lower than 0.05, we can consider that the moderator variable, age has an impact on the relationship between the independent variable, organizational commitment and the dependent variable, workplace stress. Therefore, we accept the hypothesis ( $H_3$ ).

All the three hypotheses  $H_1$ ,  $H_2$  and  $H_3$  have been accepted.

## **DISCUSSION**

The aims for this study were to examine the relationships between organizational commitment and stress as well as these two variables in the presence of age as a moderator. The primary purpose was to understand how organizational commitment can negatively affect workplace stress. This in turn can be useful as measures can be taken in order to increase organizational commitment, a variable that also increases organically with age, and use this to decrease the effect of workplace stress on employees. The study first examined the relationship between organizational commitment and age, which was found to be moderately positive. The study then examined the relationship between organizational commitment and workplace stress. It was found that there is a moderate negative relationship between the two variables. This is an important step in order to apply this research to complete the aforementioned objective.

One major objective of this study was to examine the moderating effect of age on the relationship between organizational commitment and stress. This study will add to the vast organizational commitment literature by incorporating age as a moderator with two levels. It was found that age did act as a moderator in the negative relationship between organizational commitment and workplace stress. Individuals who were older and had higher organizational commitment experienced less workplace stress. This indicated that individuals who are committed to their organizations will experience less stress as they age.

The results supported the two hypotheses that were presented in this paper. The literature review showed that psychological and physical stress symptoms are predicted to show higher negative correlations with normative commitment than continuance commitment (Lang, 1990) and the negative relationship between organizational commitment and stress-related symptoms (Wall, 1986). These results were reaffirmed and proved in the current organizational scenario in the IT sector. The alternative hypothesis “Age will strengthen the negative relationship between organizational commitment and stress” was made based on the evidence of a negative relationship between organizational commitment and stress as well as the increase in organizational commitment with increase in age (Cohen, 2010).

As discussed previously, one of the main objectives is for organizations to attempt to increase organizational commitment in order to decrease the stress levels of their employees. This can be done by variety of steps regardless of the age. These steps include but are not limited to providing employees with opportunities for professional development and growth, creating a positive and supportive work environment, recognizing and rewarding employees for their contributions, offering competitive salaries and benefits, and promoting a work-life balance (Ghazzawi, 2019). These can be new ways to decrease the effects of stress among employees as well as building committed and loyal staff for an organization.

Even though the results are quite important for the subject and practice aspects of organizational commitment there are certain limitations to this study. The ideal sample size required was between 200 to 225. 199 responses were received but after data cleaning only 162 responses were used. Since the sample was collected from two metropolitan cities “Mumbai” and “Bengaluru” the generalizability of the results to a larger population of IT employees across the country is limited. The sample was well distributed among the demographics of age and gender, except for the low representation of women in the IT sector in the age group 41 to 60. This could affect the results such that a large part of the

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sample in the second age group is largely male. Since this study focused only on the IT sector, the applicability of the results to other sectors is limited.

Despite the aforementioned limitations, the results should be put to practice. It would be valuable for organizations to conduct research in this direction and find how they can make their organizations better. They can use the results to design and implement relevant organizational development programs to make their employees more committed and experience lesser stress.

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