Role Stress and Affective Commitment: Mediator analysis of Employee Satisfaction

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With an emerging competition and advance job requirements, the need to understand the role stress is becoming apparent. Literature indicates that role stressnegatively relates to employee attitudes, actions, and satisfaction and emotional commitment. However, it would be very interesting to understand the essentialapparatus of role stress-affective commitment relationship. For this, the present research also studies the mediating role of employee satisfaction.The present research included349 employees working in the service sector of Punjab and Chandigarh with the help of convenience sampling. The results were analyzed with the help of hierarchical multiple regression and bootstrapping in SPSS to study the intervening effect.The present study shows an empirical confirmation for the negative relationship between role stress, affective commitment and satisfaction as well. Findings have also suggested the mediating effect ofemployee satisfaction in the relationship between role stress and affective commitment..

Keywords: Role Stress; Affective Commitment; Employee Satisfaction, Mediator analysis, Service Sector.

Affective commitment (AC) is one of the most commonly studied topics in the area of organisational psychology and organisational behavior (Meyer & Herscovitch, 2001). During the past two decades, AC has received substantial consideration which is apparent from the growing number of researches on the subject (Stazyk et al., 2011). Extensive literature review on AC reveals that researchers have, with the help oftheir researches, primarily concentrated on two fold concerns: (a) understanding the predictors of AC (Evans, 1991; Allen &Meyer, 1993; Seniati, 2006; Brammer et al., 2007; Ghaffaripour, 2015) and (b) underlining the positive consequences of AC for an organization (John et al., 2002; Josée &Gaby, 2003; Christia, Kathleen & Florence, 2004; Chin, Anantharaman, & Tong, 2011; Ian et. al., 2018). It is assumed, the aggregate AC displayed by an employee influence organizational efficiency and effectiveness (Hellriegel & Slocum 2007). Consequently, researchers, academicians, and organizations continuously pursue new methods to increase employee AC.

In the current era, researchers have started to focus on discoveringdiscouraging constructs influencing AC (Tiwari & Mishra, 2008). One such negative construct is role stress— refers to anincapability to handle with the pressures on a job, as of a meagre fit between employee's abilities and his work requirements (Holmlund-Rytkönen & Strandvik, 2005).Role stress is often considered as a serious management concern; the association between role stress and organizational outcomes is still not well discussed by researchers (Anand, 2011). Eman (2017) highlight that role stress is a serious issue in all facet of a normallife as it withdrew the strength of an individual to handle repetitive issues and unexpected glitches. Role stress in an employee can comprise any problem generated from personal as well as professional life. Likewise, a womanemployee may face difficulties such as sexual harassment, work hours, work environment, glass ceiling, role-related problems, and lack of family as well as organizational support (Parul &Sandeep, 2011), which she might be not able to discuss. These issues apparently unimportant but substantial

concerns not only influence the effectiveness of an employee but also modify the behavior of the employee towards the organization.

Stress is frequently connected with alarming factor in the environment, but now it is also being reconnoitered in the context of the interaction of an employee and work environment as it is an adaptive reaction to an external condition that effects on physical, mental and/or behavioral aberrations for organizational employees (Luthans, 2002).However, it still unexplored by the employees to understand the foundations of stress (Harshana, 2018), led the emergence to study the role stress, which has been found to have detrimental effects on employee attitudes and behaviors (Bhatti et al., 2011).Consequently, from an organizational framework, it still remains acontributory concept (Ahmed &Ramzan, 2013). Also, main researches on role stress are cross-sectional in nature and don't allow inferences on casualty (Sabine and Michael, 2003), moreover, not much studies have concluded the influence of role stress on affective commitment via employee satisfaction (Irvan,et al., 2013). While studying literature on the role stress at workplace, Henriette &Ebben, (2016) have encouraged researches on role stress from an organizational perspectiveby focusing on cultural and diversity management. Henriette and Ebben, 2016 also studied that the antecedents and consequents of role stress vary from country to country. This connotation is also supported by Divya & Ganesh, (2018). Hence, it would be remarkable to study the role of stress-affective commitment association from an Indian context (Divya & Ganesh, 2018). Studies (Caplan & Jones 1975; Sharma & Devi, 2011) that have discussed role stress from an Indian perspective as part of occupational stress. Though these studies are able to establish the significance of role stress in the Indian framework and they have demanded an enhancement of researches either in the form of discovering the mechanism by which role stress negatively influence employee consequences or in the form of approving the achievedoutcomes in diverseframeworks.

Although organizations are always in favor of reducing the unfavorable consequentsare considered encouraging, researches particularly relating role stress and AC in the Indian literature is limited (Glazer & Kruse, 2008). Exploring the relationship between role stress and AC is significant, as a pertinent connotation of AC with organizational productivity (Hafiz, 2017). Understandings into role stress-AC relationship may also help organisations to understand how individuals endure their motivation levels to involve in AC even in the time of hardship.

Extensive literature indicates a relationship between role stress and AC, the results are varied (Hemdi, 2009; Haque &Yamoah, 2014; Syeda, et al., 2017) and the intermediating apparatus through which role stress is explained into AC remains uncertain. It is suggested that the employee satisfaction may act as a mediator in the role stress- AC relationship because AC represents a strong emotional attachment of an individual with an organization and the employee's satisfaction with their organization effects his/her loyalty and desire to stay in an organisation. The current research pursues to test and validate the connection between role stress and AC and examine the causal apparatus of the role stress and AC relationship through employee satisfaction.

The present researchis accompanied with employees working in the service sector as this sector embraces a significant place in the Indian economy. Though, the Indian service sector offers different encounters to its employees. Although it is considered one of the biggest establishment, the workload, role issues, extended working hours, complicated work system it provides are not as worth while as the other sectors have (Mukherjee, 2013). The stereotype that service sector focuses on consumer satisfaction and meeting their needs make the sector even less attractive. Similarly, the servicepersonnel is highly exposed to customer related issues and problems. To present extra-role behaviors while performing amongst such disrupting encounters, employees require the capacity to react efficiently and recuperater apidly. The service sector was thereforemeasured to conduct the research.

Review of Literature and Development of Hypotheses

Role Stress

There are numerous types for the term 'role stress which broaden the possibility of its importance (Pareek, 1983).Literature has also considered different forms of role stress (inter-role distance, role stagnation, role expectations conflict, role isolation, role erosion, personal inadequacy, role overload, role ambiguity, resource inadequacy, self-role distance) from an employee and organizational contexts (Pareek, 1983). In general, authors agree that role stress: (a) as a debilitatingsyndrome; (b) deals with the job, and (c) arises when employees experience undesirable effects in the work-related role in an organisation (Bloisi et al., 2007 and Pathak 2012).Researchers havemany reasons for studyingrolestress from an individualperspective. Foremost, organizationalresultsreflected for the research are displayed at the individual level. Next, role stressconsiders at the individual level include employee attitudes and behaviorswhile predicting role stress. Third, aconsiderate of role stress provides an opportunity for an organizationto facilitate easier identification of problems for enhancing organizational performance (Srivastav (2006). Fourth, since challenges and complexities are widespread in the current environment, role stress is a weakness that employee would want to reduce. Studies offer a strong indication that experiences of role stress, can lead to deprived employee performance and may result in organizationalineffectiveness (Gandham, 2000). Role stress is an inability to meet up the expectations arise from an organisation (Pareek 1983)). House &Rizzo, (1972) gave two main sources of role stress: (a) role ambiguity refers to the nonappearance of reasonable information which is mandatory in order for an individual to achieve their role in a reasonableway (Zhao & Rashid, 2010); (b) Role conflict refers to the instantaneousmanifestation of two or more role necessities, so that the performance of one of them makes performance of the other more challenging (Katz & Kahn, 1970). Pareek (1983) asserted that the role ambiguity and role conflict are the main role stressors which led to unfavorable employee outcomes. This conceptualization is taken care of to measure role stress in the present study.

Literature indicates that role stress has a negative effect on organizational outcomes. These consequences contains employee satisfaction (Mardhiah &Choi, 2015), Organisational commitment (Anton, 2009), psychological well-being and motivation (Malik, 2011), productivity (Ross &Altmaier, 1994), occupational growth (Ethem et al., 2013), physical, psychological and emotional well-being (Sparks et al., 2001), irritation, depression and anxiety, group cohesiveness (Kumar, 2006), organizational support (Terry et al., 2003), turnover intentions (Zehra, et al., 2018), leadership (Pestonjee 1992), self-esteem (Barnett & Hyde, 2001), persistent illness (Nordenmark, 2004), burnout and absenteeism (Lange et al., 2003), job-related tension and emotional reaction (Kahn et al., 1964).

Affective commitment

The concept of Organisational commitment has been quite extensively studied since 1950's (Cohen 2003), suggested three dimensions of OC- affective commitment, continuance commitment and normative commitment (Allen & Meyer's, 1990). Affective commitment is defined as the degree to which employee internalizes or adopts the characteristics or perspectives of the organization (Ruokolainen, 2011). Continuance commitment refers to an attachment of an employee to their employing organizations based on the importance related to separation, whereas normative commitment exhibits the moral attachment of an employee to their employing organizations (Balassiano & Salles, 2012). Studies strongly predict that affective commitment is a strongly influenced by role-related factors, as compare to the continuance and normative commitment (Ria, Siti, & Muhlis, 2012; Preston & Brown, 2004; Meyer & Herscovitch, 2001). Affective commitment is deliberated a more effective measure of organization commitment as it directly influences the other two dimensions of organizational commitment (Boles et al., 2007) and is more reliable with the theoretical and operating definition of attitudes (Iverson & Buttigieg, 1999). These are the main reasons for considering

affective commitment as an outcome for the present study.

Previous studies have extensively explored the antecedents of AC (Rhoades, Eisenberger, & Armeli, 2001; Joiner &Bakalis, 2006), researchers have extensively focused on employee behavior, personal characteristics, ethical climate, transformational leadership (Dey, 2012; (Mowday, Porter, & Steers, 1982; Waqas, et al., 2018; Hussanet al., 2018). Though, the mechanisms through which role stress impacts AC remain vague. Role stress has also been a construct much explored in organizational behavior, but the study of its significance from a (Sirois, 2014; Sirois et al., 2003; Sirois &Tosti, 2012) organizational context, the researches on role stress (role ambiguity and role conflict), by and large, neglected. Defrank & Ivancevich, (1998) have asserted that role stress as both a basis and an important principle of job stress. For instance, Syeda, Marium & Beenish, (2017) found a positive relationship between role stress and affective commitment, but the research did not exhibit the relationship of role stress with OC in totality.

The association between role stress and affective commitment can be resultant from the model given by Bakker & Demerouti (2007). The JD-R model establishes the role of stress as a personal resource ability impacts organizational results like commitment and employee satisfaction. JD-R model also suggested that when employees are unknown about their expectations by an organization, it will lead to negative outcomes like commitment and employee satisfaction. Literature also stated that role stress negatively influences the relative strength of an employee's identification with and involvement in an organization (Mowday et al., 1979).

The current era is perceived by high employee anticipations, multifaceted consumer demands, massive competition, and high expertise. High job demand and requirements also test an employee from time to time. To cope up with this situation, it is asignificant focus on decreasing role ambiguity and role conflict, as having an extraordinary sense of information relating to role may feel them recognized and valuable employees.When there is an inconsistency between the apparent role expectations and accomplishment; they would instead respond restlessly and with negative emotions.They don't find an ability to develop significance from their job. Therefore, they are not complete their job-related tasks according to their job expectations and also start to create problems for the organization while displaying distracting attitude such as looking for new opportunities, exhibiting lack of feeling of self-belongingness. Sharma & Devi, (2011) argued that role stress encourages uninspired thriving performance under adversity. An employee's capability to effectually cope with stress and flourish under difficult situations energies positive attitudes in terms of affective commitment and positive attitude. When employees are not clear their role, then they are not able to explore new opportunities andfail to get into deeper relationships with their peers and supervisors (Malikeh, 2013). This inability to reconnoitering new challenges (Jayashree, 2010) demotivate the employees to build communal relationships in an organisationand distract into actions which are not defined by their job roles. Moreover, role stressors make the employees experience negative reactions even in the midst of favorable circumstances. Researchers also discusses that negative sentiments are connected to declining organistaional outcomes (Christo & Pienaar, 2006). Thus, it is anticipated that role stress at the workplace will disappointemployees to exhibit affective commitment.

On the basis of the literature discussed above, researchers hypothesize:

H1. Role stress is negatively related to Affective commitment.

Employee satisfaction

Over the years, employee satisfactionhas been conceptualized an emotion that looks as an effect of the attentiveness that the job permits the physical and emotional needs (Aziri, 2008). In the current research, the well-established two-dimension model (Judge & Bono, 2001; Best & Thurston, 2004) approach is accepted which opinions satisfaction as 'a range to which one feels positively or negatively about the intrinsic and extrinsic sides of his/her

job (Spector, 1997). This obligatory strength can be practiced in diverse conducts (i.e., can be accompanied by employee's insights of a job), including: the opportunities to determine abilities, feeling of achievement, ethical values of the job, opportunities to provide services; job content, pay, clear channels for promotion, working environment and work hours. In their pure practices, these outlooks are discussed to as intrinsic satisfaction and extrinsic satisfaction.

Role stress is a task-related source of job stress (Vandenberghe et al., 2011), which at the workplace make employees more prone to face ill-effects of stress and other challenging circumstances. This attitude may uphold the negative reactions which can negatively influence their affective attachment to the organization. Employee satisfaction is understood as the result of favorable conditions given by an organization, which allow employees to achieve optimal performance, at the similar time as permitting them to achieve their personal wellbeing (Montgomery, 2011). Role stress is defined as a discontinuation between how the employees recognize their roles and the success they accomplish (Lambert & Lambert, 2001). Yaacob and Long (2015) highlighted role conflict and role ambiguityas foremost components of role stress related to employee satisfaction. Since role expectations are one of the crucial features that define role stress, it may be inferred that role stress will have a negative impact on employee satisfaction. Another important characteristic of role stress is the existence of a lack of clarity which includes role clarity also. Employees with role stressors are not able to discover purpose in what they doat their job. This implication at a job has been found to be a mainfoundation of deterioratedemployee satisfaction (Mardhiah & Choi, 2015). Katz & Kahn, (1978) supported a negative correlation between role stress (role ambiguity, role conflict) and performance and employee satisfaction.

With the purpose of exploring the relationship between positive characteristics and attitudes of organizational importance, Lu et al., (2003) studied the influence of role stress on employee satisfaction and established that role stress was related negatively to intrinsic and extrinsic satisfaction. There are a few other studies

(Pestonjee & Mishra, 1999; Kemery, 2006; Kumar, Kaur & Dhillon, 2015) which have spoken about one or more forms of employee satisfaction as a result of role stress. However, two dimensions of employee satisfaction reflect a feeling and views that people have about their present job and can range from extreme satisfaction to extreme dissatisfaction (George & Jones 2008). Bakker, Demerouti & Verbeke, (2004) discussed in JDR model that demands (stressors such as role stress)predict important outcomes such as employee satisfaction or organizational commitment (Maslach & Leiter, 2008), and gain better results in terms of their creativity, commitment and productivity (Castro et al., 2011). The existingstudies has discovered the association between role stress and individual attitudes; nevertheless, the relationship between role stress and employee satisfaction is not very well discovered.

With the purpose to bridge this gap, researchers hypothesize:

H2: role stress relates positively to employee satisfaction.

Employee satisfaction and Affective commitment

Literature supports the relationship between employee satisfaction and affective commitment (Testa, 2001; Khan et al., 2013; Kaplan, et al., 2013). It is discussed that satisfied employees are more probable to devote considerable effort to achieving organisational goals. Higher level of empathy with the organization's goals and values and a resilient wish to sustain membership involves aninclination to employ determinations for the advantage of the organization (Mowday, Steers & Porter, 1979). Social exchange theory recommends that a sense of accountability is nurtured in employees who accept valued exchange content from their organisation and that this results in mutuality with attitudes and behaviors of value to the employer (Patrick and Sonia, 2012). Khanam, (2015) and Adekola (2012) in their study found that employee satisfaction to be related to being a significant predictor of affective commitment.Employees with high emotional attachment towards the organization always ready to positively influence their outlook

on the various facets of their working condition (Feryal & Sohail, 2014). Furthermore, Garry et al, (2006) opined that affective commitment is high in nations where individuals are an extravert, hence, Indian employees also believe that affective commitment (not normative and continuance commitment) is the main reason for their stay in an organization. This finding is also supported by Kassahun, (2005), Naser & Sajad, (2016) and Catherine (2009).Budihardjo, (2013) recommended that employees with higher satisfaction are more probable to show AC as they 'want to do so. Abeer et al., (2013) found a positive effect ofemployee satisfaction on affective commitment on banking sector employees working in Pakistan. Similarly, many other types of research (Kooij et al., 2010; Hira & Waqas, 2012; Hakkak, Gashti & Nawaser, 2014) have established the link between employee satisfaction and affective commitment.

After studying the literature, researcher hypotheses that:

H3: Employee satisfaction relates positively to affective commitment.

Mediating Effect of Employee satisfaction

The literature discussed in the previous section revealed the existence of a relationship between role stress and affective commitment but the mechanism through which role stress impacts affective commitment has not been studied. Apparently, the literature suggests that role stress negatively influences employee satisfaction (Kumar, Kaur, & Dhillon, 2015; Ahsan et al., 2008), and increased positive orientation towards a job can increase the inclination of an individual to engage in affective commitment (Mehmood et al., 2016; Patrick & Jasmine, 2012). Nevertheless, it has become a matter of attention to study whether employee satisfaction would affect (mediate) the relationship between role stress and affective commitment. Omer, Aamer & Khalil, (2010), while investigating the mediator in the relationship between role stress (lack of clear expectations from the role) and affective commitment, have invited for researches designed at study mediators in the indicated relationship in service sector with an intention to strengthening their competence on unceasing basis to match the challenging nature of work

Employee satisfaction, an attitudinal intervening construct, in the field of organizational behavior, has been studied by numerous scholars as a mediating variable and determining various outcomes connected to the behavior and performance of employees (Iverson, McLeod & Erwin, 1996). In relation to affective commitment as well, literature has explored employee satisfaction as a mediator variable (Marcus et al., 2007; Darwish, 2002). In the presence of contemporary literature supporting hypotheses 1 to 3 (which also function as the essential conditions for mediation), employee satisfaction is considered as a mediator for the study. In role stress-affective commitment relationship, it may be claimed that role stress fosters employees to experience negative reactions (Afroze & Bhalla, 2018), which encouragethemto create a feeling of detachment towards the organization (Cristiana, 2012). This dispassionto the organization exercise less effort on behalf of the organization (like affective commitment) willingly (Fairbrother & Warn, 2003). Hence, researchers proposed that role stress leads to affective commitment through employee satisfaction and we propose:

H4. Employee satisfaction will mediate the relationship between role stress and affective commitment.

The proposed relationship between role stress, employee satisfaction, and affective commitment is presented in Figure 1. The mediation model depicts (a) the direct effect of role stress on affective commitment, and (b) the intervening effect of employee satisfaction on role stress-affective commitment relationship.
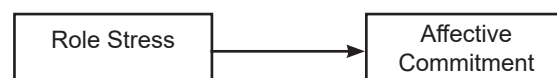
Figure 1(a): Direct relationship
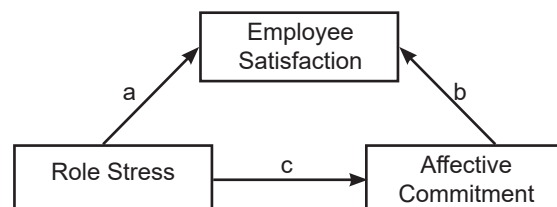
Figure 1(b): Indirect relationship

Research Methodology

Participants and Procedure

This study involved 349 employees working in the service sector of Punjab and Chandigarh, India. Data were collected by using self-administered questionnaires through convenient sampling. Out of total employees, 163 (46.7 percent) were male and 186 (53.3 percent) were female. The age of respondents were ranged from below 20 years to above 40 years with an average age of about 30 years. Moreover, 38 (10.9 percent) participants were below graduate 156 (44.7 percent) were graduate and 155 (44.4 percent) were graduated.

Measures

To measure role stress, scale given by Rizzo et al. (1970) was used. It comprised 12 items (8 items for role conflict and 4 items for role ambiguity) measured on a 5-point Likert scale. The scores in the scale were ranged from 1 = strongly disagree to 5 = strongly agree. The Cronbach alpha was reported to be 0.95. Affective commitment was measured with the help of 6 items scale given by Meyer, Allen, & Smith (1993), and Meyer & Allen (1997) on a 5-point Likert scale. The reliability alpha has been reported to be 0.91. To measure employee satisfaction, the scale developed by Podsakoff & Mackenzie (1989) was used. The questionnaire contained 4 items, rated on a 5-point scale with the score ranging from 1 = strongly disagree to 5 = strongly agree. The reliability coefficient of the scale was found to be 0.87 for the present study.

Analyses and Results

The Analysis was done with the help of SPSS 22 version. Descriptive statistics, Cronbach's alpha value and bivariate correlation, are given in Table No. 1. To test Hypotheses 1, 2, and 3, Hierarchical multiple regression analysis was conducted. Demographic variables such as age, gender and education were considered as control variables during the study. Bootstrapping was conducted in SPSS following Hayes' (2013) steps for analyzing the intervening influence of employee satisfaction. Due to the self-report instruments and cross-sectional research design of this research, common method bias can be one of the main issues. Though the measures comprised negatively worded-items in order to minimize the chances of common method variance, Harman's single-factor test was used by submitting all the measures to exploratory factor analysis (EFA). There are chances of the occurrence of CMV if the exploratory factor analysis caused in either a single factor or a general factor accounting for the majority of covariance (Podsakoff et al., 2003). In the current research, the studycaused in 14 different factors with no single factor elucidating the majority of variance. This recommends that the CMV was not a concern in the current research.

Similarly, in order to check the reliability of the suggested researcher's model, that is, role stress–employee satisfaction– affective commitment over probablecontendingmodel, which is, role stress– affective commitment–employee satisfaction, and the model fit statistics was calculated by using AMOS. The attained fit statistics determined the credibility of proposed model (c2 = 467.9 (df 79), p = 0.00, c2 /df = 5.19, comparative fit index (CFI) = 0.81, Tucker–Lewis index (TLI) = 0.85, GFI (Goodness-of-fit index = 0.86), root mean square error of approximation (RMSEA) = 0.07) over the contending model (c2 = 1009.9 (df 76), p = 0.00, c2 /df = 13.28.14, comparative fit index (CFI) = 0.81, Tucker–Lewis index (TLI) = 0.79, root mean square error of approximation (RMSEA) = 0.11, GFI = 0.78). Resultsillustrated that the fit statistics for the contending model has poorer fit indices as compared to the hypothesized model.

The fit statistics suggested that the fit indices of the hypothesized model are not as per the fit range discussed by the Structural Equation Modelling literature (Hooper, Coughlan & Mullen, 2008). Though, they are close to threshold cuts in compares to the competing model. This suggests that the hypothesized model is a better fit in the present sample as compared to the contending model

Descriptive analysis

Descriptive analysis and inter-correlations among the variables are given in Table No. 1 shows role stress is correlated negatively and significantly with employee satisfaction and affective commitment. Further, reliability coefficients were considered to test internal

Table 1. Descriptive analysis, Alpha Reliabilities, and Correlations for Variables

S. No.	Variable	M	SD	1	2	3	4	5	6
1	Age	2.95	.921	1					
2	Gender	1.53	.499	-.003	1				
3	Education	2.33	.644	.382**	-.038	1			
4	Role Stress	45.28	5.91	.014	-.073	.041	(.950)		
5	Employee satisfaction	11.04	2.32	.014	.040	-.042	-.638**	(.874)	
6	Affective commitment	15.89	3.05	.012	.056	-.033	-.861**	.895**	(.91)

Note. N = 349. Coefficient alphas appear on the diagonal. *p < .05, two-tailed. **p < .01, two-tailed.

Table No. 2: Hierarchical Regression Analysis Results

Variables and statistics	ES	AC		
	RS	ES	Step 1	Step 2
Age	.035	-.004	.027	.007
Gender	-.008	.021	-.008	-.003
Education	-.030	.007	-.009	.009
Role stress	-.638**		-.862**	-.491**
Employee satisfaction		.894**		.582**
F	59.304**	346.67**	248.028**	1141.12**
R^2	.408	.801	.743	.943
Adjusted R^2	.401	.799	.740	.942

consistency. The measures of the study variables have statedasatisfactory alpha value which displays good internal reliability.

Researchers hypothesize that role stress is negatively related to affective commitment (H1); role stress is negatively related to employee satisfaction (H2); employee satisfaction is positively related to affective commitment (H3); and employee satisfaction mediates the relationship of role stress and affective commitment (H4). Literature shows that (Baron & Kenny, 1986), the fulfillment of following conditions are mandatory to establish the mediation: predictor and mediator variables are significantly related; predictor and criterion variables are significantly related; mediator and criterion variables are significantly related; and the strength of the relationship between predictor and criterion variable turns inconsequential or weakens in the occurrence of mediating variable.

Regression results presented in Table No. 2 indicate that role stress is negatively and significantly (b = -0.638, p < 0.01) connected to employee satisfaction and also with affective commitment (b = -0.862, p < 0.01). Consequently, H1 and H2 are accepted. Results also fulfill the conditions 1 and 2 of mediation. Table No. 2 alsodisplay that employee satisfaction is positively and significantly (b = 0.894, p < 0.01) related to affective commitment, thus supporting H3 and fulfill the condition 3 of mediation. Results further show that subsequentlyemployee satisfaction was entered in the regression equation, the association strength of role stress and ACget declining (b = -.491**, p < 0.01), howeverendured significant. The results fulfill all four conditions of mediation and thereforerecommend the presence of partial mediation.

To authenticate the presence of partial mediation, researchers conducted bootstrapping by Hayes' (2013) steps and the results are given in Table No. 3advocate that indirect effect is significant at 0.05 probability level (indirect

Table No. 3: Bootstrapping Effects for Indirect Effect of ES on RS-AC Relationship

Paths	Standardized coefficient	SE	z	CI (Lower Level-upper Level)	P
RS-ES	-.250	.017	3.22	-.288 to -.221	*
ES-AC	1.18	.022	.775	1.14 to 1.23	*
RS-AC (Direct)	-.445	.011	2.14	-.469 to -.424	*

effect (standardized coefficient) = -.253, CI: -.264 to −.239, p < 0.01). Therefore, H4 is partially supported.

Discussion

Results shows an empirical justification in support of hypothecation of the negative correlation between role stress and affective commitment. It implies that employees sufferingfrom higher levels of role stress are less likely to maintain a membership in an organization. These employees will also stop to exhibit a strong sense of organizationalidentification. Stressed employees fundamentally face a range of complex changes on the psychological, emotional, cognitive, behavioral and physical changes. This behavior binds them to consider their organizational life as purposeless which provides them a feeling of detachment and loneliness. They start to neglect their work and feel like a stranger in an organization and display less commitment. This explanation is pretty well supported by Bhalla (2018) who have argued that lack of integration of an individual with an organization like role related issues, which in turn weaken employee's degree to which the employee wants to be associated with the organization willingly.Results also support that role stress influences employee satisfaction. As therole stress increase, it reduces the feeling of well-being, gratification and makes an employee deprived of organizational happiness and pleasure. Role stress as a debilitating syndromedisables an individual to sustain a high level of work performance. Stressful employees are less likely to continue their association with the organization for a long time period. Role stress decreases the emotional attachment of an employeewith the organization. The findings of the current study are in line with existing findings.

Findings have sustained the hypothesis that employee satisfaction mediates the correlation between role stress and affective commitment. The mediation in the study is partial which implies that role stressimpactsaffective commitment directly as well as indirectly through employee satisfaction. The underlying mechanism in the relationship between role stress and affective commitment is that role stressleads to decrease employee satisfaction. This binding force of affective job outcome or attitude results in behavioral outcomes in terms of affective commitment. Globalization causing an immense competition, work pressures, high job targets, workforce diversity, and high job expectations, consequently, meeting these challenges, it is quite obvious the emergence of role stress among them. Rizzo's role theory (Rizzo et al., 1970), also support that high inconsistent employee's behaviors regarding his/her rolein an organization contribute high stress, low satisfaction, and decline performance. Employees with less conflict and strain due to the organizational roles perceive a positive perception about their job that leads to acknowledgement, promotional opportunities, and the success of other goals that lead to a feeling of achievement. This perception essentiallyreplicates in their actions and behaviour when it comes to accepting the organization's goals and values. Results also show that employee satisfactionis the significant mediating variable that relates the role stress of employees to affective commitment. This shows that employee satisfactioncontracts the effect of role stresson employee'sdesire to remain a part of the organization. Consequently, the current research offersconfirmation for the relationship between role stress and affective commitment through employee satisfaction.

Theoretical Implications

This research provides substantial expansions for both role stress and AC research. Stress is much very much explored with human

psychology, and most of the researches have been directed with a purpose to study stress. This research draws responsiveness towards the implications of role stress in organizations, thusenhancing the quality ofprevailing literature. Further, the study of role stress has been recognized as a major step to solve crucial management issues relating to human behaviour. This study is important as the study is piloted in the background of the employees working in Indian service sector, encompassing extant literature which advocates the influence of role ambiguity and conflict on employee attitudes and actions, thusdisplay how role stress and other negativeconstructs are interspersed in an Indian context.

Conclusion

In the competitive environment, employees play an important role in almost all organizational effects; consequently, amplifiedthoughtfulness is mandatory for innovative actions to enhance organizational consequences such as AC. In a nutshell, role stress is a critical issue to influence the attitudes and behaviour of the employees as apparent in the outcomes of the current research. In fact, role stress appears as a significant conjecturer of both employee satisfaction and AC. The current research highlights the negative effects of role stress at the workplace and at the same point accentuates the role of employee satisfaction to inspire affective commitment. Althoughlimited researches have talked about role stress in the context of the employees working in the service sector, this research offers better understandings into the significance and inferences of role stress at the workplace for envisagingnegativeconsequents.

Like any other research, the current study also contains a few shortcomings. The result indicates an association between role stress, affective commitment, and employee satisfaction. Yet, the generalizability of the result may not be possible as the researchdepends on cross-sectional data and alarge number of participants were female. Hence, future research with a larger sample considering diverse industries is recommended to get a generalization of results. Thoughresults support the acceptability of role stress–employee satisfaction–AC relationship

from an Indian perspective, the association among study variables were not studied. Future studiesof an experimental nature may be shown to determine the connection and found the direction of causality. AC is an important dimension of organizational commitment. Though the current research measured the one dimension of OC, for a better indulgent of the role stress, researcher recommend an extension of this study by considering other dimensions of OC

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