CHAPTER-III

REVIEW OF LITERATURE

Theory without data is Fantasy; but data without theory is chaos.-


The review of literature is one of the essential parts of the research. A literature review is a body of text that aims to review the critical points of current knowledge including substantive findings as well as methodological approaches on a particular topic. A well structured literature review is characterized by flow of ideas; current and relevant references with consistent, an unbiased and comprehensive view of research and research gap on the topic. The most important reason for reviewing the literature is to know about the recommendations of the previous researches for the research, which they have listed in their studies. Until recent researches have shown interest in the field of organization behaviour like; organizational commitment, organizational effectiveness, effective or efficient organization, impact of occupational stress on organizational effectiveness etc. Numerous studies highlighting the impact of organizational commitment and occupational stress on organizational effectiveness, relationship among organizational commitment, perceived organizational effectiveness and occupational stress have been carried out in the past.

In the present research, the researcher has scanned and reported most of the relevant studies done in India and abroad in the field of organizational commitment, occupational stress and perceived organizational effectiveness. Present section review the literature under the six categories, namely, organizational commitment, occupational stress, perceived organizational effectiveness, organizational commitment and occupational stress, organizational commitment and perceived organizational effectiveness, and category of occupational stress and perceived organizational effectiveness.

3.1 ORGANIZATIONAL COMMITMENT

Organizational commitment remains one of the most widely studied phenomena in the organization behaviour literature (Copper-Hakim and Viswesvaran, 2005) and one of the central concepts in psychology (Morrow, 1993). Meyer and Allen (1991) stated that
Organizational commitment is a multidimensional construct. A great deal of attention has been given recently to the study of commitment to the organization (Mowday, Porter and Steers, 1982).

Organizational commitment has been defined as “A psychological state that characterizes an employee’s relationship with an organization and has implications for the decision to continue membership of the organization” (Meyer and Allen 1991).

Becker (1960) referred 'commitment to occupation' as that if, for instance, a person refuses to change his job, even though, the new job offers him a high salary and better working conditions, one should suspect that his decision is the result of commitment. Kanter (1968) referred it as a process through which individual's interests become attached to carrying out socially organized patterns of behaviours which are seen as fulfilling those interests and as expressions of the nature/ needs of the person. Hall, Scheider and Nygren (1970) define organizational commitment as the “process by which the goals of the organizations and those of the individual become increasingly integrated and congruent”. Sheldon (1971) defines organizational commitment as an attitude or an orientation towards the organizations, which links or attracts the identity of the person to the organizations.

Gupta, et. al. (1971) in their study on scientist and their commitment to organizational goals found that the more harmonious the researcher- supervisor relations, the greater is the commitment. The study also indicated that people with both high experience and low experience need recognition to maintain their commitment to organization goals. Buchanan (1974) viewed commitment as an enthusiast, affective attachment to the goals and values of the organization, to one's role in relation to goals and values of, and to the organization for its own sake, apart from its instrumental worth.

Steers (1977) in his study tested a preliminary model concerning the antecedents and outcomes of employees committed to organization. It was found that for both samples i.e. 382 hospital employees and 119 scientist and engineers, personal characteristics, job characteristics, and work experiences influenced commitment. Performance was unrelated to commitment.

Raju, et. al. (1986) examined the organizational commitment in relation to certain job attributes. The study indicated that job involvement has significance relation to the company’s satisfaction but not significantly related with organizational commitment.
Organizational commitment was significantly related to company satisfaction and with the intrinsic motivation. The study has suggested that employees who are satisfied with a company may develop commitment to the organization and vice-versa.

Mottaz (1987) investigated the interrelationship between individual characteristics, work rewards, work satisfaction and organizational commitment. The sample of 1,385 workers representing a variety of occupational groups was analyzed. The study suggested that individual characteristics have very little impact on either satisfaction or commitment, while work reward is found to be better predictors of satisfaction than commitment. Further indicated that satisfaction and commitment have reciprocal effects, however, it appeared that satisfaction has a significantly greater effects on commitment than the reverse.

Balaji (1988) in his study on organizational commitment of job satisfaction which explains intent to quite better found that organizational commitment contributes to intent to quit and job satisfaction. It was found that intentions to quit strongly negatively related to the organizational commitment and job satisfaction.

Somers (1995) used a three component model of organizational commitment to study job withdrawal intentions, turnover and absenteeism. Affective commitment emerged as the most consistent predictor of these variables and was only view of commitment related to turnover and to absenteeism. In contrast, normative commitment was related only to withdrawal intentions while no direct effects for continuance commitment were observed. Continuance commitment, however, interacted with affective commitment in predicting job withdrawal intentions and absenteeism.

Sharma (1997) evaluated organizational commitment and its determinants in a private sector manufacturing organization with a sample of 200 respondents from skilled workers, resulted that both situational and personal factors contribute to workers’ commitment to organization. Between the two, situational factors contribute more to commitment than do person-related factors. Organizational characteristics (i.e. adequacy of resources) and two task characteristics (i.e., task difficulty and task ambiguity) are important determinants of organizational commitment.

Tripathi, et.al. (2000) examined the components of organizational culture and its relationship with organizational commitment in 10 different organizations (five each in public and private sectors) of an industrial city in northern India with a sample of 200
respondents from lower and middle level managers, found two dimensions of organizational culture, participative and manipulative. In manipulative culture the goal is attainment by hook or by crook. On the other hand, in a participative culture the goal is self actualization in harmony with others. It may be assumed that if an organization develops participative culture then its members will feel involved too, on the other hand if an organization has the quality of manipulative culture people will be loyal toward the organization, but this loyalty in the lack of total involvement, cannot lead the organization to the path of success. Loyalty without identification and involvement puts a question mark on the guarantee of success for the organization.

Reddy, et. al. (2000) in their study organizational climate and dual commitment in private and public sector enterprise focused on examine the workers’ dual commitment-both organizational and union commitment- in the context of organizational climate. The study was conducted in four public and four private textile organizations of Coimbatore by interviewing 200 respondents. The study revealed that organizational climate has an important role in determining organizational commitment and not union commitment.

Sharma and Joshi (2001) designed a study to focus on organizational characteristics as predictors of organizational commitment among managerial employees. They found executives are, by and large, quite satisfied being members of that organization. Out of the 14 organizational characteristics examined only two, i.e. performance appraisal and job content, have emerged as the best predictors of organizational commitment.

Kassahun (2005) explored level of organizational commitment in selected organizations in Delhi and revealed that all the organizational practices and personal characteristics (expect education) established a direct association with organizational commitment. Of these, perceived job autonomy, procedural justice, organizational support and employee age came out as most important predictors of organizational commitment. It was further observed that employees seem to value most freedom in connection to their job followed by procedural fairness, continuous support from management desk, and equity in the distribution of work-related outcomes.

Poon, et.al. (2006) tested a model of trust-in-supervisor that included propensity to trust and supervisor attributes as antecedents and affective organizational commitment. The result showed that supervisor ability, benevolence, and integrity as well as
employees’ propensity to trust were positively associated with trust-in-supervisor. Trust-in-supervisor, in turn, predicted employees’ affective organizational commitment but did not have any influence on their willingness to help co-workers.

Pala, et. al. (2008) in their study entitled the effects of demographic characteristics on organizational commitment and job satisfaction: an empirical study on Turkish health care staff, explored the relationship between organizational commitment, job satisfaction and demographic characteristics. It was found that organizational commitment level of men health care staff was higher than woman health care staff and organizational commitment scores of health care staff who had technical school were lower than health care staff that had university degree and master degree or above degree. Further, it was found that organizational commitment, general satisfaction and interior satisfaction scores of private hospital were higher than public hospital and exterior satisfaction scores of health care staff who had been working under 1 year and between 11-15 years in profession and institution were higher than health care staff who had been working for more than 16 years.

Nammi and Nezhad (2009) in a study focused on investigating the existence of relationships between components of psychological climate and teachers commitment highlighted that teachers’ perception of aspects of the work psychological climate such as autonomy, cohesion, trust, support, recognition, fairness and innovation has a strong influence of commitment to school, commitment to teaching occupation, to teaching work and commitment to work group.

Ponnu and Chuah (2010) in their study organizational commitment, organizational justice and employee turnover in Malaysia investigated the relationship among organizational justice, organizational commitment and turnover intention of Malaysian employees. The study based on the responses of 172 employees of Malaysia and found that both procedural and distributive justice perceptions were significant contributors in explaining organizational commitment and turnover intention. Further, found significant, strong and positive relationship between organizational justice and organizational commitment. On other hand, there was a significant, strong and negative relationship between organizational justice and turnover intention.

Aydin, et.al. (2011) in a study titled the effect of gender on organizational commitment of teachers a meta analytical analysis proposed to determine the effect of gender on
organizational commitment of teachers and fifteen master and doctorate these done between 2005-2009 were analyzed using meta analysis. It was found that the effect of gender is in the favour of males. Further, it was revealed that male teachers can adopt the norms and values of the organizations easier than the female teachers.

Padala (2011) during a study on employees’ job satisfaction and organizational commitment in Nagarjuna Fertilizers and Chemical Limited, India found the overall satisfaction level of employees is fairly high. The greater satisfaction level of employees appears to be more as a function of good social and culture background of employees. Further, results showed that the employees as inclined positively in their commitment to organization. Age, education, nature of job, and income have negative relations with respondents’ job satisfaction as well as organizational commitment.

Sowmya and Panchanatham (2011) in a study on organizational commitment identified the factors influencing organizational commitment of banking sector employees in Chennai. The researcher found that in banks, organizational commitment depends upon the optimistic and affirmative commitment of the employees. It shows a positive signal of the employees revealing the commitment and attachment of employees to the organization. It was also found that the bank employees are enthusiastic in reflecting their continuance commitment in their work environment to provide maximum service to their customers. The organizational commitment of the bank employees is also emphasized through their normative commitment to their organizational goals. It has been assumed by organizational behavior research that individuals who express high commitment in their jobs are likely to be more productive, have higher satisfaction and have less likely to resign than employees with low commitment.

Madi, Jarad, and Alqahtani (2012) examined the impact of perceived job satisfaction, perceived job characteristics, perceived organizational characteristics and role perception on three dimensions of organizational commitment namely affective commitment, continuance commitment and normative commitment of employees of the banks in Gaza, Palestine. The results showed that the employees of the banks in Gaza were quite affective and continuous committed and less normative committed. Further, regression analysis result showed that perceived job satisfaction, perceived job characteristics, and perceived organizational characteristics were found positive significant correlated with affective commitment and role perception was not found
significantly correlated to affective commitment. The result also showed that only perceived job satisfaction was found positive significantly correlated with continuance commitment and only perceived organizational characteristics and role perception were found to have a significantly positive correlation with normative commitment.

Mangaleswran and Srinivasan (2012) compared organizational commitment of employees in public sector banks (PSBs) in India and Sri Lanka. The result revealed that employee commitment differs between PSBs in India and PSBs in Sri Lanka. The Indian PSBs employees are more committed to their Banks than their counterparts. This may be due to the demographic variables such as age, gender, marital status, academic qualifications and tenure etc.

Khalili and Asmawi (2012) in their study titled appraising the impact of gender differences on organizational commitment: empirical evidence from a private SME in Iran investigated the impact of gender differences on organizational commitment in a private small and medium enterprise (SME) company in Iran. The results revealed that men and women have the same level of affective commitment, continuance commitment and overall organizational commitment but women have a greater level of normative commitment than men within the SME.

3.2 OCCUPATIONAL STRESS

There are numerous studies in the area of stress. Occupational stress becomes an important topic for the study of organizational behaviour. Occupational stress is work stress involving work stress is defined in terms of its physical and physiological effects on a person, and can be a mental, physical, or emotional strain. Stress is defined as any action or situation that places special physical or psychological demand upon a person. It is caused when a person is subjected to unusual situations, demands, extreme expectations or pressures that are difficult to handle. There is growing body of evidence from the studies in various organizational setting suggesting that occupational stress has been increasing implicated in the etiology of poor mental health and psychosomatic diseases as well as coronary heart disease. Lack of group cohesiveness may explain various physiological and behavioural outcomes in an employ desiring such sticks together. Workplace interpersonal conflicts and negative interpersonal relations are prevalent sources of stress and are existed with negative mood depression, and symptoms of ill health.
Kahn, et. al. (1965) found that the experience of role conflict and role ambiguity is common. The conflict and ambiguity are usually hierarchical and consequent emotional costs include low job satisfaction, low confidence in the organization, and a high degree of job related tension and withdrawal. The major elements of ambiguity include uncertainty about the way in which one’s superior Evaluate one’s work about opportunities for advancement, about scope of responsibility and about the expectations of others regarding one’s performance. Role conflict is most intense at the upper levels of management.

Cobb (1975) has the opinion that, “The responsibility load creates severe stress among workers and managers.” If the individual manager cannot cope with the increased responsibilities it may lead to several physical and psychological disorders among them.

Brook (1973) reported that qualitative changes in the job create adjust mental problem among employees. The interpersonal relationships within the department and between the departments create qualitative difficulties within the organization to a great extent. Miles and Perreault (1976) identify four different types of role conflict: 1. Intra-sender role conflict 2. Inter sender role conflict. 3. Person- role conflict; 4. Role overload. The use of role concepts suggests that job related stress is associated with individual, interpersonal, and structural variables (Katz and Kahn, 1978). The presence of supportive peer groups and supportive relationships with super visors are negatively correlated with role conflict. There is evidence that role incumbents with high levels of role ambiguity also respond to their situation with anxiety, depression, physical symptoms, a sense of futility or lower self esteem, lower levels of job involvement and organizational commitment and perceptions of lower performance on the part of the organization, of supervisors, and of themselves.

Singh and Singh (1984) in their study occupational stress, security-insecurity and job involvement of first-level industrial supervisors found that there is a positive relationship between occupational stress and job involvement. An inverse relationship has been observed between security-insecurity and job involvement and between perceived occupational stress and security-insecurity.
Dhar (1991) found that personality characteristics, role overload, role conflict, role ambiguity, role stagnation and midlife crises, absence of social support, role incompatibility are the determinants of organizational stress. The development of learning based anxiety reduction techniques, meditation are helpful in stress management.

Blix and lee (1991) in a study found that a misfit between person and environment will lead to perceived stress, job strain and illness. The study suggested that a good fit between the motivational style of the worker and the perceived job demand in the environment is an important element in reducing occupational stress. The finding of the study supported the person-environment model of occupational stress.

Rajeshwari (1992) in a study of bank employees found that level of stress of employees was independent of the position occupied and sex. The study revealed negative relationship between stress and work experience, stress and income, stress and age and family members. The structural rigidity, poor physical working conditions and extra organizational factors to be potent stressors, inducing stress in employees.

According to Pant and Bhardwaj (1992) in a study named executives stress and its correlates explored the work stress and some related factors in 90 senior managers from public sector organizations. The results revealed that work stress was found at all the managerial level with different coping strategies. Indian public sector managers were not high on the workaholics scale but managers at all the levels were committed to their work organization.

Wilson, et. al. (1993) carried out a study of stress among job insecure workers and their spouses. It was found that job insecurity was an influential stressor for the spouse as well as for the employee and age was a negative predictor of stress. Job insecure employees experienced a sense of powerlessness, betrayal and often show signs of grieving.

Chand and Sethi (1997) examined the organizational factors as predictors of job related strain. The study revealed positive relationships between jobs related strain and role overload, role conflict and strenuous working conditions. Role conflict, strenuous working conditions and role overload were found to be the most significant predictors of the job related strain.
Bland (1999) reports that stressors that seemed to be popular with employees in the workplace include too much work, inadequate time to do the work, stressful environment, relationship problems with partners, boss or colleague and financial insecurities. Conflicts between home and work, and the impact on personal relationships are also contributing factors to stress as reported by Fairbrother and Warn (2003).

Tehrani (2002) argued that stress is caused by unsympathetic organizational culture, poor communication between managers and employees, lack of involvement in decision-making, bullying and harassment, continual or sudden change, insufficient resources, conflicting priorities, and lack of challenges.

Mishra and Bhardwaj (2003) found that inter-role distance and resource inadequacy were most dominant factors inducing stress among the Indian air traffic controllers (ATCs). An energetic organizational effort to integrate the ATCs into organizational life restructure and modernization the air traffic control and training programmers will help in reducing the level of various role stresses experienced by ATCs.

Chandraiah, et. al. (2003) in their study occupational stress and job satisfaction among managers found that the subject with lower job satisfaction were found to experience more stress in the form of overload, role ambiguity, role conflict, under participation, powerlessness and low status compared to those with higher job satisfaction. Significantly decreasing stress and increasing job satisfaction with increasing age was found among the managers.

Shah (2003) found the most of employees experience medium to high level of stress and role stagnation, inadequacy of role authority, role overload and role erosion are comparatively high rated dimensions of job stress. The study showed that the banking employees find their career development opportunities bleak along with inadequate authority to carry out their responsibility efficiently.

As per the study of Lehal Ritu (2007) in Punjab in case of organizational role stress and job satisfaction public sector executives were better than the private sector executives. Organizational role stress and job satisfaction indicates a negative relationship and explains that if stress level is high, job satisfaction level will be low or vice-versa.
Noor and Maad (2008) examined the relationship between stress and work life conflict with turnover intentions. The result showed that work life conflict and stress have a significant positive relationship with turnover intentions. Jayashree (2009) in his study stress management with special reference to public sector bank employees in Chennai found that most of employees faced high level of stress. Workload and work life imbalance were the major attributes of stress. Meditation was found to be the integral part of life to reduce stress.

Dasgupta and Kumar (2009) researched role stress among doctors and found that role overload, self-role distance, role isolation, inter-role distance, role stagnation, role expectation conflict, role ambiguity and role inadequacy are the factors causing role stress among doctors. And except inter-role distance and role inadequacy there was no significant difference between the stress level among male and female doctors.

Karad (2010) found that less feedback and less identity at workplace, low level variety in job work, morally conflict, nature of job, role conflict, poor communication, excessive rules, no participation in decision making, poor group relationship, lack of job security are the various sources of job stress. Physiological fitness, time management, assertiveness, readjusting life goals and relaxation techniques will help to avoid stressful conditions.

Malik (2011) attempted to make a comparative assessment of private and public bank employees in relation to occupational stress in Quetta city and found that occupational stress is higher among private bank employees as compared to public bank employees. Role overload, role authority, role conflict, lack of senior level support contributes more to occupational stress.

Ahmad and Singh (2011) found that responsibility for persons, intrinsic impoverishment, low status, unprofitability are four main dimensions of occupational stress and among biographical variables only “experience in present position” is held predictors of banking sector employees’ reactions towards organizational change.

Katyal, et. al. (2011) in their study entitled a comparative study of job stress and type of personality of employees working in nationalize and non-nationalized banks compared the job stress and type of personality of employees working in nationalized and non-nationalized banks in Chandigarh. The findings revealed that employees of non-nationalized banks having higher job stress as compare to their counterparts working in
nationalized banks. Employees of non-nationalized banks were found to be more neurotic than employees working in nationalized banks.

Shobhana and Kavitha (2012) in a study found that role ambiguity, role conflict, absence of role authority, role overload, lack of leadership support and role stagnation and mismatch are the significant causes of job stress of bank employees. Stressful situations have a negative impact on the quantum of work. Coping strategies such as rational task oriented behaviour, relief techniques and organizational strategies are to be adopted by the bank employees.

Gani (2012) conducted a study on job stress among bank employees and found that occupational stress has a significant difference in the level of stress between managers and non manager’s bank employees. Managers bank employee’s occupational stress was found higher compared to non manager bank employees. Role overload, role conflict, job burnout contribute more toward the occupational stress among manager bank employees.

Bano and Jha (2012) in their study entitled organizational role stress among public and private sector employees: a comparative study compared the organizational role stress among public and private sector employees. The study concluded that that employees in both public and private sector face moderate level of stress and role erosion was most and resource inadequacy the least stressor factor.

Ayyappan and Vadivel (2013) examined the level of stress faced by bank employees who are under different categories from the public and private sector selected banks of Tamilnadu. The study clearly found that there is significant relationship between type of banks, gender, age education, marital status, length of services, job role, family type of the respondents and impact of occupational stress. The study revealed that employees of public sector banks, employees under the age group of 31-40 years, employees who had the educational degree of ICWA/CA, length of services under the 5 years, working in remittance section and managers faced high level of stress.

3.3 PERCEIVED ORGANIZATIONAL EFFECTIVENESS

In the last three or four decades numerous researches, articles and monographs have been published in the areas of effective or efficient variables. Organizational
effectiveness is a significant indicator to show the direction, position and future of the organization.

It is the notion how effective an organization is accomplishing the results about the organization aim to generate. Organizational effectiveness captures organizational performance plus the myriad internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers, or customers), such as corporate social responsibility.

The rational system approach views organizations as “instruments for the attainment of goals”. Scott places these support goals under the natural system perspective, a perspective that recognizes official goals but emphasizes support goals and the organization’s concern with survival as well as goal attainment. Organizational Effectiveness is defined as the planned use of tools, practices and behaviors that encourages optimum effectiveness of people and organizations as a whole.

Yankey and McClellan (2003) “Organizational effectiveness is the extent to which an organization has met its stated goals and objectives and how well it performed in the process. Measurement of nonprofit effectiveness reflects the variety in the size, scope, and services of the many types of organizations. Little research or agreement exists that qualifies that best objectives or practices to obtain organizational effectiveness, but researchers agree that the goals and mission of nonprofits often differ from the goals of for-profit organizations.

The following studies are reviewed by the researcher in order to understand organizational effectiveness and its relationship with various job related factors.

Cunningham (1977) in his study approaches to the evaluation of organizational effectiveness presented the seven alternative strategies i.e. rational goal, system resource, managerial process, organization development, bargaining, structural function and functional) for assessing the organizational effectiveness in different situations and found that applicability and relevance of each approach depends on the particular organizational problem that has to be resolved.
Sayeed and Vishwanathan (1983) found that manufacturing organization give high importance to job intrinsic factors and assigns low importance to job extrinsic factors, whereas non-manufacturing organization shows greater inclination for job extrinsic factors. Job extrinsic has greater predictive power than job intrinsic factors in both organizations. In fact, this result broadly pointed out that job extrinsic factors are important determinants of organizational effectiveness.

Devadoss and Muth (1984) in a study on power, involvement, and organizational effectiveness in Higher Education found that power behaviors variously affect one’s sense of job involvement and overall effectiveness of one’s college. In particular, influence was found to be positively related to involvement and to effectiveness, while coercion was found to be negatively related to effectiveness but not related to involvement.

Kim Cameron (1986), in a study entitled organizational effectiveness and its predictors found that managerial multifaceted strategies are strongly associated with improving effectiveness. Managerial strategies were found to be more important than the structure demographics, fiancé, and other factors. Further, it was found that proactive strategies with an external emphasis are more successful than internal and reactive strategies.

Sayeed and Jackson (1991) in a study explored relationships between organizational health and organizational effectiveness parameters and found that organizational health dimensions, such as addictiveness and organizational excellence, contributed significantly to organizational effectiveness, while problem solving adequacy and innovativeness related negatively with some facets of productivity and adaptability dimensions.

Tyre and Hauptman (1991) conducted a study on effectiveness of organizational problem solving in response to technological change in the production process and it was highlighted that the measured characteristics of technological change are significant predictors of the difficulties encountered in introducing new process technology. It was suggested that intensive problem solving efforts can significantly improve change outcomes, both shortening the period of trouble experienced and increasing the operating gains achieved.

Biswas (1993) attempted to make a comparative study of co-operative banks and regional rural banks located across three states, namely, Orissa, West Bengal and Uttar
Pradesh. The result showed that the managers of regional rural banks are significantly younger, have higher level of education and have spent lesser number of years on the job, compared to the managers of district co-operative banks. In terms of effectiveness, the regional rural banks have done significantly better on social responsibility aspect than the district co-operative banks but there has been no significant difference as far as economic performance is concerned.

Denison and Mishra (1995) explored the relationship between organizational culture and effectiveness. The results suggested that culture have an impact on organizational effectiveness. The four cultural traits involvement, consistency, adaptability and mission showed significant positive association with measures of organizational effectiveness.

Vinitwatanakhun (1998) in a study on nursing institutes under the jurisdiction of the Ministry of University Affairs and found that only four independent variables (leadership style, technology, strategic planning, and human resource development) significantly explained and predicted organizational effectiveness and environment, culture, structural design, and power control showed insignificance in explaining and predicting organizational effectiveness. It was found that leadership style is the best predictor of the perceived organizational effectiveness, because of the importance of leadership in all kinds of group action in the organizations. Promoting group cohesiveness and team effort thus increasing opportunities for personal satisfaction in work performance and reducing stresses, and external control seems to indicate that leadership style is a very important factor in combining other significant factors to determine organizational effectiveness.

Zellar and Fiorito (1999) evaluated the organizational effectiveness among the HR managers and found that perceptions and evaluations of the effective are strongly influenced by the goals and motives of the perceiver. The results suggested that HR managers who perceive that their department and organization effective handle HR issues more positively and evaluated the organization’s overall effectiveness in achieving its operating goals.

Reddy and Gayathri (2000) attempts to examines the relationship between organizational size, structure, communication and effectiveness in six textile organizations (3 small and 3 large) from the city of Coimbatore and found that large
organizations with higher level of bureaucratization are able to communicate all policies and procedures accurately to their members and function effectively, whereas small organizations with relatively less bureaucratization, more open and less accurate in communication are relatively less effective in their functioning.

Gilbert and Parhizgari (2000) in their found that study organizational effectiveness indicators to support service quality focused on identification of internal performance indicators of organizational structures and processes that can serve as measures of organizational effectiveness. The results indicated that importance of the mission, supportive policies toward the work force, appropriateness of the organization design, working conditions, pay and benefits, positive supervisory practices, workforce loyalty and pride, operation efficacy, and oriented behaviours found to be highly reliable and associated with indicators of customer service quality and organizational effectiveness.

Samantara (2004) examined the relative effectiveness of the conflict management strategies in the framework of superior-subordinate relationships of 345 managers belonging to the steel as well as paper industry. The results highlighted that the managers of the organizations studied utilized the problem solving, smoothing and compromising models of resolving conflicts to a considerable extent while their dependence upon withdrawing and forcing behaviours was found low. Further, in regard to effectiveness, the result pointed out that flexibility of the organizations to cope with emergency situations (e.g. breakdown in machinery, crash programmes, etc.) is remarkable high.

Roy and Dugal (2005) presented theoretical work done on using employee gain sharing plans improved organizational effectiveness. The study found that gain sharing plans improved organizational effectiveness and gain sharing successful intervention for many organizations. Further, it was observed that the key to success are involving all stakeholders in the development of the plan, developing an easy to understand formula for sharing gain, maintaining transparency, and ensuring that the plan’s goals are in line with the organization’s goals.

Pandey, et. al. (2007) in their study titled organizational effectiveness and bureaucratic red tape proposed and tests a model of organizational effectiveness that explicitly account for red tape and mitigating effects of organizational culture and finding
suggested that red tape in human resource systems and information system has a negative effects on organizational effectiveness.

Srivastava (2008) found that participants who perceived their work environment as to be adequate and favourable scored comparatively higher on the measures of job satisfaction, performance, and perceived organizational effectiveness. The analyses revealed that among the various components of work environment, working condition, welfare provisions, interpersonal relations, and trust and support largely contribute to employees’ job behaviour and organizational effectiveness. The results also specified that psycho-social environment in workplace apply more impact on employees’ job behaviour and organizational effectiveness than the physical environment does.

Biswas, et. al. (2007) in their study human resource management, Individual behaviour and organizational effectiveness: A study in Indian organization tried to find out the linkages between a firm’s human resource management practices, their effect on individual organizational members’ behaviour, and ultimately enhancement of organizational effectiveness in Indian organizations. The results indicated that human resource management can certainly become a business strategic partner, it need to focus upon individual needs and requirement, especially those are essential in nature. Further, in the Indian business context, the study revealed that human resource management should take the dominants social norms and value in account while formulating the policies and practices for the enhancement of organizational effectiveness.

Noruzi and Rahimi (2010) in their study entitled multiple intelligences, a new look to organizational effectiveness explained the role of multiple intelligences in organizational effectiveness. It was explained that manager who has a good emotional intelligences and competitive intelligences can cope up with the market, manage the situation, and run the business more successfully. Further, it was noticed that managers should use their intelligences to find the effective organizational model to manage the circumstances.

Olowokudejo and Aduloju (2011) presented relationship between corporate social responsibility (CSR) and organizational effectiveness of insurance companies in Nigeria. The results indicated that insurance companies are involved in all four forms of corporate social responsibility activities (business ethics, urban affairs, consumer affairs and environment affairs) with consumer affairs receiving the most active
involvement. Further, it was found that involvement in CSR is the determinants of organizational effectiveness and involvement in CSR was found to positively correlated with organizational effectiveness.

Malik, et. al. (2011) during a study on impact of employee’s performance and employee’s motivation toward organizational effectiveness found that employee performance has a positive relation with organizational effectiveness and employee motivation has also positive relation with organizational effectiveness.

Suri and Lal (2011) made a study based on the responses of 60 managers from private (Power supplying companies) and public (Oil Companies) situated in different parts of Delhi and revealed that on the dimensions of diversity related problem both public and private sector organizations differed significantly. There is no significant difference on openness towards change and diversity management status and on Organizational Effectiveness scores. The relationship between diversity management and organizational effectiveness of private sector is significantly positive. And a positive significant relationship found between openness of company towards change, diversity management status and organization effectiveness of public sector.

Roland (2011) evaluated the impact of Baldrige organizational effectiveness model in preparing an institution for an accreditation visit and study demonstrated a significant influence from the Baldrige model as a result of the accreditation expectations for continuous review of the standards for accreditation. It was found that applying the Baldrige model has a positive impact on the institution’s preparedness for the accreditation visit.

Ashraf and Kadir (2012) reviewed the four main models of organizational effectiveness namely the goal approach model, the system resource approach, the process approach and the strategic constituency approach model and also introduced several models of organizational effectiveness in higher education. It was observed that the Cameron’s (1978) model has a close relationship with three main models, namely goal, system resource, and process and suggested that Cameron’s (1978) model seems the most appropriate for studying organizational effectiveness in higher education.

Amah (2012) in a study on organizational effectiveness examined the effect of corporate culture on organizational effectiveness in the banking industry in Nigeria and found that adaptability positively influences organizational profitability and market
share. Based on the findings it was concluded that corporate culture has significant influence on organizational effectiveness and recommended that in addition to continuous adaptability, organizations should put in place definite plans to minimize cost and waste, as this will promote effectiveness. He suggested that Organizations’ mission should be shared amongst employees to enable them contribute effectively to the achievement of organizational goals and employees should be involved in decision-making process, especially in issues that concern them, as this will make them to be committed to the achievement of such decisions taken.

Sanjo and Adeniyi (2012) examined organizational effectiveness and how it was influenced by employees’ performance, employees’ motivation, organizational environment and threat of competitors in the Nigerian communication sector. The study revealed that organizational effectiveness was positively related to employees’ performance, employees’ motivation, organizational environment and threat of competitors.

Khan, et. al. (2012) in their article connotation of organizational effectiveness and factors affecting it explained the organizational effectiveness term and its approaches namely goal, resource, multiple constituency and social constructionist approach. It was also highlighted that organizational effectiveness highly depends on factors like performance, motivation, organizational environment/culture and managerial expertise.

Ashraf and Khan (2013) examined the association between organization innovation and organizational effectiveness among 164 employees of three cellular companies in Islamabad. The result of the study established that an organization climate appropriate for innovation and innovation for effectiveness of firms. The study also proved that environment innovation propensity, leadership innovation propensity, and personal innovation propensity have significant importance for organizational effectiveness.

Schuler and Jackson (2014) described that how the understanding of the relationship between human resource management (HRM) and organizational effectiveness (OE) has evolved during the past three decades. The findings indicated that the relationship between HRM and OE is very different when comparing the past with the current work on the relationship between HRM and OE. The major reason is that the HRM professional successfully seizes the many opportunities to make significant contributions to organizational effectiveness. In the present time HRM is called upon
to: find solutions that address the sometimes complementary and sometime conflicting concerns of multiple stakeholders; achieve mutual gain when possible; and achieve a fair balance when mutual gains seems out of reach.

Aman and Ahiauzu (2014) examined the relationship between shared value and dimensions of organizational effectiveness namely; profitability, productivity and market shares in Nigerian banking industry. The findings of study revealed that there is significant positive relationship between shared values and dimensions of organizational effectiveness. It revealed that banks with more shared values have more committed employees and are more profitable, productive, and have large share of market.

3.4 ORGANIZATIONAL COMMITMENT AND OCCUPATIONAL STRESS

In this section, studies are discussed which are related to both variables; organizational commitment and occupational stress.

Velinor, et. al. (2008) investigated the relationships among role conflict, role ambiguity, the three dimensions of organizational commitment, and turnover intentions and found that role ambiguity and role conflict were negatively associated with affective and normative commitment. There were also negative relationships between the three components of organizational commitment and turnover intentions.

Khatibi, et. al (2009) in their study named the relationship between job stress and organizational commitment in national Olympic and Paralympic academy examined the relationship between job stress and organizational commitment. The study 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.

Ziauddin, et. al (2010) investigated the impact of job stress on organizational commitment from a sample of 151 public and private sector employees of oil and gas sector in Pakistan. The result revealed that stress is positively related to overall organizational commitment. Additional analysis shows that affective and continuous commitments are positively related to job stress while not found significant link between normative commitment and job stress.
Buraman and Shastri (2013) compared the occupational stress and organizational commitment level of employees of virtual and traditional team. It was found that employees of virtual team faced less level of occupational stress than the employees of traditional team. Further it was found that virtual team employees have high level of organizational commitment than the traditional team employees.

Batool and Ullah (2013) examined the relationship between job stress and organizational commitment in banking sector of Peshawar, Pakistan. The results of study indicated that there are negative relationship between job stress and organizational commitment. Further, it was concluded that job stress and organizational commitment had a negative relationship but no significant relationship were found between job stress and sub variables of organizational commitment that’s are affective, continuance and normative commitment.

Velnampy and Aravinthan (2013) in a study occupational stress and organizational commitment in private banks: a Sri Lankan experience observed occupational stress and organizational commitment in private banks and found that organizational commitment is positively correlated with the components of occupational stress except physical environment. Further it was found that occupational stress is correlated with continuance type of commitment.

Kamasey, et. al. (2014) in a study occupational stress and organizational commitment: does sex and managerial status matter investigated whether sex and managerial status have any effects on occupational stress and organizational commitment in Ghanaian banking sector. It was found that male workers have high level of commitment than female workers but managers did not reveal significantly higher level of organizational commitment than non-managers. Further, in term of occupational stress, males and managers did not differ significantly from their females and non-managers counterparts.

3.5 ORGANIZATIONAL EFFECTIVENESS AND OCCUPATIONAL STRESS

The studies related to both variables namely, organizational effectiveness and occupational stress; of the present study are discussed under this section.
Biswa (1998) conducted a study on life style stressors, organizational commitment, job involvement and perceived organizational effectiveness across job levels to examine the effects of six life style stressors i.e. performance, threat, boredom, frustration, bereavement and physical on organizational commitment, job involvement and perceived organizational effectiveness. It was found that performance, threat, frustration were the predictors of organizational commitment whereas none of the stressors predict job involvement. Perception of organizational effectiveness has a high positive correlation with organizational commitment and job involvement.

Kapoor (2011) in a study on organizational effectiveness examined the relationship of work related stress on organizational effectiveness and found that Role stress affects the organizational effectiveness. Eustress can motivate an employee to work with full potential or distress can de-motivate an employee that is the effect on the organization effectiveness. Role Efficacy improves the organizational effectiveness. It was suggested that teaching stress related skills such as the instant calmness techniques can help employees to reduce job stress and consequently enhance organization effectiveness.

Munir, et. al. (2013) analyzed the impact of organizational stress, knowledge management, and organizational change on organizational effectiveness of administrative staff and faculty members. The study revealed that organizational stress, knowledge management and organizational change have significantly positive relationship with organizational effectiveness but organizational change has poor correlation with organizational stress.

3.6 ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL EFFECTIVENESS

In the last section of the literature review, the studied related to organizational commitment and organizational effectiveness are discussed.

Angle and Perry (1981) attempted to relate organizational effectiveness to organization commitment in organizations offering bus services and found that organizations whose members were strongly committed had both high participation and high effectiveness.

Thibodeaux and Favilla (1996) in their study elaborated the organizational effectiveness and commitment through the strategic management. The findings of the
study highlighted that when entire organization committed to same mission, goals, and objectives then certainly have an effective organization.

Mishra (2005) studied the role of employee commitment in organizational effectiveness. The results suggested that among the quality managers, commitment to the organization was affected by personal interaction; job attributes, and work experience. In addition, committed quality managers attended work much more regularly than did their less committed counterparts.

Shahid and Azhar (2013) found in their study Gaining employee commitment: linking to organizational effectiveness that relationship and trust, value and culture, effective leadership, HR policies and procedures, training and development, pay satisfaction, autonomy and satisfaction with supervision are all positively related to the effective and responsible commitment of employees toward the organization and its success.

**The present study is relation to above literature. Some of the findings that are relevant for present study are being abstracted here:**

1) There are negative relationship between job stress and organizational commitment (Batool and Ullah, 2013).

2) Eustress can motivate an employee to work with full potential or distress can de-motivate an employee that is the effect on the organization effectiveness (Kapoor, 2011).

3) Organizations whose members were strongly committed had both high participation and high effectiveness (Angle and Perry, 1981)

4) Occupational stress is higher among private bank employees as compared to public bank employees (Malik, 2011).

5) The study indicated that there are gender difference in organizational commitment of employees (Aydin, et. al. 2011).