

Effect of Job Stress and Organizational Commitment: A Case on Apparel Industry in Sri Lanka

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Introduction

Human Resource plays a major role in every organization. Therefore, behavior of the employees can be affected to the organization performance. Hence, organizations have to highly focus on human resources. Job stress, job satisfaction, organizational commitment and turnover are associated with the human resource. Work related stress associated with employees of the organization. Further, both degrees of Job stress and organizational commitment are revealed by the success or failure of the organization. Job stress is a natural reaction of the employee that occurs when the pressure becomes overload. Organizational commitment is an employee's willingness to provide their effort on behalf of the organization to achieve organization goals and maintain citizenship behavior (Mowday, Steers & Porter, 1979).

Stress at work is a relatively new phenomenon of modern lifestyles and also stress is one of the outcomes of the employees. Job stress is 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 (U.S Department of Health, 2002). Organizational commitment is "a psychological state that characterizes organizational members 'relationship with the organization and has implications for the decision to continue or discontinue membership in the organization" (Meyer & Allen, 1991). Previous scholars illustrated that job stress is one of the predictors of organizational commitment and research finding have provided conflicting results. Moreover, most of the researches have concerned on service sector with regard to this research area and there is no significant studies in the context of Sri Lanka with related to job stress and organizational commitment in the apparel industry.

Apparel industry is a labour incentive industry in Sri Lanka. Hence, organization performance is highly depended on employees. The apparel sector is the highest industrial employment generator that 350000 women employees are working (which is 85% of the industries work force) by 2010 (Board of Investment in Sri Lanka, 2011) and the highest foreign exchange earner in Sri Lanka as, by 2010, total export income of the apparel sector was reported as US\$3.5Bn. which is equivalent to 42.9% of the total exports of the country (Board of Investment of Sri Lanka, 2011). However, it is observed that Sri Lankan garment industry workers are suffering from work stress (Fernando, 2009). Therefore, study primarily focused at finding the relationship between Job Stress and Organizational Commitment in the apparel industry.

Materials and Methodology

Statistical population of the study was the operational level employees in the apparel industry and by using Multi-Stage sampling method; one hundred and fifty four employees were selected from garment factories in Katunayake Export Processing Zone as the research sample. Primary data was used to measure both Job Stress and Organizational Commitment. Data was collected through five point likert scaled questionnaire that was obtained from the selected sample and the questionnaire consisted of three parts namely, job stress, organizational commitment and demographic factors.

A well developed and widely used Occupational Stress Index (OSI) in the Indian context (Srivastava & Singh, 1981) was chosen to assess the occupational stress of the sample. Internationally widely used Allen and Meyer (1991) Organizational Commitment scale was selected to assess the organizational commitment of the sample. Reliability of the questionnaire was checked by using Cronbach's Alpha Reliability test. Descriptive analysis; Spearman Correlation coefficient and Chi-square analysis were used for analyzing the data.

Results and Discussion

Mean value of the overall Job stress is 3.2730 and it states as moderately agreed. Mean value of the Organizational Commitment is 3.3446 and this comes under the rule of $2.5 \leq X < 3.5$ where it states moderately agree. Demographic factors represented that most of operational level employees have up to ordinary level (O/L) education background which is demonstrated by 64 percent, and 36 percent of employees have advance level education and no employee have degree level education. Further, highest amount of employees are unmarried and that accounts for 57 percent of the sample. In addition, it was noted that, among the operational level workers in the apparel industry in Katunayake Export Processing Zone in Sri Lanka, 47 percent of employees are suffering from high stress while 53 percent of employees are suffering from low job stress.

Concerning the organizational commitment, 37 percent of employees are highly committed and more than 50 percent of employees are lowly committed to their organization. Besides, difference between distributions of dimensions of organizational commitment is low. It is demonstrated as 32 percent of affective commitment, 35 percent continuous commitment and 32 percent of normative commitment.

Furthermore, the Chi-square test and Spearman correlation were applied to identify the relationship between job stress and organizational commitment and strength of the relationship between independent and dependent variables. Based on the analysis, it was found that job stress has weak positive relationship with Overall Organizational commitment. Statistical output of chi-square test indicated that the test is significant at 0.05 significant level and Spearman correlation coefficient was 0.162.

Although there is a weak negative relationship between Job stress and both affective commitment and normative commitment, it was not significant. However, there is a positive relationship between job stress and continuous organizational commitment. It was demonstrated a 0.477 Spearman correlation coefficient at 0.01 significant levels. Thus, the results of this study conclude the nature of the relationship between job stress indicators and organizational commitment and it implied that there is a negative relationship in between role conflict, poor peer relation, low status and organizational commitment respectively -0.200, -0.193 and -0.171 at 0.05 significant level and other indicators were not significant at 0.05 level.

Conclusion

This research was mainly based on the objective of assessing whether there is a relationship between job stress and organizational commitment in the apparel industry of Sri Lanka.

The result indicated that there is a significant weak positive relationship between job stress and organizational commitment. As the employees' job stress increases, their commitment to organization (garment factories) increases. The result of this research is consistent with the research result of Ziauddin (2010) and Wells *et al.* (2009) study showed a positive relationship between job stress and organizational commitment. When considering the

apparel industry, operational level employees are working on targets. Furthermore, there is a weak negative relationship between Job stress and both affective commitment and normative commitment, nevertheless, it was not significant. Therefore, it reflected that there is no relationship between Job stress and both affective commitment and normative commitment. Further, there is a positive relationship between job stress and continuous organizational commitment. These results were consistent with Ziauddin, (2010) findings. Furthermore, when considering the relationship between job stress indicators and organizational commitment, the findings revealed that there is a negative relationship between role conflict, poor peer relation, low status indicators and organizational commitment. Considering the importance of commitment, garment factories can promote organizational commitment by reducing above stresses factors.

Concerning all the objective achievement and findings, the research was able to identify the lower level of variable explanations. There is no significant difference between high job stress and low job stress and that it is displayed as 47 percent of high stressed employees and 53 percent of low job stressed employees. Moreover, difference between distributions of dimensions of organizational commitment is low. It is demonstrated as 32 percent of affective commitment, 35 percent continuous commitment and 32 percent of normative commitment.

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