A STUDY OF THE RELATION BETWEEN OCCUPATIONAL STRESS AND ORGANIZATIONAL COMMITMENT BASED ON MEYER AND ALLEN'S MODEL

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ABSTRACT

In this article, the relation between occupational stress and organizational commitment of the mayoralty staff of Shahreza city was investigated. The main query of the research is to see if there is a meaningful relation between occupational stress and organizational commitment. This main query has been the origin of three other minor questions. The research methodology is descriptive-integrative and a sample of 43-unit staff of an organization is used for this purpose. The measurement tools are two questionnaires. The results of the research show that there is no meaningful relation between their occupational stress and organizational commitment and there is also no meaningful relation between affective-normative commitment and occupational stress of the staff and the only relation is between the continuance commitment of the staff and their occupational stress.

KEYWORDS: organizational commitment; continuance commitment; affective commitment; normative commitment; occupational stress.

INTRODUCTION

Managers try to make a thorough control of their staff in relation to different issues. They suppose that when a person is hired somewhere, they have to accept all terms and conditions of that organization. Some managers insist on this case that we can increase staff satisfaction using rewards and encouragements toward their job. Perhaps they think as if staff are their subordinates and should obey their orders. Although nowadays staff are under the pressure of many economical issues and much of their attention rotates around this case, they eventually tend toward purposeful works and are fond of more occupational independence in their job in order to have a qualified feeling about themselves. One of the most important motive cases that is spread in today's vast subject of study in industrial and organizational psychology in West, is the case of organizational commitment.

On one hand, an important part of our live is passed in the working environment and many of our social relations and terms are formed in working hours and occupation can be regarded as the crucial part of human life. Concerning the importance of different dimensions of occupation in
human life, it could be stated that occupational satisfaction tendency toward working has also a
great influence on the way people are contented about the status their lives. On the other hand,
the mental health of people is based on this occupational satisfaction as we could state that those
who prey occupational dissatisfaction would be seized in drastic tensions in operative, familial
and social life. Studies show that tension is within almost all occupations; but it is different in
portion based on the type and nature of tension and the occupational characteristics of people in
various jobs. As an exemplum, there was a research on 1994 evaluating the relation of social-
mental multiplier factors and psychopathy which revealed a direct relation between stressors and
the frequency of psychopathy in the working class of people.

STATEMENT OF THE PROBLEM

Efficiency, effectiveness and performance improvement are regarded as paramount goals of an
organization and every organization tries to fortify these head factors in various ways. Before
any investment in any context, its effectiveness must be assured as far as possible. Thus, for
improving the performance and accessing the goals, interrelating and reinforcing factors must be
identified.

After the identification and investigation, reinforcement should be commenced. One of these
factors is organizational commitment. Organizational commitment is regarded as the emotive
and mental attachment to the organization according to which the people who are in charge of
their commitment, assign their identification by the very organization, attend to organization and
become involved in it and enjoy the membership of that organization.

Buchanan (1974), define commitment as: "commitment is a kind of emotive and bias attachment
to the values and goals of an organization. Attachment towards one's role in relation to values
and goals of organization, for the sake of the organization itself apart from its instrumental
values".

Porter et al. (1978), have define organizational commitment as the relative degree of assigning
one's identification with the organization and their participation and involvement in organization.
In this definition, organizational commitment includes three factors:

1. Confidence in the goals and values of organization.
2. Tendency toward considerable efforts for the organization.
3. Strong and deep aspiration and propensity for continuing the membership in the organization.

Meyer and Allen made their three dimensional model based on what they saw in points of
similarity and contrast existed in one dimensional concepts of organizational commitment. Their
general discussion stated that commitment, links the individual to the organization and therefore
this link could decrease the possibility of quitting the job (Meyer and Herskowich, 2001:20).
They distinguish the three commitments. Affective commitment points to one's emotional
attachment to the organization. Continuance commitment is related to the tendency toward
staying in the organization because of the charges that may raise for quitting it or the rewards
because of staying there. Finally normative commitment reflects the sense of responsibility to stay as a member the organization.

Stress is a critical problem of today's organizations that jeopardizes physical and mental health of working power and impacted high costs to organizations. Stress spoils and weakens the activities like a plague. A group of organizational behavior theorists call occupational stress as the malady of the age. Our age might be indeed the age of stress that human being has been the subject of the stressors more than any other time and is entrapped in great number of troubles. Stress or mental pressure is one's inner and particular situation which is erupted variously in different people in reaction to a problem and it is also possible to react differently disparate sections toward a single problem. Stress is human's reaction in order to adapt to stimulus and physical and mental occasions (Moorhead and Griffin, 2003:47).

Considering the two pointed variables (organizational commitment and occupational stress), as two important factors in organizations, this study proceeds to the relation between organizational commitment and occupational stress.

LITERATURE REVIEW

CONCEPTS AND DEFINITIONS OF ORGANIZATIONAL COMMITMENT

Organizational commitment has been defined differently like other definitions of organizational behavior. There finds different definitions about organizational commitment, however, in an investigation done by two theorists named Meyer and Allen on 1987 about organizational commitment, it was denoted that each definition of organizational commitment is associated with one of these three general subjects: affective attachment, perception of the expenses and the sense of responsibility.

The most normal approach in organizational commitment is the one which is considered as a kind of affective attachment. Based on this approach, the one who is greatly undertaking, takes their identification from the organization, incorporates in the organization and becomes involved in it and enjoys being its member (Sarooghi, 1995:68).

Porter et al., (1974) define organizational commitment as accepting the values of organization and being involved in it; and apply motivation, tendency toward continuing the job and accepting the values of organization as the measurement touchstones. Chatman and O’Reilly (1968) define the meaning of organizational commitment as the support and affective attachment to the purposes and values of an organization for the sake of itself as a means of accessing other goals far from its instrumental values (Ranjbarian1995:43).

Organizational commitment consists of people's positive and negative attitudes toward the whole organization (not the occupation) within which they work. In organizational commitment, the person has a powerful sense of responsibility about the organization and identify themselves using that organization (Estron1998:73).
Shahid Motahari (1989) speaks about commitment as: Commitment means to stand on the tenets and philosophy or conventions that human being believes and resists for them. An undertaker is the one who is loyal to his oath and preserves the purposes for which he/she has promised for. Sheldon defines organizational commitment as: a viewpoint or orientation which relates or depends one's identity to organization. Counter know organizational commitment as the tendency of social agents to grant their power and loyalty to social systems. Salancik believes commitment is a form in humans that one is persuaded to perpetuate his actions and maintain his efficient involvements in those actions. Buchanan accounts commitment as a kind of affective and bias attachment to the values and goals of the organization; the attachment to the role of the people in relation to values and goals of organization per se, apart from its instrumental values (Saroughi 1996:70)

BARON ET AL.'S STUDY

Elsewhere, the effective factors on organizational commitment are discussed as follows:

1_ Commitment is affected by different aspects of occupation. Occupations that include a high rank in responsibility and decision making, have little repeatability and more attractiveness. The operators of such occupations represent a sophisticated commitment of themselves. On the other hand, little opportunities for advancement and big tensions in occupation, make a low level of organizational commitment.

2_ Organizational commitment goes under the effect of situated carrier opportunities. More chance for finding other occupations as a more practical one cause less commitment on the very organization.

3_ Organizational commitment is touched by personal attributes. Elder senior staff, with more experience in their profession report more commitment than those who are enthusiastic about their job. Formerly, it was frequently suggested that women show less commitment to the organization than men do, whereas recent findings indicate that such discrepancies do not exist in organizational commitment and rather both groups point to similar commitments.

4_ Finally, organizational commitment is intensely under the influence of environmental factors. Those who are contented with their supervisors and feel the justice in working evaluations and the organizations cares about their welfare, have represented higher levels of organizational commitment of themselves. (Meyer and Schoorman, 1998:88).

BATMAN ET AL.'S STUDY

In the research done by Batman and Strasser on 1984, the relationship between the following variables and organizational commitment is evaluated.

1_ Persuasive behavior of the manager. 2_ Punitive behavior of the manager. 3_ Features of the occupation. 4_ Concentration. 5_ Need of success. 6_ Job replacements outside of the organization.7_ Occupational stress.8_ Occupational satisfaction.9_ Age.10_ Education.11_ Service records.12_ Experience in occupation path.
The analysis of correlation among these variables and organizational commitment indicates that all of these variables have positive relation with organizational commitment except job replacements and occupational stress; and job replacements and occupational stress have a negative relation with commitment. This research also indicates that organizational commitment is a precondition for job satisfaction not that job satisfaction be a precondition for organizational commitment (NickMotasi, 2002:82).

MEYER AND ALLEN'S STUDY

Based on the research developed by Meyer and Allen (1990) for measuring and defining the preconditions of organizational commitment, the preconditions for affective commitment are posed as follows:

1. job challenge.
2. role clarity.
3. goal clarity.
4. goal rigidity.
5. management acceptance: to the extent that the manager accepts staff suggestions.
6. coherency of the cooperators.
7. organizational subordination.
8. justice: insofar as all staff be treated equally.
9. personal importance: the way staff think of themselves as an important part for the organization.
10. feedback: the extent that staff receive a feedback in relation to their services.
11. cooperation: inasmuch as staff are allowed to participate in decisions related to their work (Allen and Meyer, 1990:4)

BROWNING AND CYNDER'S STUDY

In the research that Browning and Cynder worked on, the role of mediator, gender regulator and position and dignity in relation with organizational commitment and its impressive variables are concerned. In this research four samples are selected to check the effects of gender discrepancy and the differences in position and dignity in relation with organizational commitment.

Female supervisor, female staff, male supervisor, male staff. Effective factors in organizational commitment as an independent variable are categorized in four classes below:

A. social tenors, like: leadership style, team coherency etc.
B. situational awareness: role polarity, role clarity etc.
C. personal assessment: the sense of being qualified
D. job satisfaction: being satisfied about the job, about the coworkers, about the salary and about improvement opportunities (Moshabaki, 1999:53)

CONCEPTS AND DEFINITIONS OF STRESS

Stress a force, is a word taken from physics and today is used to express the mental pressure as a public use. In whole, stress is a condition within the body that is caused by mental or physical impacts to a person. Therefore, perhaps mental pressure could not be a proper equivalent for
stress since stress is a state caused by pressure, not the pressure itself; but with a little tolerance we could mean stress as mental pressure.

In Steadman medical dictionary, stress is defined as:

1. stress is animal body's reaction to natural hurtful forces, infections, and different abnormal conditions that knock up mental equilibrium.

2. stress is a resistive force that is made of an externally stroked force.

3. in psychology, stress is physical or mental force that causes imbalance when impacts a person (Pyfer2006:127)

Moorhead and Griffin define stress as the reaction posed for adapting to the stimulus causing extensive physical or mental demands for a person (Moorhead and Griffin, 2003,77).

In another definition, stress is known as a response for adopting to an abnormally external condition that a person gives as a physical or mental behavior. In this definition, stress is one's reaction in front of threatening occasions in their surroundings (Estron, 1998,74).

AGENTS OF STRESS

Many factors may cause mental tension that include factors of the environment and could cause mental pressure for staff.

ORGANIZATIONAL MENTAL PRESSURES

Organizational mental pressures are factors in the working space that could cause mental pressure. Four general agents of mental pressure are:

1 OCCUPATIONAL NECESSITIES

They are the agents of mental pressure in occupations. For instance, some occupations consist of more mental pressure than the others. Surgery, air-traffic control and leading professional soccer teams are at the risk of getting into more stress in comparison with occupations like being a general practitioner, airplane luggage carrier and a team training attendant.

2 PHYSICAL NECESSITIES

They depend on the place of occupation. An important factor is the degree of temperature. For example, working in a very high temperature in the outside could cause mental pressure. Such is the case with working in an office with an inappropriate temperature and cold weather. The design of the office could also be trouble making. For example, offices with inappropriate design may limit the people from having a private atmosphere or make them unable to tolerate high level or low level of social intercourses. High levels of intercourses may detach the person from their duty while low level ones may cause exhaustion or isolation. Also, a poor light, insufficient space and the rest could cause mental pressure.
3 ROLE NECESSITIES

Role necessities could be also the basis of mental pressure. Role consists of a number of organizational behaviors in a group or organization that is accompanied with an organizational occupation. Mental pressure could be cause by:

A) Role Ambiguity (ambiguity of what is expected from a person).

B) Role Opposition (incongruity of two or more roles).

4 INNER NECESSITIES

The last set of stress agents consists of three intercourse demands with others that could be faced with someone in an organizational environment.

A) CORPORATE PRESSURES

Such as the pressure for limiting productions, pressure for doing corporate norms and the like.

B) LEADERSHIP STYLE

Leadership style could also cause stress. Suppose one is in need of their social leader; if the target leader is a little tough and does not care about them, they might feel the tension.

C) PERSONALITY

Personality and behavior could be other causes of tension. Opposition is emerged when two or more people have to work together despite their points of contrast (Moorhead and Griffin 2003,84).

THE RESULTS OF SIMILAR PREVIOUS RESEARCHES

In a research entitled the relation between organizational commitment and occupational stress among the managers of educational hospitals of Isfahan medical science university 2007 which was done by Yaghubi, Mohamadian and Javadi, they came to the conclusion that there seems a meaningful relation between managers' occupational stress and logical aspect of commitment. There seemed no meaningful relation between managers' occupational stress and the affective-normative aspect of commitment. And finally, there is no meaningful relation between managers' occupational stress and organizational commitment aspect.

Angle and Perry made a research on organizational commitment and concluded that organizational commitment is in relation with factors such as adaptation, quitting the job, stress and the rate of operation but there is no relation with the low rate of working and absence from employment (MosadeghRad 2005,48).

Kathleen Doll in a research about the relation of leading style and organizational commitment on the effectiveness of stress, has wrapped up to the conclusion that there is no relation between
stress and commitment and in this research, she has considered stress as an intermediary (Kathleen, 2008, 127).

Cheng, in a research working on nurses of Taiwan, has came to the conclusion that stress has been effective on organizational commitment which is effective itself on the state of one's organizational behavior. (Cheng, 2006, 496).

PURPOSE OF STUDY

The purpose of this research is to investigate the relation between occupational stress and organizational commitment of the mayoralty staff of Shahreza city. In the direction of this general purpose, the relation of occupational stress with aspects of organizational commitment based on Meyer and Allen's model has been also experimented that are included in the partial purposes of the research.

RESEARCH QUESTIONS

MAIN QUESTION

Is there a meaningful relation between occupation stress and organizational commitment of mayoralty staff?

SUBORDINATE QUESTIONS

1. Is there a meaningful relation between occupational stress and affective commitment of mayoralty staff?

2. Is there a meaningful relation between occupational stress and continuance commitment of mayoralty staff?

3. Is there a meaningful relation between occupational stress and normative commitment of mayoralty staff?

METHODOLOGY

Considering the purpose of study and the essence of subject, the methodology is a descriptive-integrative one.

PARTICIPANTS

The participants in the current research includes all mayoralty staff of Shahreza city that during this research the number of staff were 43.
SAMPLE AND INSTRUMENT

Since the number of staff was not a big deal, the sample volume is the same as participants who were 43 units of mayoralty staff of Shahreza and from all diffused questionnaires, 39 were referred.

DATA COLLECTION

The required data for this research were collected based on two questionnaires. The first questionnaire was used to measure the level of stress in the staff and the second questionnaire (Meyer and Allen) was used to measure their organizational commitment.

Cronbach's alpha coefficient is used for the final confirmation of the questionnaires. For the questionnaire of occupational stress, Cronbach's alpha equals to 0.89 and for organizational commitment (Meyer and Allen) equals to 0.84 and since they are higher than 0.7 their reliability is confirmed.

DATA ANALYSIS

In this research, both descriptive and conclusive statistics are used for data analysis. In descriptive analysis, the distribution and calculation of central indexes are used and in conclusive analysis, non-parametric test of Spearman's rank correlation coefficient is used.

DESCRIPTIVE RESEARCH FINDINGS

In the current research, six questions such as age, gender, administrative service records, education, field of study and organizational position are posed in the questionnaire in order to determine demographic characteristics.

Based on the issued data out of thirty-nine staff, thirty-four units were male and five units were female. Thirteen units were aged between twenty to thirty years old; seventeen units between thirty-one to forty years old; eight units were between forty-one to fifty and one unit is more than fifty years old.

Ten units have less than five years of official service record, three units have less than ten years and six units have the record between ten to fifteen years and thirteen units have records between fifteen to twenty years and seven units have the records more than twenty years.

1 unit is educated bellow diploma, eight units are educated until diploma, eight units have the associate's degree, eighteen units have the bachelor degree and four units have the master degree and upper. Six units have studied in humanities, eighteen units in mathematics, two units in science and thirteen units in technicals. Nineteen units in support and administrative posts, twelve as expert, six as liable expert, two managers.

QUESTION TESTING

In this section, firstly the supporting questions are answered and at the end is the main question.
1. Is there a meaningful relation between occupational stress and affective commitment of mayoralty staff?

**TESTING THE RESULTS**

Using Spearman's rank correlation coefficient test in SPSS program considering the fact that the calculated level of significance is more than five percent (Sig > 0.05) the results show that there is no meaningful relation between affective commitment and occupational stress.

<table>
<thead>
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<th>Correlation coefficient</th>
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<tr>
<td>0.12</td>
<td>0.068</td>
<td>39</td>
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2. Is there a meaningful relation between occupational stress and continuance commitment of mayoralty staff?

**TESTING THE RESULTS**

Using Spearman's rank correlation coefficient test in SPSS program considering the fact that the calculated level of significance is less than five percent (Sig < 0.05) the results show that there is a meaningful relation between continuance commitment and occupational stress.

<table>
<thead>
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<tr>
<td>0.016</td>
<td>0.024</td>
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3. Is there a meaningful relation between occupational stress and continuance commitment of mayoralty staff?

**TESTING THE RESULTS**

Using Spearman's rank correlation coefficient test in SPSS program considering the fact that the calculated level of significance is more than five percent (Sig > 0.05) the results show that there is no meaningful relation between normative commitment and occupational stress.

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<th>Correlation coefficient</th>
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<td>0.078</td>
<td>0.086</td>
<td>39</td>
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4. Is there a meaningful relation between occupation stress and organizational commitment of mayoralty staff?
TESTING THE RESULTS

Using Spearman's rank correlation coefficient test in SPSS program considering the fact that the calculated level of significance is more than five percent (Sig > 0.05) the results show that there is no meaningful relation between organizational commitment and occupational stress.

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<thead>
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<th>Correlation coefficient</th>
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<td>0.049</td>
<td>0.53</td>
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DISCUSSION AND RESULTS

The outcome findings of this research indicate that there is no meaningful relation between organizational commitment and their occupational stress and there also observed no relation between affective and normative commitment and occupational stress of the staff and the only relation was between continuance commitment of the staff and occupational stress.

Based on the previously mentioned cases it could be stated that organizational commitment is among the effective factors on human activities and its relative and regenerative factors must be identified and then it is time to make them executive in actions of the organization. Meanwhile, as respects the broadness of mental pressure in organizations and are indeed destructive, it is demanded for organizations to assist special attention to occupational stress for having an efficient management and designate required schematizations for controlling and reducing the stress.

PROPOSALS

Proposals for upgrading organizational commitment and managing stress:

1_ Job ascription in organization must be based on qualifications in order that staff feel justice in the working atmosphere of their organization in comparison with other organizations.

2_ Compensation system (direct and indirect) be established properly in the organization so that staff could obviate their welfare and facilities and be loyal to their organization completely forgetting the notion of quitting their job during the service period.

3_ The organization could pace for improving the power of endurance in units and the whole organization utilizing practical solutions and hence walk through immunizing the environmental and mental health so that unsought energies that are consumed in organizational tensions turn into advantageous quantitative and qualitative factors in achieving social responsibilities.

4_ Since there is a relation between occupational stress and continuance commitment of the staff in organization, it is suggested that by schematizing and getting to know the factors of tension and stress in the staff, betterment paths be recognized and stress be lessened and the tendency of staff be improved to make them interested for a continual stay in the organization.
REFERENCE


