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Impact of Occupational Stress on Job Satisfaction and Organizational Commitment among the Managerial Personnel of Select Textile Units in Tirupur

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A B S T R A C T

The purpose of the present study is to investigate the impact of occupational stress on job satisfaction, and organizational commitment among the managers of select textile units in Tirupur. 63 managers participated in the study. Questionnaires were used for data collection. The collected data were analysed with mean, standard deviation, ANOVA, correlation, and regression tests. Results revealed that there were significant negative correlations between occupational stress and each of the three dimensions of organisational commitment, and also occupational stress and job satisfaction. Approximately 21% of the variance of organisational commitment, and 27% of the variance of job satisfaction were explained by occupational stress. These results provide insights into the significance of helping employees manage occupational stress to enhance their levels of job satisfaction and organisational commitment.

Introduction

Stress in the workplace is a growing concern in the current state of the economy, where employees increasingly face conditions of overwork, job insecurity, low levels of job satisfaction, and lack of autonomy. Occupational stress is defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, responses, or need of the worker (National Institutes for Occupational Safety and Health, 1999). Work place stress or job stress is defined as any characteristic of the job environment that poses a threat to the individual, either excessive demands or

insufficient supplies to meet the need and lead to a rising tension in a person (Hinshaw, 1993; Edwards, 1995).

Job satisfaction is one of the most researched attitudes in the literature of industrial/organizational psychology, social psychology, and organizational behavior (Alotaibi, 2001; Parnell & Crandall, 2003). Locke defined job satisfaction as a pleasurable and positive emotional state caused by the appraisal of one's job or job experience (1976). This definition suggests that job satisfaction contains an affective component (emotional state) and a non-affective or cognitive component (appraisal) (Organ, 1988).

Organisational commitment refers to the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organisation. Meyer and Allen (1991) described three components of organizational commitment: affective, continuance and normative. According to Meyer and Allen (1997) affective commitment is the employee's emotional attachment to, identification with, and involvement in the organisation. Organisational members who are affectively committed to the organisation continue to work

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for the organisation because they want to (Meyer & Allen, 1991). Members who are committed on an affective level stay with the organisation because they view their personal employment relationship as congruent to the goals and values of the organisation (Beck & Wilson, 2000).

Meyer and Allen (1997) define continuance commitment as "awareness of the costs associated with leaving the organisation". It is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organisation (Meyer & Allen, 1997). Individuals stay in the organisation because of the investments they accumulate due to the time spent in the organisation, not because they want to.

Meyer and Allen (1997) define normative commitment as a feeling of obligation to continue employment. Internalised normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization (Allen & Meyer, 1990). The normative component is viewed as the commitment employees consider morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him or her over the years (Marsh & Mannari).

Review of Literature

Ashok Pratap Singh and Ashish Kumar Dubey (2011) conducted a study on 210 managers from different private sector organizations to examine the role of stress (role stress) and locus of control on job satisfaction. For measurement of role stress, Occupational Stress Index (OSI) (Srivastava and Singh, 1981) was used; for measurement of locus of control, Social Reaction Inventory (Rotter, 1966) was used; and for measurement of job satisfaction, S-D Employees' Inventory (Pestonjee, 1979) was used. The results of correlation indicated that role overload was significantly negatively correlated to satisfaction with management and total satisfaction; role ambiguity was significantly negatively correlated to satisfaction with management; and role conflict was significantly negatively correlated to satisfaction with management and total satisfaction. Overall stress was significantly negatively correlated to satisfaction with management and total satisfaction. The results of step-wise multiple regression analysis showed that total stress contributed 7.4% variance in explaining satisfaction with management, and role conflict contributed 7.1% variance in explaining total satisfaction.

Muhammad Iqbal and Adnan Waseem (2012) investigated the impact of job stress on job satisfaction of employees. The study was mainly based on review of the existing literature and collection of data through questionnaire survey. Data were collected from a sample of Air Traffic Controllers of Pakistan Civil Aviation Authority. Cluster sampling method was adopted. A total of 134 questionnaires were distributed among the sample. 122 respondents returned the questionnaire, which were utilized for the analysis purpose. The results of the study indicated that there is a negative relationship between job stress

and job satisfaction. Those air traffic controllers who had high level of job stress had low job satisfaction.

Khatibi, Asadi and Hamidi (2009) examined the relationship between job stress and organizational commitment in National Olympic and Paralympic Academy employees. Statistical population of this research included all the full time employees of National Olympic and Paralympic Academy and statistical sample was equal to the statistical population (n=59). Job stress questionnaire (JSQ) and organizational commitment questionnaire were used to gather the data. The results indicated a negative significant relationship between job stress and organizational commitment, affective commitment and normative commitment. There was no significant relationship between job stress and continuance commitment.

Farhad Alipour and Masumeh Kamaee Monfared (2015) conducted a descriptive and correlational study on 120 nurses as sample working in the hospitals of Behbahan. The participants were selected through simple random sampling. The data collection tools were Health and Safety Executives questionnaire (HSE) and Allen and Meyer's organizational commitment questionnaire. Pearson correlation coefficient and multiple regression analysis were performed to analyze the data. In this study, job stress was considered as the independent variable and organizational commitment as the dependent variable. The results showed that there is a significant inverse relationship between job stress and organizational commitment.

Nazim Ali & Shahid Jan Kakakhel (2013) tested the relationship between occupational stress and organizational commitment. Data were collected from three hundred and thirty four medical information officers of national and multinational pharmaceuticals companies working in Pakistan. Physiological stress scale (seaward, 2005), Psychological stress scale (Ismail et al., 2009) and organizational commitment questionnaire (Porter et al., 1974) were used to measure physiological stress, psychological stress and organizational commitment respectively. The results of correlation revealed that both physiological and psychological stress had a significant inverse relationship with organizational commitment. Multiple regression also proved that both independent variables which are physiological stress and psychological stress were responsible for fifty six percent variance in organizational commitment.

Objective of the Study

The present study aims at assessing the impact of occupational stress on job satisfaction, and organisational commitment among the managerial personnel of select textile units in Tirupur.

Methodology

A sample of 63 managers working in select textile units in Tirupur participated in the study. Questionnaire method was used for data collection. The collected data were analysed with mean, standard deviation, ANOVA, correlation and regression tests.

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Measures

Occupational stress: 15 items from the Occupational Stress Index developed by Srivastava and Singh (1981) were used to assess the level of stress. Responses were scored on a five-point scale.

Job satisfaction: Minnesota Satisfaction Questionnaire (MSQ), Short Form was used to assess the level of job satisfaction among the employees. Responses were scored as follows: Very Dissatisfied = 1; Dissatisfied = 2; Neither Dissatisfied Nor Satisfied = 3; Satisfied = 4; Very Satisfied = 5.

Organizational Commitment: Questionnaire developed by Allen and Meyer (2001) was used to assess the level of

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

Analysis and Interpretation

This section presents the analysis of the data collected from the respondents.

Table-1: Demographic Characteristics of the Sample

| Characteristics | Classification | Number of Respondents | Percent |
|-----------------------|----------------|-----------------------|---------|
| Age (in years) | 30 & Below | 47 | 74.6 |
| | Above 30 | 16 | 25.4 |
| Gender | Male | 37 | 58.7 |
| | Female | 26 | 41.3 |
| Education | Graduate | 47 | 74.6 |
| | Post graduate | 16 | 25.4 |
| Experience (in years) | Below 5 | 14 | 22.2 |
| | 5 -10 | 32 | 50.8 |
| | Above 10 | 17 | 27 |
| Income (in rupees) | 20000 & Below | 7 | 11.1 |
| | 20001-30000 | 10 | 15.9 |
| | Above 30000 | 46 | 73 |

Among the 63 respondents, 47 (74.6%) belong to 30 & below years age group; 37 (58.7%) are male; 47 (74.6%) are graduates; 32 (50.8%) belong to 5-10 years of experience group; and 46 (73 %) belong to above 30000 income group.

Table-2: Mean and Standard Deviation of Research Variables in Different Age Groups

| Age | | Occupational stress | Affective commitment | Continuance commitment | Normative commitment | Organisational commitment | Job satisfaction |
|------------|----------------|---------------------|----------------------|------------------------|----------------------|---------------------------|------------------|
| 30 & below | Mean | 43.32 | 17.83 | 17.87 | 18.34 | 54.04 | 72.77 |
| | N | 47 | 47 | 47 | 47 | 47 | 47 |
| | Std. Deviation | 6.228 | 2.815 | 3.734 | 3.571 | 7.372 | 9.572 |
| Above 30 | Mean | 52.12 | 18.62 | 17.75 | 20.87 | 55.38 | 62.19 |
| | N | 16 | 16 | 16 | 16 | 16 | 16 |
| | Std. Deviation | 4.193 | 2.553 | 4.025 | 3.324 | 5.536 | 8.627 |
| Total | Mean | 45.56 | 18.03 | 17.84 | 18.98 | 54.38 | 70.08 |
| | N | 63 | 63 | 63 | 63 | 63 | 63 |
| | Std. Deviation | 6.925 | 2.753 | 3.777 | 3.657 | 6.934 | 10.369 |
| F – Value | | 27.569 (.000) | .996 (.322) | .012 (.912) | 6.218 (.015) | .437 (.511) | 15.285 (.000) |

A high level of occupational stress (Mean=52.12), affective commitment (Mean=18.62), and normative commitment (Mean=20.87) was seen among above 30 age group. A high level of job satisfaction (Mean=72.77) was seen among the 30 & below age group. There was a significant difference in occupational stress ($F=27.569$ & $p<.01$), normative commitment ($F=6.218$ & $p<.05$), and job satisfaction ($F=15.285$ & $p<.01$) among the respondents of various age groups.

Table-3: Mean and Standard Deviation of Research Variables in Different Gender Groups

| Gender | | Occupational stress | Affective commitment | Continuance commitment | Normative commitment | Organisational commitment | Job satisfaction |
|-----------|----------------|---------------------|----------------------|------------------------|----------------------|---------------------------|------------------|
| Male | Mean | 45.41 | 17.97 | 17.32 | 19.51 | 54.27 | 70.59 |
| | N | 37 | 37 | 37 | 37 | 37 | 37 |
| | Std. Deviation | 6.300 | 2.872 | 4.137 | 2.883 | 6.577 | 10.248 |
| Female | Mean | 45.77 | 18.12 | 18.58 | 18.23 | 54.54 | 69.35 |
| | N | 26 | 26 | 26 | 26 | 26 | 26 |
| | Std. Deviation | 7.855 | 2.628 | 3.126 | 4.493 | 7.543 | 10.699 |
| Total | Mean | 45.56 | 18.03 | 17.84 | 18.98 | 54.38 | 70.08 |
| | N | 63 | 63 | 63 | 63 | 63 | 63 |
| | Std. Deviation | 6.925 | 2.753 | 3.777 | 3.657 | 6.934 | 10.369 |
| F - Value | | .041 (.839) | .040 (.842) | 1.698 (.197) | 1.907 (.172) | .022 (.881) | .219 (.642) |

A high level of occupational stress (Mean=45.77), affective commitment (Mean=18.12), and continuance commitment (Mean=18.58), was seen among the male respondents. There was no significant difference in occupational stress, affective commitment, continuance commitment, normative commitment, and job satisfaction ($F=15.285$ & $p<.01$) among the male and female respondents.

Table-4: Mean and Standard Deviation of Research Variables in Different Education Groups

| Education | | Occupational stress | Affective commitment | Continuance commitment | Normative commitment | Organisational commitment | Job satisfaction |
|---------------|----------------|---------------------|----------------------|------------------------|----------------------|---------------------------|------------------|
| Graduate | Mean | 44.21 | 18.21 | 17.38 | 18.72 | 54.11 | 71.17 |
| | N | 47 | 47 | 47 | 47 | 47 | 47 |
| | Std. Deviation | 6.537 | 2.604 | 3.698 | 3.728 | 7.001 | 10.104 |
| Post graduate | Mean | 49.50 | 17.50 | 19.19 | 19.75 | 55.19 | 66.87 |
| | N | 16 | 16 | 16 | 16 | 16 | 16 |
| | Std. Deviation | 6.703 | 3.183 | 3.799 | 3.435 | 6.892 | 10.800 |
| Total | Mean | 45.56 | 18.03 | 17.84 | 18.98 | 54.38 | 70.08 |
| | N | 63 | 63 | 63 | 63 | 63 | 63 |
| | Std. Deviation | 6.925 | 2.753 | 3.777 | 3.657 | 6.934 | 10.369 |
| F - Value | | 7.710 (.007) | .797 (.375) | 2.804 (.099) | .940 (.336) | .287 (.594) | 2.084 (.154) |

A high level of occupational stress (Mean = 49.50), continuance commitment (Mean = 19.19), and normative commitment (Mean = 19.75) was seen among the post graduates. A high level of job satisfaction (Mean=71.17) was seen among the graduates. There was a significant difference in occupational stress ($F=7.710$ & $p<.01$) among the respondents of different education groups.

Table-5: Mean and Standard Deviation of Research Variables in Different Experience Groups

| Experience | | Occupational stress | Affective commitment | Continuance commitment | Normative commitment | Organisational commitment | Job satisfaction |
|------------|----------------|---------------------|----------------------|------------------------|----------------------|---------------------------|------------------|
| Below 5 | Mean | 46.29 | 18.71 | 19.57 | 21.57 | 59.14 | 73.00 |
| | N | 14 | 14 | 14 | 14 | 14 | 14 |
| | Std. Deviation | 5.823 | 3.124 | 2.344 | 1.284 | 3.697 | 7.071 |
| 5 - 10 | Mean | 44.47 | 18.00 | 17.69 | 18.12 | 53.50 | 70.56 |
| | N | 32 | 32 | 32 | 32 | 32 | 32 |
| | Std. Deviation | 7.053 | 2.724 | 3.889 | 3.782 | 7.401 | 11.236 |
| Above 10 | Mean | 47.00 | 17.53 | 16.71 | 18.47 | 52.12 | 66.76 |
| | N | 17 | 17 | 17 | 17 | 17 | 17 |
| | Std. Deviation | 7.542 | 2.528 | 4.180 | 3.891 | 6.499 | 10.574 |
| Total | Mean | 45.56 | 18.03 | 17.84 | 18.98 | 54.38 | 70.08 |
| | N | 63 | 63 | 63 | 63 | 63 | 63 |
| | Std. Deviation | 6.925 | 2.753 | 3.777 | 3.657 | 6.934 | 10.369 |
| F -Value | | .837 (.438) | .709 (.496) | 2.363 (.103) | 5.168 (.008) | 5.049 (.009) | 1.481 (.236) |

A high level of occupational stress (Mean = 47.00), and a low level of job satisfaction (Mean=66.76) was seen among the above 10 years of experience group. A high level of affective commitment (Mean=18.71), continuance commitment (Mean=19.57), normative commitment (Mean=21.57), and job satisfaction (Mean=73.00) was seen among the below 5 years of experience group. There was a significant difference in normative commitment ($F=5.168$ & $p<01$) among the respondents of different experience groups.

Table-6: Mean and Standard Deviation of Research Variables in Different Income Groups

| Monthly income | | Occupational stress | Affective commitment | Continuance commitment | Normative commitment | Organisational commitment | Job satisfaction |
|----------------|----------------|---------------------|----------------------|------------------------|----------------------|---------------------------|------------------|
| 20000 & below | Mean | 50.43 | 18.43 | 21.43 | 22.00 | 61.86 | 71.00 |
| | N | 7 | 7 | 7 | 7 | 7 | 7 |
| | Std. Deviation | 5.769 | 3.409 | 2.507 | 2.309 | 5.429 | 8.124 |
| 20000-30000 | Mean | 43.30 | 18.50 | 17.50 | 20.10 | 56.10 | 76.40 |
| | N | 10 | 10 | 10 | 10 | 10 | 10 |
| | Std. Deviation | 5.559 | 3.375 | 2.068 | 1.101 | 4.306 | 5.420 |
| Above 30000 | Mean | 45.30 | 17.87 | 17.37 | 18.28 | 52.87 | 68.57 |
| | N | 46 | 46 | 46 | 46 | 46 | 46 |
| | Std. Deviation | 7.111 | 2.553 | 3.963 | 3.908 | 6.850 | 11.051 |
| Total | Mean | 45.56 | 18.03 | 17.84 | 18.98 | 54.38 | 70.08 |
| | N | 63 | 63 | 63 | 63 | 63 | 63 |
| | Std. Deviation | 6.925 | 2.753 | 3.777 | 3.657 | 6.934 | 10.369 |
| F -Value | | 2.397 (.100) | .290 (.749) | 3.889 (.026) | 4.057 (.022) | 6.426 (.003) | 3.490 (.041) |

A high level of occupational stress (Mean = 50.43), continuance commitment (Mean=21.43), and normative commitment (Mean=22.00) was seen among the 20000 & below income group. A high level of affective commitment (Mean=18.50), job satisfaction (Mean=76.40) was seen among the 20000-30000 income group. There was a significant difference in continuance commitment ($F=3.889$ & $p<05$), normative commitment ($F=4.057$ & $p<05$), and job satisfaction ($F=3.490$ & $p<05$) among the respondents of different income groups.

Table-7: Correlation among the Research Variables

| | | Occupational stress | Affective commitment | Continuance commitment | Normative commitment | Organisational commitment | Job satisfaction |
|--|---------------------|---------------------|----------------------|------------------------|----------------------|---------------------------|------------------|
| Occupational stress | Pearson Correlation | 1 | -.286* | -.367** | -.360** | -.462** | -.520** |
| | Sig. (2-tailed) | | .023 | .003 | .004 | .000 | .000 |
| | N | 63 | 63 | 63 | 63 | 63 | 63 |
| Affective commitment | Pearson Correlation | | 1 | .024 | .212 | .480** | .062 |
| | Sig. (2-tailed) | | | .853 | .096 | .000 | .631 |
| | N | | 63 | 63 | 63 | 63 | 63 |
| Continuance commitment | Pearson Correlation | | | 1 | .237 | .707** | .223 |
| | Sig. (2-tailed) | | | | .062 | .000 | .079 |
| | N | | | 63 | 63 | 63 | 63 |
| Normative commitment | Pearson Correlation | | | | 1 | .683** | .153 |
| | Sig. (2-tailed) | | | | | .000 | .232 |
| | N | | | | 63 | 63 | 63 |
| Organisational commitment | Pearson Correlation | | | | | 1 | .054 |
| | Sig. (2-tailed) | | | | | | .677 |
| | N | | | | | 63 | 63 |
| Job satisfaction | Pearson Correlation | | | | | | 1 |
| | Sig. (2-tailed) | | | | | | |
| | N | | | | | | 63 |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | | | | | |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | | | |

There was a significant negative correlation between occupational stress and affective commitment; occupational stress and continuance commitment; occupational stress and normative commitment; occupational stress and job satisfaction.

Table-8: Regression Analysis with Job Satisfaction as the Dependent Variable

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-----------------------------------|-------------------|----------|-------------------|----------------------------|
| 1 | .520 ^a | .271 | .259 | 8.927 |
| a. Predictors: (Constant), stress | | | | |

ANOVA^b

| Model | Sum of Squares | df | Mean Square | F | Sig. | |
|-------|----------------|----------|-------------|----------|--------|-------------------|
| 1 | Regression | 1805.064 | 1 | 1805.064 | 22.649 | .000 ^a |
| | Residual | 4861.539 | 61 | 79.697 | | |
| | Total | 6666.603 | 62 | | | |

a. Predictors: (Constant), stress

b. Dependent Variable: job satisfaction

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 105.573 | 7.542 | | 13.997 | .000 |
| | stress | -.779 | .164 | -.520 | -4.759 | .000 |

a. Dependent Variable: job satisfaction

Regression analysis was conducted to investigate the relationship between occupational stress and job satisfaction. F-Test was statistically significant, which means that the model was statistically significant. The R-Squared is 0.271 which means that approximately 27% of the variance of job satisfaction was explained by the predictor variable, that is, occupational stress.

Table-9: Regression Analysis with Organizational Commitment as the Dependent Variable

| Model Summary | | | | |
|-----------------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .462 ^a | .213 | .200 | 6.201 |
| a. Predictors: (Constant), stress | | | | |

ANOVA^b

| Model | Sum of Squares | df | Mean Square | F | Sig. | |
|-------|----------------|----------|-------------|---------|--------|-------------------|
| 1 | Regression | 635.505 | 1 | 635.505 | 16.529 | .000 ^a |
| | Residual | 2345.352 | 61 | 38.448 | | |
| | Total | 2980.857 | 62 | | | |

a. Predictors: (Constant), stress

b. Dependent Variable: Organisational Commitment

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 33.321 | 5.239 | | 6.360 | .000 |
| | stress | .462 | .114 | .462 | 4.066 | .000 |

a. Dependent Variable: Organisational Commitment

Regression analysis was conducted to investigate the relationship between occupational stress and Organisational Commitment. F-Test was statistically significant, which means that the model was statistically significant. The R-Squared is 0.213 which means that approximately 21% of the variance of Organisational Commitment was explained by the predictor variable, that is, occupational stress.

Conclusion

Occupational stress is defined as any characteristic of the job environment that poses a threat to the individual, either excessive demands or insufficient supplies to meet the need and lead to a rising tension in a person. The present study aims at investigating the impact of occupational stress on job satisfaction, and organisational commitment among the managerial personnel of select textile units in Tirupur. A sample of 63 managers working in select textile units in Tirupur participated in the study. Questionnaire method was used for data collection. The collected data were analysed with statistical tools like mean, standard deviation, ANOVA, correlation and regression tests. Results indicated that a high level of occupational stress, affective commitment, and normative commitment was seen among the above 30 age group. A high level of job satisfaction was seen among the 30 & below age group. There was no significant difference in occupational stress, affective commitment, continuance commitment, normative commitment, and job satisfaction among the male and female respondents. There was a significant difference in occupational stress among the respondents of different education groups. There was a significant difference in continuance commitment, normative commitment, and job satisfaction among the respondents of different income groups. Approximately 27% of the variance of job satisfaction, and 21% variance of organizational commitment was explained by the predictor variable, that is, occupational stress.

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