Chapter two

REVIEW OF RELEVANT STUDIES
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Models of Occupational Stress

French, Rodgers and Cobb (1974) proposed the theory of person fit perspective of occupational stress. According to this theory poor fit or misfit between employee and his work and its environment results in stress and psychological health strains. This theory is based on the assumption that people vary in their needs, expectations and abilities just as job vary in their requirements, demands and incentives. When there is a poor fit between the characteristic of the employees and of the jobs, person environment fit theory predicts the employee’s well being is affected. In this theory the fit is not unilateral; it is rather bilateral fit between employees and his job. Both should satisfy each other demands or expectations. Poor or insufficient supply from either side would cause stress one forms of fit involves discrepancy between the need and aspiration of the employees.

Person environment fit theory emphasizes the causal relationship between misfit and strains. It involves the relationship between requirements and demands of the jobs and the abilities of the employees to meet those demands. If the demand of the jobs exceed the abilities of the employee on do not match the temperament and the interest of the employees, it will cause stress and results in psychological strains. If supplies for the motives of the person are threatened by discrepancies between demands and abilities, the individual will experience stress.

The degree of person environment fit can be determined objectively or subjectively. Objective person environment fit refers to fit between the objective person and the objective environment, i.e. fit independent of individual’s perception of it.
Subjective person environment fit refers to the fit between subjective person and subjective environment, i.e. the individual’s perception of person environment fit. Person environment fit represent the interaction of the person and the environment rather than the outcome which each cause. The central theme of the theory was that misfit of both kinds results stress and threat to well being of the focal employee. Harrison (1976) also accepted and proved validity of the person environment fit model of job stress. Ross and Altmair (1994) have also defined occupational stress is the person environment fit framework. According to them “occupational stress is the result of interaction of work conditions with characteristic of the work such as that demands of the work exceed the ability of the worker to cope with them. McGrath (1976) has described the occupational stress as an environmental situation perceived as presenting a job demand, which seems to exceed the capability and resources of the employees to meet on deal with it. However, the nature and severity of occupational stress may be more adequately and conveniently understood observing physical symptoms, which occur in the employee under the condition of job stress.

**Studies on Occupational Stress**

In the present piece of research endeavor we are specifically concern to the phenomenon of occupational stress, so, in ongoing lines we will discuss available studies in relation to occupational stress. To measure occupational stress probably Srivastava and Singh (1981) were among a few Indian people who initiated to device a psychometric test namely, “occupational stress index” combined of 12 stressors have been incorporated. Later on scores of studies in Indian context have been incorporated and studies on occupational stress still occupies a major place in the areas of
organizational behavior for psychologists, managers, supervisors, and specifically of HRD specialist.

Kahn and Quinn (1970) classified role stress into three categories: (1) expectations generated stress which includes role ambiguity and role conflict (2) expectation resources discrepancies which includes role over load, responsibility authority dilemma & inadequate technical information; and (3) The third category is role and personality.

In their study Tosi and Tosi (1970) and Rizzo and his associates (1970) found a positive relationship between role stress and anxiety, tension and fatigue. In another study of working women, Hall and Gorden (1973) found that role conflicts lead to the feeling of unhappiness. Stress caused from role conflict was reported to be positively correlated with threat, anxiety and tension (Brief & Aldag, 1976; Hanmer & Tosi, 1974). In further studies, role ambiguity was found to be correlated with low self-esteem (Beehr, 1976; Caplan & Jones, 1975).

Here the phenomenon of occupational stress is specifically concerned with the work context. At this juncture, it is necessary to clarify our views that role stressors themselves are the important major ingredient of occupational stress. Since role stress were more significantly observed, so it occupied its whelming position but later on these were incorporated in the broader concept of occupational stress. Therefore the description of occupational stressors was not out of context.

Srivastava and Bhatt (1971) and Crown and Gisp (1966) noted that the correlational analysis of occupational stress and mental ill health of the public sector employees. Result revealed significant positive relationship between all the dimensions
of occupational stress, excepting the stress of responsibility of persons and various symptoms of mental ill health. The obtained coefficients of co-relation indicate that overall occupational stress experienced by the public sector employees explained 17.64% variance in their mental ill health. The results also indicate that employee’s occupational stress caused maximum variance in their symptoms of free floating anxiety, phobic neurosis and neurotic depression. The analysis also revealed that employees stress arising from unsatisfactory monetary gains and benefits accounts for maximum variance (10.24 %) in their mental ill health followed by the stress arising from the feeling of powerlessness (8.31).

French and Caplan (1973) have indicated role conflict, role ambiguity and role overload as general types and role stress. Role conflict implies on incompatibility between job task, resources, rules and policies and other people (Nickolson & Goh, 1983). Role Ambiguity is the state of uncertainty and lack of clarity regarding job duties and responsibilities. (Kahn et al., 1964; Marshall & Cooper, 1979) so far as role overload is concerned it has also been reported as an important source of occupational stress in which an individual is faced with a set of obligations requiring him to do more within a specified time limit (Sales, 1969).

Many studies have revealed that stress negatively co-related with satisfaction with pay, job itself, advancement, supervision, motivation and positively co-related with anxiety, depression and resentment turnover, absenteeism etc. (Brief & Aldag, 1976; Jagdish & Srivastava, 1983; Johnson & Sarason, 1978; Kahn et.al, 1964; Keller, 1975; Pareek, 1983 b & c;) pointed out that recent researchers have been done only on three role stressors, role ambiguity, role conflict and role-overload although he found many other role stressors in organization. These include self role distance, inter role
expectations, role conflicts, resource inadequacy role stagnations, role erosion and role over-load. While Pestonjee (1991) identified four leading stressors namely, role erosion, role expectation, role conflict, role isolation and inter role distance.

Gavin and Axelrod (1979) established positive relationship of role conflict with anxiety, depression and irritation among managers.

Cooper (1981) pointed out that stress at work can affect the individual in home as well as in society in which he lives.

Christopher (1982) out of his study on middle managers noted a significant positive correlation between role conflict and physical and psychological strains leading to deterioration in psychological health.

Jagdish (1983) studying occupational stress in relation to job satisfaction and mental health on the sample of first level of supervisors and he reported that with the exception on responsibility for person, factors of occupational stress, all other relevant stressors significantly impaired supervisor’s job satisfaction. He also pointed out that employee’s job satisfaction significantly moderated relationship between occupational stress and mental health. Most of the researchers have studied occupational stress from the pathological point of view although, occupational stress plays vital role in any organization and it is found highly associated with absenteeism (Gupta & Beehr, 1979; Margolis & Quinn, 1974), voluntary turnover and job dissatisfaction (Bheers, 1976; Pestonjee & Singh, 1982).

Jagdish (1983) pointed out that large number of studies available in the context of occupational stress. He tried to link occupational stress in relation to job satisfaction and mental health on the sample of first level of supervision. He reported that with the
exception of responsibility for person factors of occupational stress. All other eleven stressors are significantly impaired supervisors job satisfaction. Moreover, he also reported that employee’s job satisfactions are significantly moderated relationship between occupational stress and mental health. Very few attempts have been made to study stress experienced by the employees across the various job levels in the organization. (Bhasker, 1986; Khanna, 1985; Singh, 1987). Most of the researchers have studied occupational stress plays a vital role in any organization and it is found to be highly associated with absenteeism (Gupta & Beehr, 1979; Morgolis, Kores & Quinn, 1974) and job satisfaction (Beehr, 1976; Pestonjee & Singh, 1982).

Revieki and May (1985) reported that occupational stress exerted a direct effect on depression of the employees. In a study on large sample of blue collar workers.

Srivastava and Singh (1987) found positive relationship between stress arising from responsibility for persons and psychological well-being in a sample of Banking and insurance supervisors.

After having a prolonged discussion on stressors, it became important to highlight the contention expressed by Vanchon (1987) who conduct a study on executives and pointed out that role stress may occur not only during one’s official professional jobs but may also results from the fact that they are expected to continue their role when you are outside the organization. Vanchon’s View provides significant information that role stress does not only have its impact with the organization but also outside the organization i.e. in the family and the other segment of socio-cultural conditions. This contention seems to get validated by Sen’s (1981) study concludes that women experiences more role stress as compared to men.
Srilata (1988) investigated and found that young and higher earning salary managers experience higher organizational satisfaction, role overload, and role conflict than managers who were older and earned less salary.

Singh (1988) studied stress experiences of 250 juniors and middle level executives belonging to seven private and three public sector organizations of North India. Junior level executives experienced higher stress (namely lack of group cohesiveness, role-conflict, inequality, role autonomy, role overload, lack of leadership support, inadequacy of role authority) than their middle level counterparts.

Taylor and Congoni (1988) examined occupational stress and concluded that psychological factors can affect job satisfaction, work adjustment, work attitudes and overall well being in the work environment.

Fernandes and Murthy (1989) carried out a study on job-related stress and burnout in middle and secondary school teachers. The study was undertaken to explore the prevalence of stress and burnout in teachers teaching in Bangalore city schools. It was found that 76% of the total sample faced stress on the job, through the degree to which they experienced stress differed. ‘Pupil misbehavior’ was found to be the most stressful, followed by ‘time pressures’, ‘poor working conditions’ and ‘poor school ethos’.

Vadra and Akhtar (1989) conducted a study on university teachers to determine stressors emanating from home and family situations. The result showed that male teachers experienced more social and family role stress as compared to female teachers and married experienced more stress than the unmarried teachers. Results show that extra organizational stressors are as potent factors relating to work situations.
Srivastava (1990) examined the relationship between occupational stress and job involvement of the employees operating in public and private sector organizations. As it apparent that all the twelve dimensions of occupational stress negatively co-related with job involvement of the employees in public sector organization. The result also specified that stress caused by role ambiguity co-relate (negatively) most intensively to job involvement of the employees in public sector organizations. On the other hand, no significant co-relation could be found between occupational stress and job involvement of the employees belonging to private sector organization. The results enable us to conclude that employee’s job involvement remains unaffected of their perceived job stress in private sector organization.

Singh (1990) found significant negative co-relation between social support and various sub scales of occupational stress viz., job satisfaction, organizational stress and somatic distress. High level of perceived social support was found to be associated with low level of perceived occupational stress.

Akhtar and Vadra (1990) pointed out that there are many sources of stress within the organization which are directly or indirectly related to the outside events. Amongst other factors, family and society has its greater impact such has illness of other family member, conflict between the members of the family, Family financial crisis etc.

Ushasree and Jamuna (1990) conducted a study to examine role conflict and job stress among special and general school teachers. The analysis of data did not reveal any sex differences among teachers from special schools on role conflict and job stress. However, women teachers in general role conflict and had poor attitudes towards their students and were less satisfied with their careers as compared to their male
counterparts in general schools. Teachers from special schools both men and women were found to experience significantly greater role conflict and job stress compared to their counterparts in general schools.

Orpen (1991) pointed out that the major source of stress derives from the occupational environment. It means that stress affects employees in many ways and it is psychological agent that influences physical and emotional well being and our ability to perform our jobs. It lowers down our productivity; reduces motivation and increases errors and accidents. So, in today's context, stress is a costly business expense that affects both employee health and company profits.


Beena and Poduval (1991) studied gender differences in relation to the work stress with age as an independent variable. The sample consisted of 80 first level executives of a large industrial organization. The findings of the study indicated that stress experience of the executives increased with advancing age. Sex was also found to be a major factor affecting the stress condition.

Ganeshan and Johnson (1992) studied Occupational stress and health on the basis of the findings they emphasized the organizational groups and supervisors in the lower range experience career stressors, but these stressors were indicative of a possible causal relationship to physical and psychological symptoms and to physiological indicators of stress. A few look of research in the area of occupational stress have been
indicated that stress at work are many which can be broadly put under broad categories of organizational, environmental and individual factors.

Tharakan (1992) hypothesized that professional women and non-professional working women would differ in their job related stress and level of job satisfaction. A sample of 90 technocrat working women (doctors, engineers and lawyers) was compared with 90 non-technocrat working women (clerks, officers and teachers) on these variables. The relationship between occupational stress and job satisfaction was found to be significantly associated with the professional qualifications of the women. Professional working women experienced greater work related stress than non-professional working women because the expectations of the former were much higher than those of the latter.

Daniels and Guppy (1994) opines that open communication in organizations can decrease levels of stress experienced by employees, but organizational communication will only be effective if it provides accurate information, thereby increasing the predictability of the working environment. A deficiency in these workplace stressors have been found to be associated with increased levels of stress (Pilkington, Mulholland & Cowie, 2001; Industrial society, 2001). Furthermore, poor communication was found to be the third highest rated stressors in the British Industrial Society report. In a study undertaken by Tytherleigh (2003) it was found that work relationships, job security, resources and communication caused the highest levels of strain for educators.

Compensative claims for all stress related disorders are growing in number while all other disabling work injuries are decreasing.

It has been documented that shift work leads to sleep disturbances and this in turn affects health and well-being (Akersted & Knutssan, 1995), concentration impairment, mistakes and makes the worker more vulnerable to accidents (Kar, Dutta, & Kar, 1996). More than 5% of the employees had significant sleep problems reported in a study.

Mishra (1995) conducted a study to explore the relationship between job related stress and depressed mood at work among male teachers of higher educational institutions. Result showed a highly significant and positive relationship of overall job-related stress and its fair dimensions, i.e. role based stress, task based stress, boundary mediating stress and conflict mediating stress with depressed mood at work among male teachers of higher educational institutions.

Sultana (1995) investigated the level of organizational role stress among male and female teachers of professional and non-professional causes. Findings revealed significant differences between professional male and female teachers on the dimensions of inter role distance, role stagnation, role expectation conflict, role erosion, role overload and role ambiguity.

Leong, Furnham and Cooper (1996) stated that stress resulting from work is a major problem, both for individuals within an organization and for organization themselves. For this reason, it is argued that it is in the organization’s best interest to intervene and minimize the amount of stress that is caused by continuous organization change in particular.
Mishra (1996) conducted another study related to teachers. The main adjective of the study was to compare the levels of occupational stress and job satisfaction among male and female teachers of higher educational institutions. Significant differences were observed between male and female teachers in the areas of private life, work over-load, under-load, role-conflict and interpersonal stress. Female teachers experienced more stress in these areas as compared to male teachers.

O'Dris Coll and Cooper (1996) mention that the fear associated with the prospect of losing a job is one of the biggest sources of stress in employees.

Glass and McKnight (1996) found that the inability to exercise control in the workplace (uncontrollability) contributes to negative psychological states especially when there is a discrepancy between career aspirations and occupational achievement. That is, if there is career dissatisfaction.

Quick, Nelson and Hurrell (1997) noted that stress and strain are features of organizational life, these concepts tend to be ambiguously defined. Despite the ambiguity, stress and strain remain a matter of serious concern to medical and organizational. Since, it leads to lost productivity and increased health care costs. The second is humanitarian, as it is not desirable to over-stress individuals.

Mishra (1997) conducted a study to compare the level of occupational stress among public and private sectors public relation officers. He found that PRO of public sector experienced significantly higher occupational stress on the dimensions of role ambiguity, role conflict, reasonable group and political pressures, powerlessness, poor peer relations at work, intrinsic impoverishment, low status and strenuous working
conditions as compared to PRO’s of private sector. He also explained that PRO’s of private sector were significantly higher on role overload than the PRO’s public sector.

Simmons, Cohran, and Blaunt (1998) conducted study on the effects of job related stress and job satisfaction on probation officers inclination to quit. Probationer officers indicate moderately elevated level of job related stress and job dissatisfaction. Job satisfaction was significantly and inversely related to probation officer’s inclinations to quit while job related stress was indirectly related to such inclinations. The primary sources of job related stress were excessive paper work, inadequate salary, inadequate administrative support and the lack of promotional opportunities.

Huebner, Scott and Mills (1998) conducted study on occupational stressors among school psychologists. 225 school psychologists were surveyed regarding their perceptions of various occupational stressors. The result revealed a different factor structure, different weightings of stress levels for particular job stressors, and different relationships with demographic variables. Seven month stability estimates varied considerably, with some occupational stressors demonstrating substantial stability. Items related to organizational resources were rated as most stressful.

In one of the studies Bason (1998) described potential sources of occupational stress comprising (1) factors intrinsic to job (2) role in the organization and (3) organizational structure and climate. Few studies on occupational stress have been reported in last few years.

Vagg and Speilberger (1998) conducted study on occupational stress: measuring job pressure and organizational support in the workplace. They assessed general and
specific aspects of the work environment that are most distressing for individual
workers and that adversely affect group of employees.

Golderher, Swanson, Hurrell, Ruder, et al. (1998) examined the impact of
number of job stressors, including sexual harassment and gender based discrimination
on female construction workers. Result from female laborers indicated that having
responsibility for other's safety and housing support from supervisors and male co-
workers was related to greater job satisfaction. Psychological symptoms were also
related to increased responsibility, as well as skill under utilization, experiencing sexual
harassment and gender based discrimination for supervisors and co-workers and having
to over compensate at work.

Pithers and Soden (1998) conducted study on Scottish and Australian teachers
stress and strain: a comparative study. This study examined the occupational stress,
strain and personal coping resources of a comparative group. There were no between
group differences in strain levels, which were found to be at 'average' levels for both
groups. Nevertheless, for both group of teachers, role overload appeared to be a strong
source of occupational stress.

Upadhayay and Singh (1999) found that executives as well as the teachers
experienced a moderate level of stress, executives experienced more stress as compared
to teachers. The results revealed a significant difference between these two groups on
the experience of stress on factor such as role overload, intrinsic impoverishment and
status variable.

Chan et al (2000) conducted a study to examine the influence of
professionalization and bureaucratization on the quality of work life, the paper
compared the experiences of work stress, work satisfaction, and mental health on 2,589 men and women from 6 different professions and para-professions, namely, General practitioners, Lawyers, Engineers, Teachers, Nurses and Life insurance personnel. Result showed that performance pressure and work family conflicts were perceived to be the most stressful aspect of work. These two stressors also significantly contributed to the experiences of overall work stress. Further, stress arising from work family conflicts, performance pressure and poor job prospects was negatively associated with the level of work satisfaction.

Kinman (2001) research has demonstrated that stressors can have a wide ranging negative impact on the individual. Strain refers to reactions to the conditions of stress and is observable at a cognitive level (a decline in the quality of decision making, lower levels of creativity, impaired memory); behavioral level (absenteeism, poor time management, substance abuse, irritability); physical level (headaches, digestive disorders, cardiovascular disease) and psychological level (depression, anxiety, low self-esteem).

Winefeld and Jarrett (2001) conducted study on perceived sources of stress. High levels of psychological stress were observed, despite the fact that anxiety and job satisfaction were normal. Psychological distress was highest and job satisfaction lowest among academic staff engaged in both teaching and research reported increased pressure arising from funding cuts to universities, resulting in heavier teaching loads and greater difficulty in securing research funds, as well as decline in facilities and support for both teaching and research. The results are discussed in relation to the demand control and person environment fit models of job stress.
Kinman (2001) reviewed researches on occupational stressors and strains amongst academics working in U.K universities. Four major themes are considered: (a) the prevalence of self reported occupational stress and strain; (b) the features of academic work that are potentially stressful; (c) the impact of these stressors; and (d) observed differences between gender, age and goals. Studies reviewed here suggest that, in comparison to other professionals and community samples; academic staff experiences less job satisfaction and extremely low levels of psychological health.

Paulik (2001) examined the moderating effect of hardiness, optimism, self confidence and occupational stress among university teachers. The sources of stress found in the present sample of Czech university teachers proved to be similar to the work load of other Czech school teachers. The result indicates that hardiness, optimism and self confidence are positive personality characteristics which facilitates coping with the demands of the teaching. These personality factors appear to be effective buffers against the impact of stress among these teachers.

Siu Wine, Gillespie, Stough, Dua and Hapuararchchi (2002), there is significant evidence to suggest that chronic and high levels of occupational stress, left unchecked are related to mental and physical well being, job dissatisfaction, absenteeism, stress related injuries, turnover, and intention to quit.

Michailidis, Maria and Asimenos (2002) examined the degree to which faculty administrators and programme co-ordinates working in higher education, experience stress at work. The occupational stress indicator was used, composed of four compound factors: sources of occupational stress, individual characteristics, coping strategies and the effects of stress. Preliminary findings showed that occupational stress has a negative impact on the degree of satisfaction with their achievement, value and growth.
being strongest with faculty and coordinators, (dissatisfaction with career opportunities, personal growth, and skill utilization). Another significant outcome was the dissatisfaction of faculty with the organizational design, structure processes (communication, change implementation, motivation, supervision style, participation in decision making). They all considered major sources of pressure in their jobs. Occupational stress has affected these states of health.

Spector (2002) highlights conditions of the work place that have been shown to lead to negative emotional reactions (e.g. headache or stomach distress), and counterproductive behavior at work.

Makin, Cooper and Cox (2003) explain that individuals who perceive that they can control their environment are less likely to suffer stress than those who do not.

Morrison and Payne (2003) suggest that changes at the job level in the objective job characteristics will have a modest but highly predictable outcome to reduce stress. Approaches to the individual level may be broken into three strategies: skill development, improved selection techniques and the delivery of stress assistance. However, it is argued that it seems likely that the biggest gains will be found with arrangement/supervisors training aimed at managing employee perception of the work situation.

Dewe and Trenberth (2004) despite the enthusiasm for coping research, review as are concerned that much of the research has pulled to live up the expectations as to its practical relevance. So, coping research needs to adapt measurement methods that reflect the techniques of clinicians.
Hoge and Bussing (2004) investigated different ways in which work stressors, sense of coherence (SOC) and negative affectivity (NA) might influence strain. Three models covering direct, moderating and mediating effects between the variables were tested for hyper responsitivity, causality, perception, selection and stressor-creation mechanisms. They concluded that besides direct effects on strain, significant perception, selection and stressor creation mechanism of SOC could be identified. After controlling for SOC and NA, work stressors remain substantial prediction of strain.

Robbinson and Griffiths (2005) conducted a study to look at transformational change in a government department. Five sources of change stress were found: increased work-load, uncertainty/ambiguity, interpersonal conflict, perceived unfairness, and perceived loss. Fifteen coping responses accounted for data. These were categorized into four coping types: Task centered coping, emotion focused coping, and social support coping. Four of the five stressors were related to the use of certain coping types. A model proposed to account for the process of coping with organizational change stressors, which is offered for quantitative validation.

Brown et al. (2005) examines the moderating effects role overload on the antecedents and consequences of self efficacy and personal goal level in the longitudinal study conducted in an industrial setting context. The result indicate that role-overload moderates the antecedent’s effects of perceived organizational resources on self-efficacy and goal level on performance, such that these relationships are positive when role-overload is low but not significant when role overload is high. Further, the results revealed a pattern of moderated mediation, in which goal level mediates the indirect effect of self-efficacy on performance when role-overload is low but not when it is high.
Alam, Garg and Zaffar (2005) carried an empirical research on bank employees to study the occupational stress of them. Results revealed that role overload and role conflict have emerged as most powerful stressors for bank employees whereas, unprofitability was found to be least stressor.

Rodriguez, Calcagno and Brewer (2005) this study explored job stress among a random sample of 219 Hispanic professionals. Result indicates that Hispanic professionals participating in the study experience higher levels of job stress than male participants do. Lack of organizational support contributes more to the variability job stress among participants than job pressure does. Result from this study adds to the body of knowledge on job stress and to the body of knowledge on work related outcomes for Hispanic employees.

Donald, Taylor, Johnson, Cooper, Cary et al. (2005) investigated the predictors of productivity with a shortened stress evaluation tool, which incorporated individual work stressors, stress outcomes and commitment, psychological well-being, commitment from the organization to the employee, and resources were found to be predictive. Physical health, individual work stressors and commitment from the employee to the organization were not identified as important. The large sample size and broad range of occupations included suggest the findings are generalized to other employee groupings.

Culbreth, Scarborough, Johnson, Angela & Solomon, Stacey (2005) conducted a study on role stress among practicing school counselors. 512 school counselors surveyed to determine level of role conflict, role incongruence, and role ambiguity. Data were examined for the total group and by school level. Elementary school counselors were found to have lower levels of role conflict and role incongruence than
High school counselors. Believing that the job matched their initial perceptions, that they were adequately trained, and that peer supervision was available were predictors of reduced role stress among the group and for various school level sub groups.

The relationship between work-load or overload and stress is well documented (Faragher, Cooper & cart Wright, 2004). Some of the factors contributing to this ambivalent relationship are physical demands related to the environment and individual effort psychological and emotional demands caused by workload, pace of work, conflicting requests, role-ambiguity (Van der Doef et al; 2000), and irregular schedules and long hours (Bourbonnais et al; 1999).

The potential for the development of stress associated with job security (The fear of losing one’s job, changes in the work place or redundancy) have been listed by various researchers (Bourbonnais et al.; 1999; McDonough, 2000).

Thompson et al. (2006) conducted a study on 209 participants (121 females and 88 male) from a range of occupations A structural model was tested in which subordinate perceptions of supervisors support and reduced family conflict, with an indirect effect through these variables to job satisfaction. Higher work-family conflict and lower job satisfaction had significant paths to emotional exhaustion, as a key indicator a good fit to the model for both men and women. Similarly of work-family values influenced emotional exhaustion, through its impact on work family conflict and job satisfaction.

Betoret (2006) studied the relationships among teacher’s occupational stressors, self efficacy, coping resources and burnout in a sample of 247 Spanish secondary school teachers. Teachers reported that when their pedagogical practice in
the school setting was being interfered with or hindered by a set of factors from the multiple contexts involved in student’s learning, problem of burnout occurred. Results revealed that teachers with a high level of self efficacy and more coping resources reported suffering less stress and burnout than teachers with a low level of self efficacy and fewer coping resources, and vice versa.

In a study on the sample of school teachers (Galloway, 1984) high correlation was found between occupational stress and mental ill health.

Ofoegbu, Felicia and Nwadiani (2006) provide empirical evidence on the level of stress among lecturers in Nigerian university. A sample of 228 lecturers was selected according to the variables of age, sex, marital experiences, domicile, areas of specialization, and administrative responsibilities. The findings revealed that the level of stress among academics is significantly high. Recommendations were made for play options to reduce stress in Nigerian universities.

Austin, Vicky; Shah, Surya and Steven (2006) conducted a study on teacher’s stress and coping strategies used to reduce stress. This pilot study investigated teacher’s symptoms of stress and their coping strategies. The data were analyzed by a series of correlational analyses that highlighted significant relationships between ways of coping and levels of distress. Differences between the stress-related areas were measured. The findings implied that ‘escape avoidance’ ‘accepting responsibilities’ and ‘uncontrolled aggression’ were used as negative coping strategies and only one strategy, ‘exercise’ was indicated to be an effective way of coping. The teacher’s strategies were examined for similarities and differences with those recommended by occupational therapists. Ways of coping, as measured by psychological measures, do not seem to reduce stress.
so it is possible that the activity based stress management questionnaire, might be more advantageous.

Shigeki & Kazushi (2007) investigated Job Stressors and Job Stress among Teachers Engaged in Nursing Activity. Male and female teachers engaged in nursing activity had a significantly higher level of job stressors for physical work load and job control compared with those not engaged in nursing activity.

Phillips, Dil Sen and McNamee (2008) investigated work-related stress and health in Head Teachers. Head teachers had poor physical and mental health. Psychological well-being, particularly of females and primary head teachers was worse. Teaching was a significant predictor of easiness and being female was the main risk factor for poor psychological well-being.

Ahsan and Abdullah (2009) investigated the relationship between job stress and job satisfaction. The determinants of job stress that have been examined under this study include, management role, relationship with others, workload pressure, homework interface, role ambiguity, and performance pressure. The sample consists of a public university academician from Klang Valley area in Malaysia. The results show there was a significant relationship between four of the constructs tested. The results also showed that there was significant negative relationship between job stress and job satisfaction.

Plattner and Mberengwa (2010) studied occupational stress among university secretaries. Seventeen potential stressors were identified, referring to lack of job clarity, performing work outside one's job description, reduced competencies, supervisors who perform secretarial work, sharing resources such as an office or a telephone, lack of
recognition and limited opportunities for promotion. Most stressors correlated significantly with one or more psychosomatic complaints.

Wong (2010) conducted "A Qualitative Study of Work-Related Stress among Male Staff in Hong Kong's Social Welfare Sector." Forty participants were recruited by convenience sampling. Personal essays developed from guide questions were used in data collection, and content analysis was carried out. The results suggest the need for planning stress management programmes in this sector.

Fako (2010) used a sample of 360 university employees in Botswana to investigate the extent to which they experienced occupational stress, the factors associated with occupational stress and the factors that could be used to predict occupational stress among university employees. Results point to the importance of role clarity, a reasonable workload, the need for employees to maintain a healthy diet, and the need to avoid regularly putting in extra hours at work in order to reduce or avoid occupational stress. The results also show that the odds of a citizen experiencing occupational stress were twice those of an expatriate employee. It is argued that successful adaptation and coping with work demands results in effective movement through the ranks that mediates the effect of objective stressors. Factors associated with occupational stress among university employees in Botswana are consistent with findings of studies undertaken elsewhere.

Navarro and Mercedes (2010) reviewed job stress and burnout syndrome at university: A descriptive analysis of the current situation and the review of the current line of research. The reviews point out that the teaching group is one of the most affected by job stress syndromes, whose consequences can be harmful both for the worker and for the organization.
Work Commitment Related Studies

The phenomenon of work commitment has always been very important especially since, mid 1960’s with the work of Lodahl and Kejner but in the present scenario of hi-tech world it has become of much more concern for management and employers. The 1990’s has witnessed increasing trend over the similar work related behavior viz., work commitment hence, a large number of studies are being witnessed since then, work commitment is one of the work related behavioral phenomena which has its positive impact on organizational productivity and effectiveness at large.

Luthans (1992) examined the importance of social support for employee’s commitment and they found strong positive correlation between strong supportive climate and bank teller’s organizational commitment.

Canning’s (1992) reported that corporate employees are merely attached to their firm rather than committed. A model of managerial loyalty was developed where loyalty was described as a function of percentage pay increase that an employee would require to leave the current firm for the alternative employment. This model gets strong support in case of turbulent environment (that is during privatization and deregulation).

Cohen (1992) examined the relationship between organizational commitment and its antecedents across occupational groups. The number model focused personal variables while the organizational model focused on role related structural and work experience variables. The study was based on the sample group of 98 employees. The total sample was divided into two main occupational groups: white collar employees who were sub-divided into professional and non-professional, and blue collar employees. In general the relationship between non-professional commitment and
personal antecedents, representing the member model was stronger for blue collar and non-professional white collar employees than for professional employees. For the organizational model differences were less consistent.

Thompson et al (1992) hypothesized that self employed individuals because of greater physical, emotional and financial investment in their jobs would report higher levels of organizational commitment and job involvement than would individuals employed by organizations. It was also hypothesized that there would be stronger relationship between job, life, family and self-satisfaction for self employed individuals.

Allen and Meyer (1993) examined affective, continuance and normative commitment as a function of age, service tenure and positional tenure. Also they examined were the contribution cross stages of various work experiences to the prediction of affective commitment. Study was conducted on library employees and hospital employees and they were more closely related to increase in organizational commitment and positional tenure. Further relationship between work experiences and affective commitment was witnessed to be differed only slightly across tenure levels and at all across employee’s age group.

Angle and Lawson (1994) examined the relationship between employee’s commitment and performance in a manufacturing firm. Results suggest that the link between organizational commitment and performance may depend on the extent to which motivation rather than ability underlies performance. Findings also support the distinction between affective and continuance commitment suggested by Meyer and Allen (1991).
Zeffane (1994) examined organizational commitment and perceived management style using survey response from 474 public and 944 private sector employees in Australia. Attachment to organization, flexibility and adaption, work discontinuity/change, tenure and number of employees were also assessed. Private sector employees had higher organizational commitment and scored higher on flexibility and adaptation than public sector subjects. Tenure and supervision also had higher organizational commitment but more so in terms of feelings of loyalty/citizenship (for supervision). Variation in MS were found to have a significant on employment commitment but more so in terms of the degree of emphasis on flexibility and adoption that perceived organizational size had a moderate negative effect on organizational commitment especially in the private sector.

Shore et al (1995) advocated that organizational citizenship behavior positively predicted manager rated affective commitment, whereas, continuance commitment was found negatively related to a variety of outcomes including managerial potential and promotability.

The study conducted by Wilson (1995) to examine the effects of power and policies on organizational commitment. Two theoretical explanations for organizational commitment were developed which incorporates five independent variables (1) a power based theory of commitment (including sub-unit power, leadership power and leadership behavior variables) and (2) Theory of policies (including “arbitrary personal practices” and the “political control variables”). The theories were tested on a group on 492 senior executive service managers in the federal government who completed a commitment scale which measured strength of loyalty, involvement and identification with their sub-units. Results provide empirical support for the affects of the team
power, good leader member relations, and political control on the commitment levels of top executives in the federal government.

McCaul, Hinz and McCaul (1995) studied the proposition that organizational commitment could be measured on the global attitude towards an organization. 174 employees from three organizations completed the organizational commitment questionnaire (OCQ) and measures of (a) global attitude of the organization and (b) willingness to work hard for the organization (c) intention to leave the organization, and (d) degree of the goals and values of the company management, co-workers and supervisors. Subjects completed the questionnaire twice over the period of six months. The attitudinal measure correlated strongly with the OCQ, measures of efforts, values, acceptance and intention to stay with the organization predicted little variance in the OCQ. Results were supported by the proposition.

In a study of Sharma and Pandey (1995) tested the hypotheses that the quality of work life (QWL) perception will show significant relationship with the organizational commitment of managers in India. Two hundred young managers (age between 25-27 years) were revealed from five levels of managerial hierarchy. Results revealed the perceptions of QWL were significantly and positively related to organizational commitment. Moreover, QWL, work involvement, organizational effectiveness and pursuit of individual and organizational goals were found to be significant predictors of organizational commitment of managers.

Misra, and Patnayak (1996) have studied 80 employees of public sector industrial organization. Results indicated that experience of commitment was satisfactory and often high among employees. No difference existed between the
technical and non-technical subjects and moreover, technical education had not influenced commitment or a resistance towards accepting the work environment.

Sommer, Bae and Luthans (1996) analyzed whether demographic and situational factors identified in US based literature had the same influence on the commitment of 1192 employees of 27 large Korean firms. Consistent with US studies, the Korean employee's position in the hierarchy, tenure on the current position and the age were all found significantly related to organizational commitment. All the situational antecedents, except management style were significantly related. It is interestingly observed from the study that with the increase of organizational size, commitment decreased whereas, the structure as employees are oriented the commitment witnessed to be increased; and the more positive perception towards organizational climate, the more is the commitment. This study provide beginning evidence and suggested that the theoretical constructs predicting the organizational commitment of the employees may have cross cultural validity.

Brown (1996) examined popular concepts and types of organizational commitment in the light of the definition of the commitment and common factors that pertain to all type of commitments. Commitment is best conceptualized as a single fundamental construct that may vary according to differences in focus, and terms of commitment, but has strong implications for the evaluation process, analysis of affective commitment measures indicates that certain measures contain more than one constraint to the basic meaning of commitment. Recommendations for evaluations of organizational commitment include the argument that commitment measures should address one set of terms and avoid evaluative phraseology.
Becker et al (1996) investigated the commitment performance relationship using the degree of commitment to supervisors as a determinant of the commitment performance relationship. As expected, it was found that commitment to supervisors was positively related to performance and was more strongly associated with performance than was commitment to organization.

Sharma (1997) explored the situational and personal determinants of organizational commitment among skilled workers of a private sector manufacturing organizations. The measures of the organizational characteristics adequacy of resources and human and fair management style were significantly and positively related to organizational commitment of the numerous task characteristics, only task ambiguity and task difficulty were significantly related to commitment. Situational variables were found to be more important determinants of organizational commitment than personal variables.

Randell and O’ Driscoll (1997) found high level calculative commitment associated with lower perceived organizational support, lower agreement with organizational policies, fewer perceived organizational values and bonds to various facets of the organization. This pattern of findings was reserved for affective commitment.

Meyer, John, Natalie (1998) conducted a study on commitment in a changing world of work. The Canadian workplace is undergoing extensive changes that have the potential to alter dramatically the psychological commitments that employees experience with regard to their work. The purpose of this article is to examine the interplay between the changes and employee commitment. The potential impact of these changes on employee commitment is then discussed with respect to three selected
themes: changes in the nature of employee’s commitment to the organization, changes in the focus of employee’s commitment and the multiplicity of employers and employee relationship within the organization.

Cohen and Aaron (1998) examined the relationship between work commitment and work outcomes among hospital nurses. It examined the relationship between work commitment (WC) forms (e.g. organizational commitment, job involvement and protestant work ethic) and work outcomes (e.g. withdrawal intentions from the organizations, job and absenteeism, perceived performance, job induced tension) among hospital nurses (mean age 38.6 years) in two hospitals in the Western Canada. The findings showed the usefulness of work commitment in predicting work outcomes in nursing profession. This support was based on the mutual effect of more then one commitment on organization and job withdrawal intentions and on job induced tensions. The findings also emphasized the importance of occupational commitment as a predictor of work outcomes of nurses.

Young et al (1998) measured organizational commitment among public service employees. They examined factors of organizational commitment among blue collar workers. Previous work in this area suggests that among blue collar employees commitment should be more closely related to extrinsic rewards (e.g. pay satisfaction) then to extrinsic factors. The results indicate that the following were positively and significantly related to commitment: promotion satisfaction, job characteristics, communication, leadership satisfaction, job satisfaction, extrinsic exchange, intrinsic exchange, extrinsic rewards and intrinsic rewards. Contrary to expectations pay satisfaction do not correlate significantly with commitment. Both intrinsic and extrinsic rewards were equally predictive of commitment. This contradicts the contention that extrinsic rewards are more important determinants of blue collar commitment. These
findings are not worthy because they suggest that intrinsic rewards are important for public service employees members of a relatively understudied population.

Blau et al (1998) tested the incremental effect of professional commitment on intent to leave one's profession beyond the effects of external, personal and work related variables. These has been less empirical research focusing on intent to leave one's profession then on other types of inter role transitions. Using longitudinal survey data from 457 repeat-respondents medical technologists (aged 21-56 years), results showed that younger and less satisfied medical technologists had a higher to leave this profession. Also, men showed stronger to leave than women. After controlling these initial correlates professional commitment accounted for significant additional variance in intent to leave profession.

Tjosvold et al (1998) studied developing commitment in Japanese organizations in Hong Kong: independence, interactions, relationship and productivity. Results of structural equations analyses on data collected from interviews of Chinese and Japanese employees of multinational organizations operating in Hong Kong. Open discussion between employees resulted in productive work and stronger work relationship which in turn led employees to feel committed.

Wahn and Judy (1998) studied sex differences in the continuance component of organizational commitment. A total of 192 male and 347 female human resource professional completed Allen and Meyer's (1993) women reported higher level of continuance commitment can be regarded as small to moderate following Cohen's (1977) rules of thumb regarding effect sizes. Regression analysis confirmed the relationship between sex and continuance commitment and a negative relationship between two other variables—education level and level in the hierarchy and
continuance commitment. Findings are discussed in terms of women perceiving fewer alternatives to their current employer than men.

Meyer, Irving and Allen (1998) tested the hypotheses that the influence of early work experiences on organizational commitment would be moderated by the value employee’s place on these experiences. Work values were measured in samples of recent university graduates prior to organizational entry and measures of work experiences and these forms of commitment (affective, continuance and normative) on different occasions following entry. Regression analysis revealed that values and experiences did interact in the prediction of affective commitment and normative commitment but that the nature of interaction was different from different work values/experience combinations. The findings provide some challenge to the common sense assumption that positive work experience will have the strongest effect on commitment among those who value most such experience will have the strongest effect on commitment among those who value most such experiences.

Dorman and Zapf (1999) investigating the moderating effects of social support by supervisors and colleagues relative to social stressor at work and depressive symptoms using a structural approaching in a three wave longitudinal study over one year LISREL analysis with latent moderating effect revealing a moderating effect for supervisor support. This applied only if the time was eight months but not for longer or shorter lags under low support conditions depressive symptoms were increased by social stressors whereas, social stressors reduced subsequent depression under high support conditions. No moderating effect for colleague support was found.

Ahmad and Ansari (1999) studied organizational commitment. Results indicate that workers (blue collar) expressed comparatively higher degree of organizational
commitment than the owners of the company. Although the owner's expressed a moderate level of commitment they were affected by factors like lack of organizational resources, proper guidance and co-operation from the local authorities and state governments.

Patel (1999) reported low job involvement and low organizational commitment in the younger group of employees in both public and private banking sector. Public bank employees experience higher commitment than their counterparts.

Finegan (2000) investigated the relationship between personal values, organizational values and organizational commitment. 121 employees from a large petro-chemical company rated 24 values with respect to how important the value was to the organization. It was found on the basis of hierarchical multiple regression analysis the commitment was predicted by the employee's participation of organizational values. Furthermore, affective, normative and continuance commitment were predicted by different clusters of values. This study highlights the importance of recognizing that values are multidimensional and that each value cluster may affect behavior differently.

Yousef (2000) investigated the role of various dimensions of organizational commitment and job satisfaction in predicting various attitudes towards organizational change. Results showed that employees' affective and behavioral tendency attitude towards organizational change increased with the increase in affective commitment and that continuance commitment directly and negatively influences cognitive attitudes towards change and satisfaction with various job facets. Job directly and positively influenced different dimensions of organizational commitment.

Bishop, Scott and Burroughs (2000) investigated that job performance was related to team commitment; intention to quit was related to organizational
commitment; and citizenship behavior was related to both team and organizational commitment. Commitment mediated the relationships between support and the outcome variables.

Heffner and Pentsch (2001) presented a model of organizational commitment proposing the hypotheses that work group social interactions and work commitment would independently influence organizational affective commitment. The results supported the hypothesized relationship between social interactions and affective commitment.

Lok and Crawford (2001) studied the relationship between employee's perceptions of organizational culture and sub-culture, and job satisfaction and commitment. The results suggest that managers may need to focus more on organizational subcultures in generating greater commitment among employees.

Yousuf (2001) studied the moderating effect of Islamic work ethic on the relationship between organizational commitment and job satisfaction, in a sample of 425 Muslim employees in UAE the results revealed that Islamic work ethic directly affects organizational commitment and job satisfaction and it moderates the relationship between these two constructs and there is a positive and significant relationship between job satisfaction and organizational commitment.

Rhodes, Eisenberg and Armeli (2001) examined the interrelationships among work experienced perceived organizational support, affective commitment and turn over. Using a diverse sample of 367 employees drawn from a variety of organizations, study found that perceived organizational support mediated positive associations of organizational rewards, procedural justice, and supervision support with affective commitment. Study 2 examined changes of perceived organizational support and
affective commitment in retail employees over a 2 year span (N=333) and a 3 year span (N=226). Perceived organizational support was positively related to temporal changes in affective commitment, suggesting that perceived organizational support and subsequent voluntary employee turnover that was mediated by affective commitment in retail employees (N=1124) and in poultry and feed processing workers (N=262). These results suggest that favorable work conditions operate via perceived organizational support to inverse affective commitment, which, in turn, decreases employee withdrawal behavior.

Payne and Morrison (2002) reports an empirical study of the self reported psychological strain, ill health, job satisfaction and organizational commitment of public sector employees and the results show that negative affectivity has a variety of effects on both health and job attitude variables.

Stinges, Guest, Canway and Davey (2002) investigated the relationship between organizational and career management activities and organizational commitment in the early years of graduate careers. Data were obtained from 212 graduates (mean age 26-31 years). The findings suggested that high organizational commitment predicts the practice of career management activities by graduates to further enhance their career within the organization while low commitment is closely associated with behavior aimed at furthering the career outside the organization.

Casper, Martin, Buffardi and Edwins (2002) investigated the impact of work interfering with family (WIF) and family interfering with work on women's organizational commitment and examined both the direct and moderating effects of their perceived and organizational support. The study was found that WIF was
positively related to continuance commitment but unrelated to affective commitment. FIW was not related to either form of organizational commitment.

Yousuf (2002) conducted a study to explore the mediating role of job satisfaction between role stressors that is role conflict and role ambiguity on sources of stress on the one hand and on the other hand various facets of organizational commitment that is affective, continuance and normative on a sample of 361 employees in a number of organizations in the United Arab Emirates. Path analysis revealed that role ambiguity directly and negatively influences both affective and normative commitment. Results also revealed that job satisfaction mediated the influences of role conflict and role ambiguity on various facets of organizational commitment except continuance commitment.

Yoon et al (2002) tested a new dual process model of organizational commitment that connect organizational practices and specific job characteristics to emotions and cognitions of employees. They are in turn proximate cause of organizational commitment, the result provided the strong support to the model that the feeling was job satisfaction and perception of organizational operate through independent channels to mediate of impact work experience on organizational commitment.

Hochwarter (2003) examined the impact of political behavior and perceptions of politics on job satisfaction and affective commitment. It is hypothesized that political behavior and perceived greater use of these tactics would be more satisfied and committed when work environment was viewed as political in nature. In general results perceived politics interaction term explained incremental variance beyond demographic variables, and indicators of perceived control and undertaking for each outcome. These
findings indicate that some individuals may experience positive consequences when occupying an environmental perceived to be highly political.

Vandenberg, Bentein and Hamber (2004) investigated three longitudinal studies to examine the differential influence of affective commitment to the organization, the supervisor and the work group. Study on 199 employees from various organizations describes that affective commitment to these entities were factorials and related differentially to their theorized antecedents. Study second on a diverse sample group of 316 employees showed that organizational commitment (a) had an indirect effect on turn over through intent to quit. (b) Partially mediated the effect of commitment to the effect of commitment to the supervisor on extent to quit and (c) completely mediated the affect of commitment to the work group on intent to quit. Study third with matched data collected from 194 nurses and their immediate supervisors, determined that (a) commitment to the supervisors had a direct effect on job performance and, (b) organizational commitment had an indirect effect on job performance through commitment to the work group on performance while the remaining two studies showed the significant influence of affective commitment.

Francesco and Chen (2004) explore the role of collectivism as a moderator of a relationship between organizational commitment and employee performance in Chinese setting. The relationship between organizational commitment and both in-role and extra-role performance were thought to be because of feelings of obligation to the organization that may have been aroused in collectivism who considered the organization as an in group.

Wasti and Arzu (2005) studied commitment profiles: combinations of organizational commitment and forms and job outcomes. Two studies explored how the
three components combine to create distinct “profiles” of commitment and the implications of different profiles. The result suggests that affective commitment is the primary driver of positive outcomes, especially when combined with low levels of continuance commitment.

Seigal et al (2005) examined the utility of a procedurally based approach to understanding employee’s reactions to work-life conflict. They examined whether the fairness of procedures used by organizational authorities to plan and implement decision moderates the inverse relationship between work-life conflict and employees organizational commitment. Three studies using different methodologies showed support for the moderating role played by procedural fairness. That is, the tendency for greater work life conflict to lead to lower commitment was significantly less pronounced when procedural fairness was high rather than low.

Carmeli and Gafen (2005) explored how work commitment forms affect one another and how together they serve to influence work behavior and outcomes. They tested relationship between two work commitment models and two forms of employee withdrawal intentions: from their organization and from their occupation. This research contributes to work commitment literature, by providing empirical findings and theoretical interpretations regarding the role of a particular professional setting in explaining the interrelationships among models of work commitment, and how some constellations of different work commitment foci explain multiple withdrawal intentions.

Fredor, Caldwell and Herold (2006) investigated how organizational changes in 32 different organizations (private and public) affected individual’s commitment to the specific change and their broader commitment to the organization. The results indicate
that both types of commitment may be best understood in terms of a three way interaction between the overall favorableness (positive/negative) of the change for the work unit members the extent of the change in the work unit and the impact of the change process was found to interact with the effects of work unit change on the organizational commitment.

Cunningham (2006) investigates that: (a) the relationship between affective commitment to change and turn over intention was fully mediated by coping and the change, (b) the relationship between continuance commitment to change and turn over intention was only partially mediated by coping with change, and (c) normative commitment to change had a direct impact on turn over intention. Results are discussed in terms of implications for managing organizational change the purpose of this study is to integrate and expand this research by examining the relationship among commitment to change, coping with change and turn over intention.

Redman, Tom and Snape (2005) conducted study on unpacking commitment: multiple loyalties and employee behavior. They present finding from the U.K. studies on sample drawn from private manufacturing, private services and the public sector. There is evidence that global organizational commitment mediates the relationship between four specific commitments and organizational related outcomes but there is no mediation in the case of these foci and outcomes that are more cognitively distant from the organization.

Phopoola (2006) conducted a study on personal factors affecting organizational commitment of records management personnel in Nigeria state universities. Simple cluster sampling used to select 180 records management personnel from the study population. The result showed that sex, age, marital status, length of service, and level
of education affect the organizational commitment of the subjects. This study advocated for improved conditions of services to enhance organizational commitment of records management personnel in the state universities in Nigeria.

Ayeni and Phopoola (2007) have found a strong relationship between job satisfaction and organizational commitment. According to the job satisfaction is mostly determine how well the organization meets employees’ expectations.

Munir and Sajid (2010) examined Locus of Control (LOC) as a Determinant of Organizational Commitment among University Professors in Pakistan The finding through this research explained that participants with more internal locus of control are more likely to have high affective and normative commitment whereas participants with more external locus of control are more likely to have high continuance commitment.

Wang Cai-feng (2010) conducted an empirical Study of the Performance of University Teachers Based on Organizational Commitment, Job Stress, Mental Health and Achievement Motivation the results revealed that the sustained commitment has a negative effect on work performance while emotional commitment has a positive effect on work performance. Work stress has a positive effect on work performance but mental health has a negative effect on work performance, Studies also found that emotion commitment is the intermediary variable of the sustained commitment to job performance. Work pressure is the intermediary variable of work pressure affecting job performance whereas there is a positive correlation between achievement motivation and mental health.
Occupational Stress and Work Commitment Related Studies

Welsch and Lanan (1981) conducted a study on organizational commitment, job satisfaction, job characteristics, professional behavior, organizational climate, role stress, demographic variables. Data were analyzed by using correlation design. Major results of study revealed that age, tenure, job satisfaction, advancement, team work, participative climate positively related to commitment. Role stress was found to be negatively related to commitment.

Fukaani and Larson (1984) studied the commitment to union and company, personal characteristics, job scope, stress and work experience. Findings revealed that tenure, job scope and stress predicted company commitment not any variable predicted union commitment.

Jamal (1985) Conducted a study on organizational commitment, stress and performance. Findings of the study revealed that organizational commitment moderated 50% of negative relations between stress and performance.

Johnston (1987) conducted a study on organizational commitment, leadership behavior, role stress, job satisfaction, intent to leave, performance. He used path analysis, descriminant analysis. His effort helped him to test the organizational commitment model of Steers and Mowday.

Mc Kenna (1987) carried out a study on commitment, perception of equity, occupational stress.330 hospital staff; as sample for the study correlation used for analyzing data. Findings revealed that commitment decreases when perception of inequity increases.
Siu, Cooper and Cary (1998) investigated the direct and moderating effects of locus of control and organizational commitment on the relationship of sources of stress with psychological distress, job satisfaction, and quitting intentions. Results suggested that locus of control and organizational commitment had strong direct effects (externals were dissatisfied with the job itself and thought of quitting the job quite often; employees who had high commitment had higher job satisfaction and moderating effects. The stressors strain relationships were significant in externals, and commitment buffered most of stressors-strain relationships.

Jex et al (2003) investigated relations between three work-related stressors (role ambiguity, role conflict, and organizational constraints) and altruistic behavior in the work place on the other hand relationships between role stressors (ambiguity, overload, and conflict, anxiety, commitment (affective and continuance) and turn over intention were examined by Glazer and Beehr (2005). Three role stressors were predicting anxiety and indirectly predict intention to leave. Anxiety was predict affective and continuance commitment intention to leave the organization.

Adams and Cowen (2004) and Stein (2001) have reported that occupational stress lowers productivity and has a negative effect on job satisfaction and organisational commitment.

Dragano, Verde, and Seigrust (2006) systematically studied separate and combined effects of organisational downsizing and work related stress on a measure of health in "survivors of layoff" results revealed that reduced health associated with organizational downsizing is partly attributable to an increase in work related stress these findings showed an additional synergy effect produced by the combined exposure to both conditions.

Khatibi, Asadi and Hamidi (2009) studied the relationship between job stress and organizational commitment in National Olympic and Paralympic Academy (NOPA) employees. 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, but there was not a significant relationship between job stress and continuance commitment.

Wells et al. (2009) study showed a positive relationship between job stress and organizational commitment and a negative relationship between job stress and career commitment. Somers (2009) showed a significant relationship between job stress and affective commitment and normative commitment but no significant relationship between job stress and continuance commitment.

Idris (2010) conducted study outcomes of strain including cynicism, professional efficacy, and organizational commitment. This integrated model clarifies the impact of role stressors on strain and the impact of strain on cynicism, professional efficacy and organizational commitment on a study among academics in Malaysian public universities. A longitudinal survey was used. The result of the study indicated that role ambiguity account for the strongest direct effect on strain; strain had the strongest direct effect on cynicism. The path analysis revealed that the paths of role ambiguity, strain, cynicism, organizational commitment and turnover intention were a critical path of the model.
Kamel and Al-Hawajreh (2010) explored the relationship between occupational stress on organizational commitment among nurses in selected Jordanian hospitals. Findings of the present study revealed that organizational commitment was significantly negatively correlated to occupational stress.

Klassen and Chiu (2011) explored the occupational commitment and quitting intention of practicing and pre-service teachers. Results revealed that similar factors—self-efficacy, job stress, and teaching context—influence the occupational commitment and quitting intention of practicing and pre-service teachers. Pre-service teachers displayed higher levels of commitment and less overall stress than practicing teachers.