

## Role Stress and Affective Commitment: Mediator analysis of Employee Satisfaction

Prabhjot Kaur and Sanjeev K. Sharma

Panjab University, Chandigarh

With an emerging competition and advance job requirements, the need to understand the role stress is becoming apparent. Literature indicates that role stress negatively relates to employee attitudes, actions, and satisfaction and emotional commitment. However, it would be very interesting to understand the essential apparatus of role stress-affective commitment relationship. For this, the present research also studies the mediating role of employee satisfaction. The present research included 349 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 of employee 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 organizational 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 of their researches, primarily concentrated on twofold concerns: (a) understanding the predictors of AC (Evans, 1991; Allen & Meyer, 1993; Senjati, 2006; Bammer 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 discovering discouraging constructs influencing AC (Tiwari & Mishra, 2008). One such negative construct is role stress— refers

to an incapability to handle with the pressures on a job, as of a meager 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 normal life 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 woman employee 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 a contributory 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 perspective by 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 achieved outcomes in diverse frameworks.

Although organizations are always in favor of reducing the unfavorable consequents are 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 research is 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 worthwhile 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 service personnel 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 recuperate rapidly. The service sector was therefore measured 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 debilitating syndrome; (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 have many reasons for studying role stress from an individual perspective. Foremost, organizational results reflected for the research are displayed at the individual level. Next, role stress considers at the individual level include employee attitudes and behaviors while predicting role stress. Third, considerate of role stress provides an opportunity for an organization to 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 organizational ineffectiveness (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 reasonable way (Zhao & Rashid, 2010); (b) Role conflict refers to the instantaneous manifestation 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.

### ***Rises from the Occupation of an***

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 a significant 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 and fail to get into deeper relationships with their peers and supervisors (Malice, 2013). This inability to reconnoitering new challenges (Jayashree, 2010) demotivate the employees to build communal relationships in an organisation and 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 disappoint employees 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 satisfaction has 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 ambiguity as 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 do at their job. This implication at a job has been found to be a main foundation of deteriorated employee 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 existing studies have 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 an inclination 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 of employee 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 hypothesis:

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 encourage them to create a feeling of detachment towards the organization (Cristiana, 2012). This dispassion to 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.

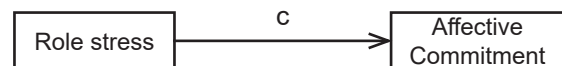


Figure 1(a): Direct relationship



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 study caused 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 probable contending model, 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 ( $\chi^2 = 467.9$  (df 79),  $p = 0.00$ ,  $\chi^2/df = 5.19$ , 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 ( $\chi^2 = 1009.9$  (df 76),  $p = 0.00$ ,  $\chi^2/df = 13.28.14$ , comparative fit index (CFI) = 0.81, Tucker–Lewis index (TLI) = 0.79, root mean square error of approximation (RMSEA) = 0.11, GFI = 0.78). Results illustrated 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 consistency. The measures of the study variables have stated satisfactory 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

**Table No. 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 <sup>2</sup>	.408	.801	.743	.943
Adjusted R <sup>2</sup>	.401	.799	.740	.942

**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	*

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 also display 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 subsequently employee satisfaction was entered in the regression



equation, the association strength of role stress and AC get declining ( $b = -.491^{**}$ ,  $p < 0.01$ ), however endured significant. The results fulfill all four conditions of mediation and therefore recommend 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. 3 advocate that indirect effect is significant at 0.05 probability level (indirect effect (standardized coefficient) =  $-.253$ , CI:  $-.264$  to  $-.239$ ,  $p < 0.01$ ). Therefore, H4 is partially supported.

### Discussion

Results show an empirical justification in support of hypothecation of the negative correlation between role stress and affective commitment. It implies that employees suffering from 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 organizational identification. 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 the role 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 syndrome disables 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 employee with 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 stress impacts affective commitment directly as well as indirectly through employee satisfaction. The underlying mechanism in the relationship between role stress and affective commitment is that role stress leads 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 role in 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 essentially replicates in their actions and behaviour when it comes to accepting the organization's goals and values. Results also show that employee satisfactions the significant mediating variable that relates the role stress of employees to affective commitment. This shows that employee satisfaction contracts the effect of role stress on employee's desire to remain a part of the organization. Consequently, the current research offers confirmation 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, thus enhancing the quality of prevailing 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, thus display how role stress and other negative constructs are interspersed in an Indian context.

### Conclusion

In the competitive environment, employees play an important role in almost all organizational effects; consequently, amplified thoughtfulness 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. Although limited 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 envisaging negative consequents.

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 research depends on cross-sectional data and a large number of participants were female. Hence, future research with a larger sample considering diverse industries is recommended to get a generalization of results. Though results support the acceptability of role stress–employee satisfaction–AC relationship from an Indian perspective, the associations among study variables were not studied. Future studies of 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 recommends an extension of this study by considering other dimensions of OC

### References

- Abeer, I., Aiman, R., Faisal, T. & Hasnain, R. (2013). Impact of Job Satisfaction on Facet of Organizational Commitment (Affective, Continuance and Normative Commitment): A Study of Banking Sector Employees of Pakistan, *World Applied Sciences Journal* 28 (2), 271-277.
- Adekola, B. (2012) The impact of Organizational Commitment and Job Satisfaction: A Study of Employee at Nigerian Universities. *International Journal of Human Resources Studies*, 2(2).
- Afroze & Bhalla, (2018). A study of organizational role stress and organizational commitment among the faculty members of public and private universities. *International Journal of Human Resource Management and Research (IJHRMR)*, 4(3), 69-76.
- Ahmed, M. & Ramzan, S. (2013). Effects of Job Stress on Employees Job Performance : A Study on Banking Sector of Pakistan. *IOSR Journal of Business and Management*, 11(6), 61-68.
- Ahsan, N., Abdullah, Z., Fie, D.Y.G., Alam, S.S. (2009), "A study of job stress on job satisfaction among university staff in Malaysia: empirical study", *European Journal of Social Sciences*, 8(1), 121-31.
- Allen, N. & Meyer, J. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
- Allen, N. & Meyer, J. (1993). Organizational commitment: evidence of career stage effects. *Journal of Business Research*, 26, 49-61.
- Anand, K. (2011). A Pilot Study on Influence of Organizational Role Stress on Perceived Burnout among Military Aircrew. *Indian Journal of Aerospace Medical*, 55(2), 21-27.
- Anton, C. (2009). The impact of role stress on workers' behaviour through job satisfaction and organizational commitment. *International journal of Psychology*, 44(3), 187-194.
- Aziri, B. (2008). Menaxhimi i burimeve njerëzore, Satisfaksioni nga puna dhe motivimi i punëtorëve, Tringa Design, Gostivar, 46.
- Bakker, A. & Demerouti, E. (2007). The Job Demands-Resources Model: State of the Art. *Journal of*

- managerial psychology*, 22(3), 309-328.
- Bakker, A., Demerouti, E., & Verbeke, W. (2004). Using the job demands–resources model to predict burnout and performance. *Human Resource Management*, 43, 83–104.
- Balassiano, M. & Salles, D. (2012). Perceptions of Equity and Justice and Their Implications on Affective Organizational Commitment: a Confirmatory Study in a Teaching and Research Institute. *Brazilian Administration Review*, 9(3), 268-286.
- Barnett, R. & Hyde, J. (2001). Women, men, work, and family. *American Psychologist*, 56(10), 781-796.
- Baron, M. & David A. (1986). Moderator-Mediator Variables Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, 51 (6), 1173–82.
- Best M., & Thurston N. (2004). Measuring nurse job satisfaction. *Journal of Nursing Administration*, 34 (6), 283–290.
- Bhatti, N., Muhammad, A., Shoukat, A. & Faiz, M. (2011). Empirical Analysis of Job Stress on Job Satisfaction among University. *International Business Research*, 4(3), 264-270.
- Bloisi, W., Cook, C. & Hunsaker, P. (2007). Management and Organizational Behavior. 2 nd edition. London: McGraw-Hill.
- Boles, J., Madupalli, R., Rutherford, B. & Wood, J. (2007), “The relationship of facet of salesperson job satisfaction with affective organization commitment”, *Journal of Business & Industrial marketing*, 22(5), 311-321.
- Boles, J., Madupalli, R., Rutherford, B. & Wood, J. (2007). The relationship of facets of salesperson job satisfaction with affective organizational commitment. *Journal of Business & Industrial Marketing*, 22(5), 311-321.
- Brammer, S., Millington, A. & Rayton, B. (2007). The contribution of corporate social responsibility to organizational commitment. *The International Journal of Human Resource Management*, 18, 1701-1719.
- Budihardjo, A. (2013). The Relationship Between Job Satisfaction, Affective Commitment, Organizational Learning Climate and Corporate Performance. *GSTF Journal on Business Review (GBR)*, 2(4), 58-64.
- Caplan, R. & Jones, K. (1975). Effects of Work Load, Role Ambiguity, and Type A Personality on Anxiety, Depression, and Heart Rate. *Journal of Applied Psychology*, 713-719
- Castro, A., Martín-Lopez, M., Garcia P., Aguilera, E., & Cabello, J. (2011). Social Preferences Regarding the Delivery of Ecosystem Services in a Semiarid Mediterranean Region. *Journal of Arid Environments* 75, 1201-1208.
- Catherine, K. (2009). Culture, job satisfaction and organizational commitment in India and the United States. *Journal of Indian Business Research* 1(4),196-212.
- Christia, V., Kathleen, B. & Florence, S. (2004). Affective commitment to the organization, supervisor, and work group: Antecedents and outcomes. *Journal of Vocational behavior*, 64(1), 47-71.
- Christiana, C. (2012). Occupational stress and organizational commitment in Romanian public organizations. *Procedia - Social and Behavioral Sciences*, 33, 1077-1081.
- Christo, B. & Pienaar, J. (2006). South Africa Correctional Official Occupational Stress: The Role of Psychological Strengths. *Journal of Criminal Justice*, 34(1), 73-84.
- Cohen, A. (2003). Multiple commitments in the workplace: An integrative approach. Mahwah, NJ: Lawrence Erlbaum.
- Darwish A. (2002). Job satisfaction as a mediator of the relationship between role stressors and organizational commitment: A study from an Arabic cultural perspective. *Journal of Managerial Psychology*, 17(4), 250-266.
- Defrank, R. & Ivancevich, J. (1998). Stress on the job: An executive update, *Academy of Management Executive*, 12(3), 55-66.
- Dey, T. (2012). Predictors of organizational commitment and union commitment: A conceptual study. *IUP Journal of Organizational Behavior*, 11, 62-75. Retrieved from <http://www.iupindia.in/>
- Divya, R. & Ganesh, S. (2018). Does diversity management practices influence organizational commitment among employees in India?
- Eman, S. (2017). Effects of Job Rotation and Role Stress on Job Satisfaction and Organizational Commitment among Large Scale of Administrative Staff in Nonprofit Organizations. Unpublished thesis work, The Islamic University–Gaza.
- Ethem, D., Nurcan, H., Ediz, G. & Demet, B. (2013). The effect of role stress on the employee’s well-being: a study in the pharmaceutical companies in the city of Izmir. *Procedia-Social and Behavioral Sciences*, 84, 1361-1368.

- Evans, L. (1998). Teacher morale, job satisfaction and motivation. Paul Chapman Publishing Ltd, London.
- Fairbrother, K. & Warn, J. (2003). Workplace dimensions, stress and job satisfaction. *Journal of Managerial Psychology* 18(1), 8-21
- Feryal, K., & Sohail, Z. (2013). An Empirical Study of Affective Commitment across Demographic groups in the Banking Sector of Pakistan. *Pakistan Journal of Commerce and Social Sciences*, 7(3), 555-563.
- Gandham S. (2000). Occupational stress: Time for a policy. *The healthy, safety practitioner*, 18 (1), 20-21.
- Garry, G., Paul, D., & Patrick, P. (2006). National Differences In Organizational Commitment Effect of Economy, Product of Personality, or Consequence of Culture? *Journal of Cross-Cultural Psychology*, 37(5), 542-556.
- George, J. & Jones, G. (2008). Understanding and Managing Organizational behavior, Fifth Edition, Pearson/Prentice Hall, New Jersey, p. 78
- Ghaffaripour, S. (2015). Prediction of affective organizational commitment based on employee characteristics and psychological factors among oil personnel. *International Journal of Management business research*, 5(4), 337-350.
- Glazer, S. & Kruse, B. (2008). The Role of Organizational Commitment in Occupational Stress Models. *International Journal of Stress management*, 15(4), 329-344.
- Hafiz, A. (2017). Relationship between Organizational Commitment and Employee's Performance Evidence from Banking Sector of Lahore. *Arabian Journal of business and management review*, 7(2), 1-7.
- Hakkak, M., Gashti, M., & Nawaser, K. (2014). The relationship between perceived organizational support & Job satisfaction with organizational commitment. *Entrepreneurship and innovation management journal*, 2(3), 194-202.
- Haque, A. & Yamoah, F. (2014). Gender Employment Longevity: I.T Staff Response to Organizational Support in Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 4 (12), 324-347.
- Harshana, P. (2018). Work Related Stress: A Literature Review. *Annals of social sciences management studies*, 2(3), 1-7.
- Hassan, Z., Hussam, A., Sheena, P., & Shehnaz, T. (2018). A conceptual study of HRM practices and Market orientation on lecturer's retention: A case study of Malaysian Universities. *Business Ethics and Leadership*, 2(3), 44-52.
- Hayes, A. (2013). Introduction to mediation, moderation, and conditional process analysis. New York: The Guilford Press.
- Hellriegel, D. & Slocum, J. (2007). Organizational Behavior, Thomson Learning, USA 2007
- Chin S., Anantharaman R. & Tong D (2011). The Roles of Emotional Intelligence and Spiritual Intelligence at the Workplace. *Journal of Human Resources Management Research*, 1-9.
- Hemdi, M. (2009). Investigating Hotel Employees' organisational Commitment: The Influence of Human Resource Management Practices and Perceived Organizational Support. *Journal of Tourism, Hospitality & Culinary Arts*, 1(3), 1-20.
- Henriette, S. & Ebben, V. (2016). A cross-cultural comparison of the stress experienced by high-level career women. *SA Journal of Industrial Psychology*, 34(3), 17-21.
- Hira, A., & Waqas, I. (2012). A Study of job satisfaction and IT's Impact on the performance in the banking industry of Pakistan. *International Journal of Business and Social Science*, 174-180.
- Holmlund-Rytkönen, M., & Strandvik, T. (2005). Stress in business relationships. *Journal of Business & Industrial Marketing*, 20(1), 12-22.
- Hooper, D., Coughlan, J., & Mullen, M. (2008). Structural equation modelling: Guidelines for determining model fit. *Electronic Journal of Business Research Methods*, 6(1), 53-59.
- House, J., & Rizzo, J. (1972). Role conflict and ambiguity as critical variables in a model of organizational behavior. *Organizational Behavior and Human Performance*, 7, 467-505.
- Ian, H., Paul, H., Zoe, R. and Russ, G. (2018). Affective commitment within the public sector: antecedents and performance outcomes between ownership types. *Public Management review*, 20(12), 1872-1895.
- Irvan, T., Armanu, Achmad, S. & Noermijati, N. (2013). Organizational Commitment as Mediation Variable Influence of Work Motivation, Leadership Style and Learning Organization to the Employees Performance. *IOSR Journal of Business and Management*, 7(2), 12-25.
- Iverson, R. & Buttigieg, D. (1999), "Affective, normative, and continuance commitment: can the 'right kind' of commitment be managed?", *Journal of Management Studies*, Vol. 36 No. 3, p. 307.



- Iverson, R., McLeod, C. & Erwin, P. (1996). The role of employee commitment and trust in service relationships, *Marketing Intelligence & Planning*, 14(3), 36-44.
- Jayashree, R., (2010). Stress management with special reference to public sector bank employees in Chennai. *International Journal of Enterprise and Innovation Management Studies*, 1(3), 34- 35.
- Joiner, A., & Bakalis, S. (2006). The antecedents of organizational commitment: the case of Australian casual academics. *International Journal of Education Management*, 20 (6), 439-542.
- Josée B. & Gaby, O. (2006). The role of employee relationship proneness in creating employee loyalty. *International Journal of Bank Marketing*, 24 (4).
- Judge, A., & Bono, J. (2001). Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction and job performance: A meta-analysis. *Journal of Applied Psychology*, 86, 80–92.
- Kahn, L., Wolfe, M., Quinn, P., Snoek, D. & Rosenthal, A. (1964). *Organizational stress: Studies in role conflict and ambiguity*. New York: Wiley.
- Kaplan, M., Emine, O., Asli, K. & Aksay, K. (2013). The Relationship between Job Satisfaction and Organizational Commitment: The Case of Hospital Employees. *World Journal of Management*, 4(1), 22-29.
- Kassahun T. (2005), "Level of Organizational Commitment: Its Correlates and Predictors", *Indian Journal of Industrial Relations*, Vol. 41, No. 1, July, pp. 29-63.
- Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations*, 2nd Ed. New York: John Wiley & Sons.
- Kemery, E. (2006). Clergy Role Stress and Satisfaction: Role Ambiguity Isn't Always Bad. *Pastoral Psychology*, 54, 561-570.
- Khan, I., Nawaz, A., Khan, F., Khan, H., Khan, S. & Kundi, A. (2013). The Impact of Organizational Commitment and Job Satisfaction on the ITL of Academicians in HEIs of Developing Countries like Pakistan. *Industrial Engineering Letters*, 3(9), 18-25.
- Khanam, A. (2015). Organisational Commitment of Employees In Relation to Job Involvement and Job Satisfaction. *International Journal of Management and Social Science; Vol 3(1)*.
- Kooij, D., Jansen, P., Dijkers, J., & De Lange, A. (2010). The influence of age on the associations between HR practices and both affective commitment and job satisfaction: A meta-analysis. *Journal of Organizational Behavior*, 31, 1111- 1136. doi:10.1002/job.666.
- Kumar, D. (2006). A Study on Job Stress of Nationalized and Non Nationalized Bank Employees. [http://www.indianmba.com/Faculty\\_Column](http://www.indianmba.com/Faculty_Column).
- Kumar, R., Kaur, G., & Dhillion, A. (2015). Organizational role stress and job satisfaction among nurses. *Journal of mental health*, 20(2), 71-75.
- Lambert, V. & Lambert, C. (2001). Literature review of role stress/strain on nurses: An international perspective. *Nursing and health sciences*, 3(3), 161-172.
- Lange, D., Taris, H., Kompier, W., Houtman, M. & Bongers, P. (2003). The very best of the millenium: Longitudinal research and the demand-control-(support) model. *Journal of Occupational Health Psychology*, 8, 282-305.
- Lu, L., Cooper, C. L., Kao, S., & Zhou, Y. (2003). Work stress, control beliefs and well-being in Greater China – An exploration of sub-cultural differences between the PRC and Taiwan, *Journal of Managerial Psychology*, 18(6), 479
- Luthans, F. (2002). The Need for and Meaning of Positive Organizational Behavior. *Journal of Organizational Behavior*, 23, 695–706.
- Malik, N. (2011). A study on occupational stress experienced by private and public banks employees in Quetta City. *African Journal of Business Management*, 5 (8), 3063-3070.
- Malikeh, B., & Rahele, N. (2013). Role of stress in organization. *Interdisciplinary journal of contemporary research in business*, 4(9), 648-657.
- Marcus, F., Fernandes, J., & Johnson, P. (2007). Infant rule learning facilitated by speech. *Psychological Science*, 18, 387-391.
- Mardhiah, M. & Choi, L. (2015). Role of occupational stress on job satisfaction. *Mediterranean Journal of social science*, 6(2), 81-87.
- Maslach, C., & Leiter, M. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*, 93, 498-512. doi: 10.1037/0021-9010.93.3.498.
- Mehmood, N., Ungku, N., Ungku, A., Sobia, I. & Muhannadm A. (2016). Job Satisfaction, Affective Commitment, and Turnover Intentions among Front Desk Staff: Evidence from Pakistan.



- International Review of Management and Marketing*, 6(S4) 305-309.
- Meyer J. & Herscovitch L. (2001). Commitment in the workplace. Toward a general model', *Human Resource Management Review*, 11, 299-326.
- Meyer, J. & Allen, N. (1997). *Commitment in The Workplace*, Thousand Oaks, CA: Sage Publications.
- Meyer, J., & Herscovitch, L. (2001). Commitment in the Workplace: Toward a General Model. *Human resource management review*, 11(3), 299-326.
- Meyer, J., Allen, N. & Smith, C. (1993). Commitment to Organizations and Occupations: Extension and Test of a Three-Component Conceptualization. *Journal of Applied Psychology*, 78 (4), 538-551.
- Montgomery, M. (2011). Does Absence of Managerial Communication Negatively Influence Job Satisfaction? A Quantitative Examination of the Correlation Between Job Satisfaction and Role Conflict and Role Ambiguity Among High-Tech Employees, Capella University.
- Mowday, R., Porter, L., & Steers, R. (1982). *Employee-organization linkages: The psychology of commitment, absenteeism, and turnover*. New York: Academic Press.
- Mowday, R., Steers, R., & Porter, L. (1979). The measurement of organizational commitment. *Journal of vocational behavior*, 14, 224-247.
- Mukherjee, A. (2013). The Service sector in India. *Asian development bank*, 352, 1-29.
- Naser, V. and Sajad, R. (2016). Job satisfaction and organizational commitment: An empirical investigation among ICT-SMEs. *Management Research Review*, 39(12), 1663-1694.
- Nordenmark, M. (2004). Multiple social roles and well-being a longitudinal test of the role stress theory and the role expansion theory. *Acta Sociological*, 47, 115-126.
- Omer F., Aamer, W. & Khalil, M. 2010. The mediating effects of job satisfaction on role stressors and affective commitment. Published by Canadian Center of Science and Education, *International Journal of Business and Management*, 5 (11), 223.
- Pareek, U. (1983): *Role Stress Scale: ORS Scale Booklet, Answer sheet and manual*, Ahmedabad, Naveen Publications.
- Parul T. & Sandeep B. (2012). A study on psychological stress of working women. *International Journal of Multidisciplinary Research*, 2(2), 434 – 445.
- Pathak, D. (2012). Role of perceived organizational support on stress-satisfaction relationship: An empirical study. *Asian journal of management research*, 3 (1), 153-177.
- Patrick, H. & Jasmine, S. (2012). Job satisfaction and affective commitment. *IUP Journal of Organizational Behavior* 11(1), 23-36.
- Patrick, H. and Sonia, J. (2012). Job Satisfaction & Affective Commitment. *The IUP Journal of Organizational Behavior*, 11(1), 1-36.
- Pestonjee, D. (1992). *Stress and Coping: The Indian Experiences*, Sage Publications, New Delhi.
- Podsakoff, M., MacKenzie, B., Moorman, R. & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, 1(2), 107-142.
- Podsakoff, P., MacKenzie, S., Lee, Y., & Podsakoff, N. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88 (5), 879–903.
- Preston J. & Brown W. (2004). Commitment and performance of nonprofit board Members. *Nonprofit Management and Leadership*, 15(2), 221-238.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86, 825–836.
- Ria, M., Siti, M. & Muhlis, H. (2012). The influence of affective, continuance and normative commitments on the turnover intentions of nurses at Makassar's private hospitals in Indonesia. *African Journal of business management*, 6(38), 10303-10311.
- Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly*, 15(2), 150-163. Retrieved from <http://connection.ebscohost.com/c/articles/3980478/role-conflict-ambiguity-complex-organizations>.
- Ross, R. & Altmaier, E. (1994). *Intervention in occupational stress* Thousand Oaks, CA: Sage Publication.
- Ruokolainen, M. (2011). *Do Organizational and Job-Related Factors Relate to Organizational Commitment? A Mixed Methodology Study of the Associations*. University of Jyväskylä. Jyväskylä Studies in Education, Psychology and Social Research. Academic dissertation.

- Sharma, J. & Devi, A. (2011). Role stress among employees: an empirical study of commercial banks. *Gurukul Business Review*, 7, 53-61.
- Sirois, F. (2003). Beyond health locus of control: A multidimensional measure of healthrelated control beliefs and motivations. Unpublished doctoral dissertation, Carleton University, Ottawa.
- Sirois, F. (2014) Procrastination and Stress: Exploring the Role of Self-compassion. *Self and Identity*, 13 (2). 128 - 145.
- Sirois, F.M., & Tosti, N. (2012). Lost in the Moment? An Investigation of Procrastination, Mindfulness, and Well-being. *Journal of Rational-Emotive & cognitive-behavior therapy*, DOI 10.1007/s10942-012-0151-y
- Sparks K., Faragher B., Cooper, C. (2001). Well-being and occupational health in the 21st century workplace. *Journal of Occupational and Organizational Psychology*, 74, 489-510.
- Spector, P. E. (1997). *Job Satisfaction: Application, assessment, causes, and consequences*. Thousand Oaks, CA: Sage Publications, Inc.
- Srivastav A. (2006). Coping with Stress in Organizational Roles. *Indian Journal of Industrial Relations*, 42 (1), 110-128.
- Stazyk, C., Panday, S. & Wright, B.(2011). Understanding Affective Organizational Commitment: The Importance of Institutional Context. *The American review of Public Administration*, 41, 603-624.
- Syeda, Z., Beenish, Z., Fakhr, N., Syed, Z., Syeda, H. & Marium, A. (2017). Measuring Organizational Commitment and Occupational Stress of Pakistani Doctors: Comparing Lahore and Karachi Public Hospitals in Gender Perspective Beenish Zehra Fakhr-un-Nisa. *International Journal of Academic Research in Business and Social Sciences*, 7(2), 247-255.
- Syeda, Z., Marium, A., & Beenish, Z. (2017). A Correlation between Workplace Stress and Organizational Commitment: Doctors response from Public and Private Hospitals in Karachi, Pakistan. *International Journal of Research in Business Management*, 5(5), 41-52.
- Terry, A., Suzanne, J. & Sharon, G. (2003). The Enigma of Social Support and Occupational Stress: Source Congruence and Gender Role Effects. *Journal of Occupational Health Psychology*, 8(3), 220-231.
- Testa, M. (2001). Organizational commitment, job satisfaction and effort in the service environment. *The journal of Psychology Interdisciplinary and Applied*, 135(20), 226-236.
- Tiwari, S. and Mishra, P. (2008). Work Stress and Health as Predictors of Organizational Commitment. *Journal of the Indian Academy of Applied Psychology*, 34(2), 267-277.
- Vandenberghe, C., Panaccio, A., Bentein, K., Mignonac, K., & Roussel, P. (2011). Assessing longitudinal change of and dynamic relationships among role stressors, job attitudes, turnover intention, and well-being in neophyte newcomers. *Journal of Organizational Behavior*, 32(4), 652-671.
- Waqas, A., Umair, A., Farrukh, S. & Mehnoor, A. (2018). Impact of Transformation Leadership on Affective Employee's Commitment. *European Online Journal of Natural and Social Sciences*, 7(1), 48-57.
- Yaacob, M., & Long, C. (2015). Role of Occupational Stress on Job Satisfaction. *Journal of Social Sciences*, MCSER Publishing, Rome-Italy No 2 S1.
- Zehra, S., Muhammad, I., Muhammad, I., Qaiser, A. & Rafaqet, A. (2018). The relationship between job stress and turnover intentions in the pesticide sector of Pakistan: An employee behavior perspective. *Management Issues in Healthcare System*, 4, 1-12.
- Zhao, L. & Rashid, H. (2010). The mediating role of work-leisure conflict on job stress and retention of IT. *Academy of Information and Management sciences Journal*, 13(2), 25-41.

**Prabhjot Kaur**, Ph.D., Post Doctoral Fellow, University Institute of Applied Management Sciences, Panjab University, Chandigarh, Contact Address: - # 1002, Block- A1, Paras Panorama, Opp. Sunny Enclave, Desumajra, Kharar. Mohali, Punjab.

**Sanjeev K. Sharma**, Professor, University Institute of Applied Management Sciences, Panjab University, Chandigarh.