

Exploring The Relationship Between Organizational Commitment and Occupational Stress among Employees

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ABSTRACT

The aim of the present study is to explore the relationship between organizational commitment and occupational stress amid employees. The objectives include examining this relationship and analysing the impact of occupational stress on organizational commitment. Following a quantitative research design, the data was collected from 60 employees in the Delhi NCR region using a purposive sampling method. The Occupational Stress Index (Srivastava & Singh, 1984) and the Organizational Commitment Scale (Dhar, Mishra & Srivastava, 2001) served as measurement tools. Descriptive statistics, Pearson's correlation, and regression analysis were employed to analyse the data. The results revealed a significant negative correlation ($r = -0.840, p < 0.001$), indicating that higher level of stress is associated with lower level of commitment. Regression analysis further confirmed that occupational stress significantly predicts organizational commitment. On the basis of the findings, relevant recommendations were made.

Keywords: *Occupational Stress, Organizational Commitment, The Occupational Stress Index, Organizational Commitment Scale*

With increasing work demands, managing stress while maintaining organizational commitment remains a critical challenge. Occupational stress refers to the pressure or strain that employees experience due to the demands of their job, which can affect their physical and emotional well-being. 'With the rapid pace of change and the ever-increasing demands on our time, stress becomes a major factor that most employees have to contend with' (Srinivas, 1991). "Organizational commitment is the psychological attachment employees have toward their organization, characterized by a strong belief in and acceptance of the goals and values of the organization, a willingness to work hard for the organization, and a desire to maintain membership in the organization" (Mete et al., 2016). Understanding this relationship is essential, as high stress can reduce commitment, whereas strong organizational attachment may buffer against stress.

Organizational Commitment is the emotional attachment, loyalty, and responsibility employees feel toward their organization (Sheldon, 1971). Meyer and Allen's (1991) Three-Component Model categorizes it as:

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- **Affective Commitment:** Emotional attachment and identification with the organization.
- **Continuance Commitment:** Staying due to perceived costs of leaving.
- **Normative Commitment:** Feeling obligated to remain.

Several factors influence commitment, including leadership, job satisfaction, career growth, recognition, and work-life balance. Strong leadership and job satisfaction enhance commitment, whereas stressors like excessive workload and lack of recognition weaken it.

Occupational Stress arises when job demands exceed an individual's ability to cope, leading to physical and emotional strain. Major stressors include heavy workloads, unclear job roles, lack of control, a negative work environment, and job insecurity.

Karasek's (1979) **Job-Demand Control Model** explains stress dynamics:

- **High demands + low control** = High stress
- **High demands + high control** = Positive challenge
- **Low demands + high control** = Low stress

By examining these factors, this study aims to explore the interplay between occupational stress and organizational commitment, providing insights into improving workplace well-being and employee retention.

RESEARCH METHODOLOGY

Aim

This study aims to explore the relationship between organizational commitment and occupational stress among employees.

Objectives

1. To examine the relationship between organizational commitment and occupational stress among employees.
2. To analyse the impact of occupational stress on organisational commitment among employees.

Hypothesis

1. There is a significant relationship between organisational commitment and occupational stress among employees.
2. Occupational stress has a significant negative impact on organisational commitment of employees.

Sample Details

1. Sample Size & Background

The sample consisted of 60 participants. The responses were collected through two scales, which were converted into Google Forms and distributed via email to employees in various organizations across Delhi. The participants completed the forms electronically, and the data were analysed to explore the relationship between occupational stress and organizational commitment.

2. Inclusion Criteria

- The study included employees from diverse professional backgrounds.
- Participants were aged between 22 and 55 years.

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- Individuals working in organizations located within the Delhi NCR region were included.

3. Exclusion Criteria

- Individuals younger than 22 years or older than 55 years were excluded.
- Employees working in organizations outside Delhi NCR were not included.
- Individuals who declined consent to participate were not included in the study.

Sampling Method

The study utilized purposive sampling method. The participants were chosen based on their accessibility and willingness to participate. Employees from various organizations in Delhi were approached via email to complete the surveys.

Tools Used

The **Occupational Stress Index (OSI)**, developed by **Dr. A.K. Srivastava and Dr. A.P. Singh**, to assess the level of stress experienced by individuals in the workplace and **The Organizational Commitment Scale (OCS)** developed by **Upinder Dhar, Prashant Mishra and D.K. Srivastava** to assess the level of commitment an employee feels towards their organization were utilised in the study.

Method

Descriptive statistics will be utilized for summarizing and organizing the data. Meanwhile, inferential statistics, including Pearson’s correlation and regression analysis, will be applied to analyse and explore the relationship between the two variables.

Statistical Analysis

IBM SPSS Version 30.0.0 will be used to conduct descriptive statistics and correlation.

RESULT

Table No. 1 Descriptive Statistics

	N	MINIMUM	MAXIMUM	MEAN	STD. DEVIATION
OSI	60	140.00	229.00	181.1500	25.77926
OCS	60	23.00	39.00	29.6667	3.89988
VALID N	60				

The descriptive statistics for the study variables—Occupational Stress Index (OSI) and Organizational Commitment Scale (OCS)- are presented in the above Table No. 1.

Table No. 2 Correlation Analysis of Participants’ Organisational Commitment & Occupational Stress

	OCS	OSI
OCS	1	-.840** (p < .001)
OSI	-.840** (p < .001)	1

** Correlation is significant at 0.01 level (2-tailed).

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To examine the relationship between occupational stress (OSI) and organizational commitment (OCS) Pearson's correlation analysis was conducted. The results show a significant negative correlation between OSI and OCS ($r = -0.840, p < 0.001$), signifying that higher occupational stress is associated with lower organizational commitment.

Table No. 3: Regression Test of Analysis of Participants' Organisational Commitment & Occupational Stress

MODEL		SUM OF SQUARES	DF	MEAN SQUARE	F	SIG.
1	Regression	633.524	1	633.524	139.284	<.001 ^b
	Residual	263.809	58	4.548		
	Total	897.333	59			

a. Dependent Variable: OCS

b. Predictors: (Constant), OSI

To determine the impact of occupational stress on organizational commitment, a simple linear regression analysis was performed. The regression model was found to be statistically significant ($F = 139.284, p < 0.001$). The β coefficient ($-0.840, p < 0.001$) confirms that occupational stress negatively predicts organizational commitment. The B coefficient (-0.127) shows that for each unit increase in occupational stress, organizational commitment decreases by 0.127 units.

Table No. 4: Coefficients of Occupational Stress Score Keeping Organisational Commitment Constant

MODEL		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	52.693	1.970		26.742	<.001
	OSI	-.127	.011	-.840	-11.802	<.001

a. Dependent Variable: OCS

The regression analysis examined the impact of occupational stress (OSI) on organizational commitment (OCS). The unstandardized coefficient for OSI ($B = -0.127$), depicts that for each unit increase in occupational stress, organizational commitment decreases by 0.127 units. The standardized beta coefficient, ($Beta = -0.840$), shows a strong negative relationship between the variables. Both the constant ($B = 52.693$) and OSI coefficient are statistically significant ($p < 0.001$), suggesting that the model is reliable and the negative impact of occupational stress on organizational commitment is not due to chance.

DISCUSSION

This study explored the relationship between occupational stress and organizational commitment among employees. In today's demanding work environment, managing stress while maintaining commitment is a growing challenge. Occupational stress arises from job-related pressures, while organizational commitment reflects an employee's psychological attachment to their organization (Mete et al., 2016). Meyer and Allen's (1991) Three-Component Model defines commitment as affective (emotional attachment), continuance (cost-based), and normative (obligation-based). Karasek's (1979) Job-Demand Control Model highlights that high job demands with low control result in significant stress. Factors

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like, workload, deadlines, job insecurity, and poor work environments contribute to occupational stress, potentially lowering employee engagement and motivation.

Existing research consistently supports a negative correlation between occupational stress and organizational commitment. Hamed et al. (2024) found that increased stress among nurses reduced commitment, while Singh and Ahuja (2022) reported similar effects in Indian bank employees due to workload and decision-making pressures. Bhatti et al. (2016) also identified high job stress as a key factor in employee disengagement in the banking sector. Additionally, studies have explored moderating factors; Gede et al. (2023) and Ngirande (2021) found job satisfaction buffers against stress, while Anggreyani and Satrya (2020) reported that employee empowerment mitigates commitment decline. Conversely, Pradifta and Subudi (2019) highlighted work-family conflict as a stressor that weakens commitment. This study builds on existing literature by examining these dynamics in a sample of 60 employees from Delhi NCR, aged 22-55, utilizing a quantitative approach. Data were collected via Google Forms using the Occupational Stress Index (Srivastava & Singh, 1984) and the Organizational Commitment Scale (Dhar, Mishra & Srivastava, 2001). Data analysis, Pearson's correlation and regression analysis was done using IBM SPSS. Ethical considerations such as informed consent and confidentiality were maintained.

The findings revealed a strong negative correlation between occupational stress and organizational commitment ($r = -0.840$, $p < 0.001$), which supports the first hypothesis. The Regression analysis further confirmed that occupational stress significantly predicts organizational commitment ($F = 139.284$, $p < 0.001$), with each unit increase in stress leading to a 0.127-unit decrease in commitment, supporting the second hypothesis.

In conclusion, the present study reinforces the critical impact of occupational stress on organizational commitment, demonstrating that higher stress levels significantly reduce commitment. By contributing to the existing literature, it strengthens the understanding that occupational stress plays a major role in influencing organizational commitment.

CONCLUSION

The study explored the relationship between occupational stress and organizational commitment of employees. Previous research has consistently shown a negative correlation between these variables, indicating that higher stress levels cause a decline in employees' commitment towards their organization. The reviewed studies have also identified moderating factors like job satisfaction, leadership styles, and work-life balance, which influence how employees cope with stress and maintain their commitment level.

To analyse this relationship, a quantitative research design was employed, employing two standardized psychological tools: the Occupational Stress Index (Srivastava & Singh, 1984) and the Organizational Commitment Scale (Dhar, Mishra & Srivastava, 2001). The data were gathered from 60 employees of Delhi NCR region via purposive sampling method. The data were statistically analysed using Pearson's correlation and regression analysis to assess the strength and predictive impact of occupational stress on organizational commitment.

The findings revealed a strong negative correlation ($r = -0.840$, $p < 0.001$), indicating that as occupational stress increases, organizational commitment significantly decreases. Regression analysis further confirmed that occupational stress negatively predicts commitment, supporting both hypotheses: (1) i.e. occupational stress and organizational commitment are

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significantly correlated, and (2) that occupational stress has a significant negative impact on organizational commitment. The magnitude of this correlation suggests that workplace stress is a key factor influencing employee commitment, making it a critical area for organizational intervention.

Limitations

The study has certain limitations. The use of purposive sampling restricts the generalizability of the findings, as the sample was drawn from employees in the Delhi NCR region. Additionally, the small sample size of 60 participants may impact the reliability of the results. Industry-specific differences were not accounted for, which could influence stress levels and organizational commitment across various sectors. External factors such as economic conditions, company policies, and job market trends were also not considered, potentially affecting the results. Furthermore, the cross-sectional design limits causal inferences and the ability to understand long-term trends.

Future implications

Future research should explore moderating factors like job satisfaction, work-life balance, and employee empowerment to gain deeper insights into their influence on occupational stress and organizational commitment. Further, longitudinal studies would help track changes over time and establish causal relationships. Increasing the sample size and incorporating participants from diverse industries and regions can improve generalizability. Industry-specific research could identify unique stressors and commitment factors relevant to different sectors, enabling targeted interventions. Additionally, intervention studies assessing strategies like stress management programs, leadership training, and organizational support initiatives would provide practical solutions to enhance employee commitment while reducing occupational stress.

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Conflict of Interest

The author(s) declared no conflict of interest.

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