ORGANISATIONAL COMMITMENT AND FUNCTIONAL ROLE STRESS

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Abstract *The purpose of this research was to study the relationship between the three components of organizational commitment, the relationship between organizational commitment and functional role stress, and the differences in the research variables among the respondents of different age, gender, and income groups. A convenience sample consisting of 90 employees working in textile units participated in the study. By administering questionnaires, the level of commitment and stress among the supervisors were assessed. The collected data was analysed with Mean, Standard Deviation, Correlation, ANOVA, and Regression analysis. There was a significant difference in continuance commitment, normative commitment, and functional role stress among the respondents of different age groups. There was a significant difference in affective commitment, normative commitment, and functional role stress among the respondents of different income groups. There was a significant correlation between age and affective commitment, and also age and normative commitment. There was a significant correlation between affective commitment and normative commitment. There was a significant correlation between continuance commitment and normative commitment. The affective, continuance, and normative commitments do not predict functional role stress.*

Keywords: *Affective Commitment, Continuance Commitment, Functional Role Rtress, Normative Commitment, and Organisational Commitment.*

Organizational commitment is defined as the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization (Robbins, 2012). The major components of organizational commitment are a strong belief in and acceptance of the organization's goals, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership (Porter et al., 1974). There are three separate dimensions to organizational commitment: Affective commitment is an emotional attachment to the organization and a belief in its values; continuance commitment is the perceived economic value of remaining with an organization; and normative commitment is an obligation to remain with the organization for moral or ethical reasons.

Stress is the body's reaction to a change that requires a physical, mental or emotional adjustment or response. Stress can come from any situation or thought that makes you feel frustrated, angry, nervous, or anxious. Stress is caused by an existing stress-causing factor or "stressor." The modern world, which is said to be a world of achievements, is also a world of stress. One finds stress everywhere, whether it be within the family, business enterprise or any other social or economic activity. Right from the time of birth till the last breath drawn, an individual is invariably exposed to various stressful situations. Thus, it is not surprising that interest in the issue has been rising with the advancement of the present century which has been called the "Age of Anxiety and Stress". Stress has emerged as one of the most acute problems, throughout the world and damaging the health and well being of employees and organizations too (Cooper, Cooper, & Eaker, 1988).

REVIEW OF LITERATURE

Meyer and Allen (1991) conducted a study among blue collar workers and found that satisfaction, promotion, job characteristics, as well as extrinsic and intrinsic rewards were related to organizational commitment.

Hackett, Bycio, and Handsdoff, (1994); Shore and Wayne, (1993) conducted studies on commitment and found that affective and normative commitments are positively related. They also found that continuance commitment is negatively correlated with organizational outcomes such as performance and citizenship behavior.

Meyer and Allen (1997) conducted studies on commitment and concluded that age was positively correlated with affective and normative commitment, but not to continuance commitment.

Ellemer, Gilder, and Heuvel (1998) examined commitment and concluded that gender, level of education, and team size were not significantly related to affective, continuance and normative commitment.

Glisson and Derrick in Adeyemo and Aremu (1999) conducted a study among 319 human service organization workers and examined the effects of job, organization, and worker characteristics on satisfaction and commitment. They

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Table 1: Showing the Mean and Standard Deviation of Commitment and Functional Role Stress in Different Age Groups

AGE (in years)		AC	CC	NC	FRS
20-30	Mean	19.6792	19.0943	20.3019	56.5094
	N	53	53	53	53
	Std. Deviation	3.55600	2.94999	2.28359	6.50628
30-40	Mean	20.1154	18.8077	20.3462	63.7692
	N	26	26	26	26
	Std. Deviation	3.61471	2.24534	2.51304	4.97440
40-50	Mean	22.0000	22.0909	22.3636	53.5455
	N	11	11	11	11
	Std. Deviation	4.09878	1.75810	1.62928	3.88236
Total	Mean	20.0889	19.3778	20.5667	58.2444
	N	90	90	90	90
	Std. Deviation	3.67391	2.81080	2.36097	6.84222

found that skill variety and role ambiguity are best predictors of job satisfaction and leadership and the organization's age are the predictors of commitment.

Adeyemo (2000) found a positive correlation between education and organizational commitment. Ziauddin et al (2010) examined the effect of job stress on organizational commitment among the public and private sector employees of oil and gas sector in Pakistan. They found that stress is positively related to organizational commitment.

OBJECTIVES OF THE STUDY

The present study was aimed at studying the relationship between the components of organisational commitment, and Functional role stress among the employees of textile industry and differences in the research variables among the respondents of different age, gender and income groups.

RESEARCH DESIGN

Method

The present study was based on primary data gathered with the help of questionnaires. A sample of ninety employees working in textile industry participated in the study. By administering questionnaires the level of commitment and stress among the employees were assessed. The collected data was analysed with Mean, Standard Deviation, ANOVA, Correlation, and Regression.

TOOLS

Functional Role Stress Scale developed by A.K. Srivastava and A. Krishna was used to assess the level of functional (facilitating or desirable) role stress. There are 25 items in the questionnaire. A 5-point scale was used where, Totally Disagree = 1, Disagree = 2, Moderately agree = 3, Agree = 4, and Totally Agree = 5.

Organisational Commitment Questionnaire developed by Allen and Meyer (2001) was used to assess the level of organizational commitment among the employees. It uses 18 item scale to assess affective, continuance, and normative commitment. Responses were obtained by using a 5-point Likert type scale where, Strongly Disagree = 1, Disagree = 2, Neither Disagree Nor Agree = 3, Agree = 4, and Strongly Agree = 5. Scores were obtained by reversing responses (e.g., 1 = 5, 2 = 4, 3 = 3, 4 = 2, & 5 = 1) to the four negatively stated items (items 3, 4, 6, and 13) and then summing across all scale items.

RESULTS AND DISCUSSION

The primary data collected from the respondents was analysed to assess the level of commitment and functional role stress among the respondents of different age groups, tenure groups, and monthly income groups. ANOVA was used to find out the significance of differences between groups. Correlation was used to study the relationship between the research variables. Regression analysis was used to assess to what extent commitment variables help to predict functional role stress.

A high level of affective commitment (Mean=22.00), continuance commitment (Mean=22.0909), and normative commitment (Mean=22.3636) was observed among the respondents of 40-50 age group. A high level of stress was observed in the age group 30-40 and a low level of stress in the age group 40-50.

Table 2: Showing the Mean and Standard Deviation of Commitment and Functional Role Stress in Different Gender Groups

GENDER		AC	CC	NC	FRS
MALE	Mean	19.6071	19.4107	20.7500	57.5357
	N	56	56	56	56
	Std. Deviation	3.84556	3.30166	2.49545	7.72943
FEMALE	Mean	20.8824	19.3235	20.2647	59.4118
	N	34	34	34	34
	Std. Deviation	3.27307	1.77047	2.12216	4.94281
Total	Mean	20.0889	19.3778	20.5667	58.2444
	N	90	90	90	90
	Std. Deviation	3.67391	2.81080	2.36097	6.84222

Table 3: Showing the Mean and Standard Deviation of Commitment and Functional Role Stress in Different Income Groups

INCOME (in rupees)		AC	CC	NC	FRS
<10000	Mean	18.5000	18.6842	19.9737	55.1842
	N	38	38	38	38
	Std. Deviation	3.92325	2.95100	2.16217	5.89941
10000-15000	Mean	20.2941	19.8529	20.3529	61.6765
	N	34	34	34	34
	Std. Deviation	2.66889	2.77579	2.65013	7.32667
15000-20000	Mean	23.0556	19.9444	22.2222	58.2222
	N	18	18	18	18
	Std. Deviation	2.87938	2.36325	1.26284	4.54462
Total	Mean	20.0889	19.3778	20.5667	58.2444
	N	90	90	90	90
	Std. Deviation	3.67391	2.81080	2.36097	6.84222

A high level of affective commitment (Mean=20.8824) and functional role stress (Mean=59.4118) was observed among the female respondents.

A high level of affective commitment (Mean=23.0556), continuance commitment (Mean=19.9444), and normative commitment (Mean=22.2222) was observed among the respondents of the 15000-20000 income group. .

Results of the ANOVA test revealed that there was a significant difference in continuance commitment, normative commitment and functional role stress among the respondents of different age groups.

There was no significant difference in affective commitment, continuance commitment, normative commitment, and functional role stress among the male and female respondents.

There was a significant difference in affective commitment, normative commitment and functional role stress among the respondents of different income groups.

There was a significant correlation between age and affective commitment and also age and normative commitment. There was also a significant correlation between affective commitment and normative commitment. There was a significant correlation between continuance commitment and normative commitment.

Regression analysis was done to investigate the relationship between commitment variables and Functional Role Stress. F-Test was not statistically significant, which means that the model was not statistically significant. The R-Squared was .05 which means that the independent variables have only an insignificant impact on the dependent variable. It was concluded that commitment variables do not explain the variation in functional role stress.

CONCLUSION

The objective of this study was to study the relationship between affective, continuance, and normative commitments

Table 4: Showing the Results of the ANOVA Test of Research Variables and Age

		Sum of Squares	df	Mean Square	F	Sig.
AC	Between Groups	49.088	2	24.544	1.853	.163
	Within Groups	1152.201	87	13.244		
	Total	1201.289	89			
CC	Between Groups	93.680	2	46.840	6.686	.002
	Within Groups	609.476	87	7.005		
	Total	703.156	89			
NC	Between Groups	40.500	2	20.250	3.867	.025
	Within Groups	455.600	87	5.237		
	Total	496.100	89			
FRS	Between Groups	1196.034	2	598.017	17.514	.000
	Within Groups	2970.588	87	34.145		
	Total	4166.622	89			

Table 5: Showing the Results of the ANOVA Test of Research Variables and Gender

		Sum of Squares	df	Mean Square	F	Sig.
AC	Between Groups	34.402	1	34.402	2.594	.111
	Within Groups	1166.887	88	13.260		
	Total	1201.289	89			
CC	Between Groups	.161	1	.161	.020	.887
	Within Groups	702.995	88	7.989		
	Total	703.156	89			
NC	Between Groups	4.982	1	4.982	.893	.347
	Within Groups	491.118	88	5.581		
	Total	496.100	89			
FRS	Between Groups	74.458	1	74.458	1.601	.209
	Within Groups	4092.164	88	46.502		
	Total	4166.622	89			

Table 6: Showing the Results of the ANOVA Test of Research Variables and Income

		Sum of Squares	df	Mean Square	F	Sig.
AC	Between Groups	255.786	2	127.893	11.768	.000
	Within Groups	945.503	87	10.868		
	Total	1201.289	89			
CC	Between Groups	31.736	2	15.868	2.056	.134
	Within Groups	671.420	87	7.717		
	Total	703.156	89			
NC	Between Groups	64.250	2	32.125	6.472	.002
	Within Groups	431.850	87	4.964		
	Total	496.100	89			
FRS	Between Groups	756.359	2	378.180	9.648	.000
	Within Groups	3410.263	87	39.198		
	Total	4166.622	89			

Table 7: Showing the Correlation among the Research Variables

		Age	AC	CC	NC	FRS
age	Pearson Correlation	1	.185	.254*	.228*	.094
	Sig. (2-tailed)		.081	.016	.031	.380
	N	90	90	90	90	90
AC	Pearson Correlation	.185	1	.188	.468**	.000
	Sig. (2-tailed)	.081		.076	.000	1.000
	N	90	90	90	90	90
CC	Pearson Correlation	.254*	.188	1	.513**	-.096
	Sig. (2-tailed)	.016	.076		.000	.368
	N	90	90	90	90	90
NC	Pearson Correlation	.228*	.468**	.513**	1	-.196
	Sig. (2-tailed)	.031	.000	.000		.063
	N	90	90	90	90	90
FRS	Pearson Correlation	.094	.000	-.096	-.196	1
	Sig. (2-tailed)	.380	1.000	.368	.063	
	N	90	90	90	90	90

*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 8: Regression Analysis with Functional Role Stress as Dependent Variable.

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.223a	.050	.016	6.78571
a. Predictors: (Constant), NC, AC, CC				

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	206.674	3	68.891	1.496	.221a
	Residual	3959.948	86	46.046		
	Total	4166.622	89			

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a. Predictors: (Constant), NC, AC, CC				
b. Dependent Variable: FRS				
Coefficients				
Model		Unstandardized Coefficients	Standardized Coefficients	
		B	Std. Error	Beta	t	Sig.
1	(Constant)	68.580	6.748		10.163	.000
	AC	.221	.222	.119	.996	.322
	CC	.036	.299	.015	.120	.905
	NC	-.753	.395	-.260	-1.904	.060
a. Dependent Variable: FRS						

and functional role stress among the employees of textile industry. Questionnaires were used to assess commitment and functional role stress. A high level of affective commitment, continuance commitment, and normative commitment was observed among the respondents of 40-50 age group. A high level of stress was observed in the age group 30-40, and a low level of stress in the age group 40-50. A high level of affective commitment and functional role stress was observed among the female respondents. A high level of affective commitment, continuance commitment, and normative commitment was observed among the respondents of the 15000-20000 income group. There was a significant difference in continuance commitment, normative commitment and functional role stress among the respondents of different age groups. There was a significant difference in affective commitment, normative commitment, and functional role stress among the respondents of different income groups. There was a significant correlation between age and affective commitment and also age and normative commitment. There was a significant correlation between affective commitment and normative commitment. There was a significant correlation between continuance commitment and normative commitment. The affective, continuance, and normative commitments do not predict functional role stress.

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