

**RELATIONSHIP BETWEEN JOB STRESS AND ORGANIZATIONAL
COMMITMENT AMONG EMPLOYEES OF ASHAKA CEMENT PLC GOMBE STATE,
NIGERIA**

by

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Abstract

The study aimed at examining the relationship between job stress and organizational commitment among employees of Ashaka Cement Company in Gombe State, Nigeria. The organizational commitment of staff is in three dimensions; they are affective, continuance and normative commitment. The study which used an ex-post facto design had a target population of 640 employees of the company. A sample size of 120 respondents was randomly selected through disproportionate stratified sampling technique. Two research instruments were used to collect data for the study. The instruments were Job Stress Inventory and Job Satisfaction Questionnaire. The data collected was analyzed using Pearson Product Moment Correlation. Among the findings made was that significant relationship exist between job stress and affective commitment of the staff of Ashaka Cement Company while there was no significant relationship in terms of continuance commitment and normative commitment. It was therefore recommended among others that managers in Ashaka Cement Company Plc and other similar organization should know that job stress is hazardous to the well-being of their employees and thus they

should review organizational policies, goals and objectives to meet the needs and aspirations of their employees.

Keywords: Job Stress, organizational commitment, continuance commitment, normative commitment, affective commitment

Introduction

Stress is the reaction of an individual to the life challenges. Job stress is said to be the perception of a discrepancy between environmental demands (stressors) and individual capacities to fulfill these demands (Topper, Vermont, Steensma, Kleiner&Varca, Cited in Ongori&Agolla, 2008). This has been of great concern to the managers, employees and other stakeholders within the organization as Job Stress poses serious problems. Such problems include physical ailments, psychological problems and behavioural changes, which may result to dissatisfaction and lower commitment to the organization among employees, thus causes a great negative impact on the performance and productivity of the organization, and ultimately the national economy.

To Workcover (2000) job stress is a process involving transaction between an individual and his or her work environment. Job stress can be described as a dynamic and reciprocal relationship between the person and the environment that is appraised by the person as being taxing or exceeding his or her resources and endangering his or her well-being. Arokoyo (2012) defined job related stress as the experience of negative emotional states attributed to work-related factors and their outcomes in their various forms can prove quite costly to the individual and the organization.

Organizational commitment is the attitude of an employee towards achieving the aims and objectives of the organization he is working with; and this happens when an employee's

goal are compatible with the goal of the organization, or employee enjoys the reward, recognition and acceptance that he earns within the organization or he feels indebted to the organization thus works tirelessly to achieve the goals of the organization (Armstrong, 2006). Nonetheless, when employees needs are met, they will be motivated and satisfied with the work, thereby, remain loyal to the organization and work harder to achieve the stipulated goals of the organization. Organizational commitment is of three components. They are affective commitment, continuance commitment and normative commitment. According to Shore and Tetrick (1991) affective commitment is the employee's emotional attachment to, identification with and involvement in the organization. Continuance commitment is based on the employee links with learning the organization or on a perceived lack of alternative employment opportunities (Buitendach & De Witt, 2005). This can be seen to be the case when employees go through hard times and unfavourable work environment, and yet cannot change jobs. Uncertainty in the labour market, lack of basic educational requirement among others makes several employees stay on their present jobs. Roussseau (1995) defined normative commitment as employees feeling of obligation to stay with the organization. When an employee feels obligated to stay in an establishment, it could be due to the fact that he has gotten the highest level of promotion among other things.

Manthei and Gilmore (1997) indicated that among teachers, those with lower level of experience reported greater level of job stress than those with higher experience. Sager (1990) also opined that years of experience play a greater role in the ability of an individual employee to handle job related stress. This simply implies that as an employee gets older in a job, he gets to adopt coping skills to handle any form of job related stress.

Kawada and Otsuka (2011) are of the opinion that individuals with higher occupational positions are speculated to have higher ability to handle stress and are less affected by job stress.

Ronald (2002) revealed that women working in lower status job indicated higher level of job stress and more harassment in their work places. He went further to say that our position in social hierarchy has profound consequences for our well-being and longevity.

However, manufacturing industries all over the world are the impetus for national development, especially among the underdeveloped nations. This sector provides employment and income to the employees, improves capacity utilization and increase national gross domestic product (GDP) (Libano, 2014;Kniivia, 2014). The situation of the manufacturing industries in Nigeria is ironic. Instead of generating employment, they hire very few employees, the remuneration is usually not encouraging, and support and employees' involvement in job is lacking. These are challenges to the employees, which in turn exposes them to the job related stress that could have negative effect to their physical, psychological and emotional life. Moreover, Job Stress experienced by employees could affect their job satisfaction because their needs are not met, and this will alter their attachment to the organization they work for.

Ashaka Cement Company is one of the Manufacturing industry in Nigeria, and is not without the problem of job stress, which involve the large volume of work, interpersonal relationship, recognition, level of involvement in the work and support from colleagues and managers that the employees may experience. Lack of organizational commitment especially among the employees in the Nigerian private manufacturing industries is evident, with the fact that some employees leave one job for another in search for compatible and satisfying ones, or sometimes remain in the job with feeling of fulfilling moral obligation. This could be as a result of prevalence of job related stress and sometimes, lack of job satisfaction; which could emanates from various factors some of which are environmental, social, physiological or cognitive in nature (Matthew as cited in Nnuro, 2012). The situation in Ashaka Cement Company is not different. It came to the knowledge of the researcher through interaction with some current

employees in the company and ex-employees that left in search of compatible and satisfying jobs. In this regard, this study was embarked upon to find the relationship between Job Stress and organizational commitment of employees in Ashaka Cement Company Plc, Gombe State.

Objectives of the Study

The objectives of this study are:

1. To assess the relationship between job stress and organizational commitment of employees of Ashaka Cement Company Plc, Gombe State.
1. To assess the relationship between job stress and organizational commitment based on years of experience of employees of Ashaka Cement Company Plc, Gombe State.
3. To assess the relationship between job stress and organizational commitment based on occupational level of employees of Ashaka Cement Company Plc, Gombe State.

Research Questions

The following research questions guided the study:

1. What is the relationship between job stress and organizational commitment of employees of Ashaka Cement Company Plc, Gombe State?
1. What is the relationship between job stress and organizational commitment based on years of experience of employees of Ashaka Cement Company Plc, Gombe State?
2. Is there any relationship between job stress and organizational commitment based on occupational level of employees of Ashaka Cement Company Plc, Gombe State?

Null Hypotheses

1. There is no significant relationship between the job stress and organizational commitment of employees of Ashaka Cement Company Plc, Gombe State.

2. There is no significant relationship between job stress and organizational commitment based on years of experience of employees of Ashaka Cement Company Plc, Gombe State.
3. There is no significant relationship between job stress and organizational commitment based on occupational level of employees of Ashaka Cement Company Plc, Gombe State.

Methodology

The research design used in this study was ex-post facto design. This model was used to analyse the relationship of an existing situation or event within the context of cause-effect relationships of the variables in the study.

Population and Sample

The target population for this study was the entire six hundred and forty (640) permanent employees of Ashaka Cement Company Plc, Gombe State, with varied characteristics of male and female, young and old, different job levels and years of experience. The sample for this study was selected based on strata of the employees (Management and Non-management). Therefore, disproportionate stratified sampling technique was adopted to generate the sample of one hundred and twenty (120) respondents for the study, which was almost 20% of the target population.

Instrumentation

Job Stress Inventory (JSI) was adopted from Arokoyo (2012), and it was used to measure symptoms of Job Stress while Organizational Commitment was measured with Three Component Model (T.C.M) Commitment Survey 1993 revised version. Job Stress Inventory (JSI) is a 5-Likert scale Inventory, designed by Arbor Family Counselling Association (2014). The inventory measures various symptoms of Job related Stress in the first section and sources

of Job Stress in the second section. The inventory contained 65-items: 20 items measure symptoms of Job Stress and 45 items measuring sources of Job Stress. For the purpose of this study, the 20 items that are contained in the first section were used to measure various symptoms of Job Stress that are psychosomatic in nature (guilt, depression, anxiety, low self-esteem, insomnia, ulcers, headaches, eating disorders, and lowered immunity to infection).

The scoring of JSI, is a 5-option Likert scale of: never = 0, occasionally = 1, somewhat often = 2, frequently = 3 and almost always = 4. The sum of individual's scores on each item is calculated to determine the level of individual's Job Stress. When respondent scores 0 - 25 it indicates adequate coping with the stress, 26-40 means suffering from job stress and it will be wise to take preventive measures, 41-55 shows that the respondent requires preventive actions to prevent job burnout, while 56-80 shows job burnout and he must receive job stress management intervention.

Three Component Model Employee Commitment Survey revised version (Mayer, Allen & Smith, 2004) was designed to measure three forms of employee commitment to an organization: desire-based (affective commitment), obligation-based (normative commitment) and cost-based (continuance commitment). It also includes three well-validated scales, the Affective Commitment Scale (ACS), the Normative Commitment Scale (NCS) and the Continuance Commitment Scale (CCS). Each is scored separately and used to identify the "commitment profile" of employees within an organization.

Procedure for Data Collection

The questionnaires were administered directly to the randomly selected respondents for the study. The respondents were assured of confidentiality. The data collected were analysed by using descriptive statistics and Pearson Product Moment Correlation.

Results

Table 1 shows the result for Pearson Product Moment Correlation between Job Stress and Organizational Commitment. The result shows a weak negative relationship between Job Stress (JS) and Organizational Commitment (OC), though this was not statistically significant ($r = -0.118, p = .295$).

Table 1

Result of Correlation between Job Stress and Organizational Commitment of Employees

Variable	Mean	SD	r	p-value
Job Stress	25.46	17.97		
			-0.118	.295
Organizational Commitment	58.36	9.79		

$n = 79$ **. Correlation is significant at the 0.05 level (2 – tailed), $df = 78$

Table 2 shows the result of Pearson Product Moment Correlation between job stress (JS) and the three aspects of organizational commitment: affective commitment (ac), continuance commitment (cc), and normative commitment (nc). The correlation coefficients between job stress and affective commitment and job stress and normative commitment indicated a weak negative correlation with ($r = -.342$ and $p = .002$) and ($r = -.085$ and $p = .452$) respectively at .01 significant levels. While Job Stress and Continuance Commitment shows weakly positive correlation with ($r = .212$ and $p = .057$) at .05 significant level. The result for the test of significance shows statistically significant relation between Job Stress (JS) and Affective Commitment (AC) at .05 significant level.

However, no statistically significant relationship was observed between job stress (JS) and continuance commitment (CC) and job stress (JS) and normative commitment (NC). This implies that, the null hypothesis which stated that there is no significant relationship between

job stress and organizational commitment of employees at Ashaka Cement Company Gombe State was rejected in the case of relationship between job stress (JS) and affective commitment (AC). But the hypothesis was retained in the case of relationship between job stress (JS) and continuance commitment (CC) and job stress (JS) and normative commitment (NC).

Table 2

Result of Correlation between Job Stress (JS) and Affective Commitment (AC),
Continuance Commitment (CC) and Normative Commitment (NC)

Variable	Mean	SD	r	p-value
Job Stress	25.46	17.97		
			-.342**	.002
Affective Commitment	19.84	5.24		
Job Stress	25.46	17.97	.212	.057
Continuance Commitment	18.11	4.67		
Job Stress	25.46	17.97	-.085	.452
Normative Commitment	20.41	4.18		

n = 81 **. Correlation is significant at the 0.05 level (2 – tailed), df = 78

Table 3 presents the results for Pearson Product Moment Correlation between Job Stress and aspects of organizational commitment (Affective Commitment, Continuance Commitment and Normative Commitment) based on years of experience of employees at Ashaka Cement Company Plc, Gombe State. The results presented a moderately strong negative relationship between job stress and affective commitment with $r = -.641$ and $p = .017$

at $p < .05$, while the relationship between job stress and continuance commitment indicates a weakly positive correlation with $r = .261$ and $p = .137$ at $p < .05$; the correlation between job stress and normative commitment was weakly negative with $r = -.186$ and $p = .452$ at $p < .05$ level of significance

Table 3

Result of Correlation between Job Stress (JS) and Affective Commitment (AC),

Commitment (CC) and Normative (NC) Based on years of experience

Variable		Mean	SD	r	p-value
Years of Experience of Employees	Job Stress	19.59	14.78		
	Affective Commitment	19.74	5.310	-.641**	.017
	Job Stress	19.59	14.18	.261	.137
	Continuance Commitment	17.38	4.36		
	Job Stress	25.46	17.87	-.186	.452
	Normative Commitment	19.56	4.11		

$n = 81$ **. Correlation is significant at the 0.05 level (2 – tailed). $df = 80$

This implies that the null hypothesis, which stated that, there is no significant relationship between job stress and organizational commitment was rejected in the case of relationship between job stress and affective commitment, but retained in the case of relationships between job stress and normative commitment according to years of experience of employees.

Table 4 presents the results of Pearson Product Moment Correlation between job stress and aspect of organizational commitment based on management level. the result shows a moderately strong negative relationship between job stress and affective commitment with $r = -$

.499 df = 32 and p = .007 at p < .01 significant level. However, the result where weakly positive in the case of relationship between job stress and continuance commitment and Job Stress and normative commitment with r = .110, df = 32 and p = .579 and r = .143, df = 32 and p = .467 respectively, at p < .05 significant levels.

Table 4

Result of Correlation between Job Stress (JS) and Affective Commitment (AC), Continuance Commitment (CC) and Normative Commitment (NC) Based on Management level.

Variable	Mean	SD	r	p-value
Management Level				
Job Stress	24.93	16.17		
Affective Commitment	21.50	4.70		
Job Stress	24.93	16.17	.110	.579
Continuance Commitment	16.86	4.90		
Job Stress	24.93	16.17	.143	.467
Normative Commitment	20.61.	3.42		

n = 33 **. Correlation is significant at the .05 level (2 – tailed) df = 32

This implied that the null hypothesis, which stated that there is no significant relationship between job stress and organizational commitment was rejected in the case of relationship between job stress and affective commitment, based on management level. But, it was retained in the case of relationship between job stress and continuance commitment and job stress and normative commitment based on management level.

Table 5 shows the results of correlation between job stress and aspect of organizational commitment based on non-management level. The results presented weakly negative

relationships between job stress and affective commitment and job stress and normative commitment with $r = -.287$ and $p = .037$ and $r = .160$ and $p = .253$ at $p < .05$ level of significance. However, the relationship between job stress and continuance commitment was weakly positive with $r = .265$ and $p = .056$ at $p < .05$ level of significance. Therefore, the null hypothesis that stated, there is no

Table 5

Results of Pearson Product Moment Correlation Job Stress (JS) and Affective Commitment (AC), Continuance Commitment (CC) and Normative Commitment (NC) based on Non-Management level.

Variable	Mean	SD	r-value	p-value
Job Stress	25.74	21.98		
Affective Commitment	18.96	5.50	-.287*	.037
Job Stress	25.74	18.99		
Continuance Commitment	18.77	4.44	.265	.056
Job Stress	26.86	18.99	-.160	.253
Normative Commitment	20.30	4.56		

n = 53 **. Correlation is significant at the .05 level (2 – tailed) df = 52

significant relationship job stress and organizational commitment was rejected in case of relationship between job stress and affective commitment, however, the hypothesis was retained in the case of relationship between job stress and continuance commitment and job stress and normative commitment based on non- management level.

Discussion of the Findings

Based on the results obtained from the study, no significant relationship was found between job stress and organizational commitment. In order to further establish that there was no significant relationship, the components of organization commitment was further correlated with job stress. It was discovered however that there was significant relationship between job stress and affective commitment and no significant relationship between job stress and continuance commitment and normative commitment. This result was in agreement with the study of Butt (2009) and Kamel (2011) who found inverse relationship between the variables. However, it was contrary to the findings of Saurabh and Mishra (2008), who found direct proportional relationship between job stress and organizational commitment. By implication, as the level of job stress increases, the desire of the employees to remain committed to the organization decline. Therefore, it is assumed that employees at Ashaka Cement Company are faced with various stressors such as unconvinced organizational policies, poor remuneration, allowances and bonuses and higher work load, which might be the factors that hampered their commitment.

In term of years of service, there was no significant relationship between job stress and affective commitment but there was significant relationship between job stress and normative commitment. This finding concurred with Laughlin (1984), Manthei and Gilmore (1997). Sager (1990) found that years of experience play a greater role in the ability of an individual employee to handle job related stress. However, contradicts with Azhar (2013) who found no significant relationship between job stress based on experience and organizational commitment. This corroborates with the theories reviewed in this study: person-environment fit and transactional analysis theories, which indicated relationship between job stress and organizational commitment. therefore, it is assumed that job stress which comes from the organizational

policies, aim and objectives affects the beginners and the more years of experience employees put on the job, the more they becomes compatible with the organization which also influences their loyalty.

The hypothesis which stated that there was no significant relationship between job stress and organizational commitment based on occupational levels of the employees in Ashaka cement company Gombe State was rejected in the case of relationship between job stress and affective commitment based on both the management and non-management employees; and retained in the relationship between job stress and continuance commitment and job stress and normative commitment of managers and non-manager in the organization. This indicates that the job stress come from organizational policies, and therefore influences the desire of the employees to remain on the job, but it has no connection with socio-economic interest and moral behaviour of the employees of AshakaCement Company, Gombe State. This agrees with the findings of Ronald (2002) and Kawada andOtsuka (2011) who found relationship between Job Stress based on employee's job level. Nonetheless, it is assumed that the organizational policies, aim and objectives are not favourable to the employees.

Conclusion

From the findings of this study, it can be concluded that there is significant relationship between job stress and affective commitment but no significant relationship between job stress and normative commitment, and job stress and continuance commitment. With regards to years of experience, it was discovered that there was significant relationship between job stress and normative commitment. The occupational levels of the staff of Ashaka Cement Company (Managerial or Non Managerial) had no significant relationship in terms of affective commitment but had significant relationship in terms of continuance and normative commitment of managers and non-managers of the company.

Recommendations

1. Managers in Ashaka Cement Company plc Gombe and similar organizations should know that Job Stress is hazardous to the well-being of the employees, thus, negatively affect their Organizational Commitments. Therefore, managing stress through reviewing organizational policies, goal and objectives to meet the needs and aspiration of their employees.
1. Managers should know that job level has relationship with commitment, therefore, they should consider promoting employees especially those due to move from non-management positions to management positions. This will encourage them to make up their minds to remain on the job.
2. Counsellors should be employed in organizations so that stress related issues can be addressed early and employees can have less stress in their work places.

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