

A Study on Organizational Commitment, Job Satisfaction, Stress and Self-Efficacy of Anganwadi Workers

Aliviya Ghosh*, Palas R. Sengupta**

ABSTRACT

The study was conducted to determine how several factors affect the organizational commitment of the Anganwadi workers. To test the hypothesis, multiple regression analysis was run using SPSS. The hypothesis tests if stress, job satisfaction and self-efficacy has a significant impact on the organizational commitment. The dependent variable Organizational Commitment (OC) was regressed on Stress Level (SL), Job Satisfaction (JS) and Self Efficacy (SE). SL significantly predicted OC, $F(3,134) = 30.561, p < .001$, which indicates that the SL can play a significant role in the levels of OC ($b = 0.323, p < .001$). These results clearly show a direct the positive affect of the SL on OC. JS and SE has a positive impact on the OC ($b = 0.161, p < 0.001$) and ($b = 0.358, p < 0.001$). Moreover, the $R^2 = 0.406$ depicts that the model explains 40.6% of the variance in OC can be accounted to the three predictors. The study enables the decision makers to have an insight into the factors affecting the organizational commitment of the Anganwadi workers.

Keywords: Organizational Commitment, Job Satisfaction, Stress Level, Self-Efficacy

INTRODUCTION

Several aspects influence the well-being of workers and impact their performance, their degree of commitment to the company, and their intention to leave the company (Suárez et al., 2021) a loyal, committed and motivated employee is an asset for the organization. Organizational commitment refers to the dedication and engagement level of an employee

* Research Scholar, Department of Commerce, University of North Bengal, West Bengal, India. Email: rs_aliviya@nbu.ac.in

** Professor, Department of Commerce, University of North Bengal, West Bengal, India.

towards his/her assigned job as well as towards the organization. Organizational commitment is the psychological attachment that persons have towards their companies and is characterized by influencing the decision to stay in or leave the company (Serhan et al., 2022). It plays a crucial role in determining the intension of the employees to stay in the organization and passionately work towards the achievement of the organizational goals. The first three-component model of organizational commitment model was proposed by Allen and Meyer in 1991 where they identified three stages namely affective commitment, continuance commitment and normative commitment. Affective Commitment refers to the sense of belongingness and attachment to the organization. In this case the employees proactively participate in the activities of the organization and remain dedicated to it because 'they want to.' Continuance Commitment refers such a commitment is need based i.e, in such a case the employees remain committed because of lack of alternatives, good pay, social circle and various other reasons. Such a commitment stems from a sense of fear of loss, in case they leave the organization. Here the employees are committed because 'they need to'. Normative Commitment stems from a sense of obligation towards the organization. The employees feel a moral duty or an indebted obligation towards the organization. Here the employees are committed because 'they should'. It plays a vital role in the retention of employees, increases productivity, lower absenteeism, lesser turnover, helps in the attainment of organizational goal. The human resource of an organization constitutes the backbone of the organization; hence an understanding of how stress affects their commitment levels as well as empirical evidence on individual differences in the experience of stress is a clarion call on researchers (Eddy, 1984). Stress has the propensity to disrupt the behaviour of employees in an organization (Nwadiani, 2006). Stress at work is a well-known factor for low motivation and morale, decrease in performance, high turnover and sick-leave, accidents, low job satisfaction, low quality products and services, poor internal communication and conflicts etc. (McHugh, 1993; Murphy, 1995; Schabracq & Cooper, 2000).

Locke (1969) defined "job satisfaction as a positive emotional feeling, a result of one's evaluation towards his or her job experience by comparing between what he or she expects from his or her job and what he or she actually gets from it". Past research has found a positive correlation between job satisfaction and organizational commitment (Mathieu & Zajac, 1990). Williams and Hazer (1986) found a direct link between job satisfaction and organizational commitment, whereby job satisfaction is an antecedent of organizational commitment (Suma & Lesha, 2013). The

long-term success of any organisation depends on the retention of key employees (Suárez et al., 2021). The ICDS programme is managed by the Ministry of Women and Child Development where Anganwadi Workers (AWWs) are the women chosen from the local community, whose work includes providing daycare support for preschool children at the center, as well as basic medicines, oral rehydration salts, and contraceptives to adults in the community (Azhagu et al., 2022). During the COVID induced lockdown, when there was fear and uncertainty all around the world, healthcare professionals along with other COVID warriors were on duty. Many of them even served their duties and eventually lost their lives. Anganwadi workers were among the COVID warriors who were entrusted with the task of supplying ration and essentials to the beneficiaries of the ICDS scheme, namely the children, pregnant and the nursing mothers. The present study is an attempt to understand the factors affecting the Organizational Commitment of the Anganwadi workers working under the Matigara, Naxalbari Project in the Darjeeling district of West Bengal.

LITERATURE REVIEW

Occupational Stress

Stress is derived from a Latin word meaning 'stringere' which means 'to tighten' (Arnold, 2005). In an organizational setup the stress level has been recognized as the job stress or work stress. Stress occurs when the demand exceeds the strength, capacity, capabilities or resources or abilities of an individual to perform the act. Factors that create a potential for stress are called stressors. Such stressors negatively affect the individual's performance which affect their overall wellbeing. Organizational stress is defined as 'a psychological and physical strain', 'a mismatch between work demands and resources' leads to 'reduced quality, productivity, health as well as well-being and morale' (Coleman, 1976) productivity, effectiveness personal health and quality of work (Comish & Swindle, 1994). It is further defined as 'the inability to cope with the pressure in a job.' (Rees, 1997); 'a poor fit between the individuals' abilities and the work environment (Jamal & Baba, 2000). Various factors such as physical working condition, workload (including work overload and work underload, working long hours), shift work/night work, risk and danger, new technology and travel which may be intrinsic to the job (Rout & Rout, 2002).

Job Satisfaction

Job satisfaction is defined as a 'combination of psychological,

physiological and environmental circumstances that makes a person say 'I am satisfied with this job.' (Hoppock, 1935). Other definitions include 'degree of fit between organizational demands and individual's need' (Mumford, 1974); 'person's affective attitude or orientation towards a job' (Hackman, 1977). According to Lease (1998) employees with higher job satisfaction 'tend to be less absent', 'display higher organizational commitment', 'likely to be satisfied with their work.' Armstrong (2000) stated 'positive and favourable attitude towards a job indicates job satisfaction and negative and unfavourable attitude towards a job indicates job dissatisfaction'. Job satisfaction has garnered the attention of various research owing to the consequences of job dissatisfaction of employees it results in lower productivity of workers (Robbins, 2001), absenteeism, lower organizational commitment (Byars & Rue, 1997), turnover intention, voluntary retirement. "Overall job satisfaction refers to good feelings about a job, resulting from an evaluation of its characteristics that include the nature of work, administration style, relationships with co-workers, remuneration, working conditions, and job security" (Torlak et al., 2021).

Self-Efficacy

Albert Bandura defined self-efficacy as a person's belief in his or her capability to successfully perform a particular task. Self-efficacy refers to an individual's belief in his or her capacity to execute behaviours necessary to produce specific performance attainments (Bandura, 1977, 1986, 1997). According to psychologist Albert Bandura, self-efficacy is the product of past experience, observation, persuasion, and emotion. Bandura's (1977) theory of self-efficacy has been the most extensively used theory for investigating self-confidence in sport and motor performance (Heazlewood & Burke, 2011). Self-efficacy arises from gradual acquisition of complex cognitive, social linguistic and/or physical skill through experience (Bandura, 1982) 'A person's self-efficacy is a strong determinant of their effort, persistence, strategizing, as well as their subsequent training and job performance.' Psychologist Albert Bandura has defined self-efficacy as people's beliefs in their capabilities to exercise control over their own functioning and over events that affect their lives. One's sense of self-efficacy can provide the foundation for motivation, well-being, and personal accomplishment. 'A high degree of self-efficacy leads people to work hard and persist in the face of setbacks' (Peter & Ute-Christine, 2006). Bandura (1995) describes self-efficacy as the belief in one's capabilities to perform work in ambiguous or difficult situations. Individuals with high self-efficacy believe that they can perform a particular task well. On the contrary, individuals with low self-efficacy question their ability to perform a particular task (Griffin & Moorhead, 2014).

Organizational Commitment

According to Allen and Meyer (1990), organisational commitment is associated with the ‘attitude/individual’s mindset about the organisation’. ‘Role ambiguity and role conflict are negatively related to organizational commitment’ (Mathieu & Zajac, 1990). “Supervisory relationship has affected the organizational commitment either positively or negatively” (Randall, 1990). Alternate job opportunities have an impact on the organizational commitment, certain socio demographic factors have an impact on the organizational commitment. Coyle et al. (2006) identified ‘the constructs of organisational commitment as a composite of three main construct namely, affective, continuous, and normative commitment. Organizational commitment has been conceptualized in a variety of ways, and its relationship to other behavioural variables has been examined (Hameli & Ordun, 2022). There are numerous factors that affects the organizational commitment of the employees. Employees who serve the organization for long time has greater commitment in comparison to the those who served for shorter period (Gandhi & Hyde, 2013). Older people are more committed as compared to their younger counterparts (Allen & Meyer, 1993; Gandhi & Hyde, 2013). According to Kabar (2017), the concept of work commitment suggests that individuals feel vigorous while doing their work, dedicate themselves to their jobs or get satisfaction from their jobs, and concentrate on their work. “Organizational commitment refers to whether an employee wishes to continue working for an organization or leave it” (Jigjiddorj et al., 2021). An employees’ commitment towards the organization leads to several favourable outcomes for both individuals and organization (Jnaneswar et al., 2022).

RESEARCH GAP

Scholars have undertaken a plethora of research on the commitment level of employees employed in various sectors but perhaps no study was done to assess the commitment level of the Anganwadi workers. Moreover, some studies attempted to find association among various variables but no empirical study was conducted to study the impact of self-efficacy, stress level and job satisfaction on organisational commitment to investigate the relationship altogether. Hence, the present attempt was made to fill this gap.

HYPOTHESIS DEVELOPMENT

Based on the past literatures, the study aims to investigate the effect of stress level, job satisfaction and self-efficacy on organizational commitment and the following hypothesis was proposed.

- H1: There is a significantly positive relationship between stress level and self-efficacy on the organizational commitment.
- H2: There is a significantly positive relationship between job satisfaction and organizational commitment.
- H3: There is a significantly positive relationship between self-efficacy and organizational commitment.

RESEARCH METHODOLOGY

Participants

The respondents of the study included Anganwadi workers working in Matigara and Naxalbari ICDS projects placed across the Darjeeling district of West Bengal.

Collection of Data

The study is based on primary data. The data was collected using Google Forms using snowball technique. A structured questionnaire was developed and distributed to the Anganwadi workers working in various ICDS projects in west Bengal.

Measurement and Development of Questionnaire

The questionnaire consisted of two sections namely - Demographic Questions and questions relating to the research variables namely: Occupational Stress was measured with the help of three items adapted from the scale developed by Srivastava and Singh (1981). Four items were adapted from the scale proposed by Hackman and Oldham (1975) was used to assess Job satisfaction, Self-efficacy and Organizational Commitment were measured using three items adapted from Allen and Meyer (1990) respectively.

Sampling

Snowball sampling technique was used to collect data from the respondents. A total of 143 completed and valid questionnaire was used for statistical analysis.

Locale of the Study

The study was conducted in the Darjeeling district of West Bengal wherein the respondents were chosen from two projects namely, Anganwadi workers working under the Matigara, Naxalbari Project.

DATA ANALYSIS

Reliability Analysis

Reliability analysis is used to measure the internal consistency of the constructs adopted in the study. A construct is reliable if the Alpha (α) value is greater than 0.70 (Hair et al., 2013). The construct reliability was established using the Cronbach's Alpha. The results revealed that Stress Level scale with three item ($\alpha=0.807$), Job Satisfaction scale with four items ($\alpha=0.882$) and the Self-Efficacy scale with three items ($\alpha=0.854$) were found reliable. Similarly, Organizational Commitment with three items were also found reliable ($\alpha=0.891$). Reliability results are summarized in the table below:

Table 1: Reliability Statistics

Constructs	No. of Items	Alpha (α)
Stress Level	3	0.807
Job Satisfaction	4	0.882
Self-Efficacy	3	0.854
Organizational Commitment	3	0.891

Testing of Normality

The first assumption of regression requires that the data should be normally distributed. Descriptive statistics such as mean, standard deviation, skewness and kurtosis was used to test the normality of the dependent variable – organizational commitment. Violation of this assumption leads to misleading and unreliable results and inferences. The Normal distribution requires that the mean of the data should be zero (0) and the standard deviation should be one (1).

Table 2: Testing of Normality

Items	N	Min.	Max	Mean	Overall Mean	Std. Deviation	Overall Standard Deviation	Skewness	Overall Skewness	Kurtosis	Overall Kurtosis
OC1	143	1	5	3.59	3.5595	1.247	1.217	-0.766	-0.75975	-0.41	-2.043
OC2		1	5	3.69		1.258		-0.694		-0.638	
OC3		1	5	3.4		1.234		-0.618		-0.555	
OC		1	5	3.5589		1.12878		-0.961		-0.44	
Valid N (listwise)											

Testing of Multicollinearity

The regression analysis is based on another important assumption namely the multicollinearity of the independent variable. Violation of the assumption can lead to issues of overfitting. If the independent variables are highly correlated in a model. Multicollinearity can be detected by computing the tolerance and Variance Inflation factor (VIF). A tolerance value lesser than 0.10 and/or VIF value lesser than 5 and greater than 10 leads to a problem of multicollinearity (O' Brien, 2007). The table below shows the calculated vales are within the acceptable ranges.

Table 3: Multicollinearity

Variables	Collinearity Statistics	
	Tolerance	VIF
Stress	0.709	1.411
Job Satisfaction	0.757	1.321
Self-Efficacy	0.712	1.404

a. Dependent Variable: OC.

Testing of Auto-Correlation

Another assumption of regression is that the residuals of consecutive observations are uncorrelated. Violation of this assumption leads to the problem of autocorrelation (i.e., the error terms should be uncorrelated). The auto correlation was assessed using Durbin-Watson test, obtained from the analysis is 1.905 against the expected value of 2. Value less than 2 indicates positive auto-correlation and values greater than 2 indicates negative correlation.

Regression Analysis

The dependent variable (organizational commitment) was regressed on predicting variables of stress level, job satisfaction and self-efficacy. The independent variables significantly predict life satisfaction $F(3,134) = 30.561, p < .001$, which indicates that the model explains 40.6% of the variance in organisational commitment. Additionally, coefficients were further assessed to ascertain the influence of each factor on the criterion variable (organisational commitment). H1 evaluated whether stress level significantly and positively affects organisational commitment. The results revealed that stress level has a significantly positive impact on organisational commitment ($B=0.323, t=4.126, p=.000$). Hence,

H1 was supported. H2 evaluates whether job satisfaction significantly and positively impact organisational commitment. The results shows that job satisfaction significantly and positively impacts organisational commitment (B=161, t=2.162, p=.032). Consequently, H2 was supported. H3 evaluates whether stress level has a positive and significant impact on organisational commitment. The results shows that stress level has a significant and positive impact on organisational commitment (B=.358, t=4.416, p=.000). Hence, H3 was supported. The results are presented in table below.

Table 4: Multiple Regression Analysis Outcomes

Hypothesis	Regression Weight	Beta Coefficient	T-Value	P-Value	Results
H1	SL→OC	0.323	4.126	0.038*	Supported
H2	JS→OC	0.161	2.162	0.000*	Supported
H3	SE→OC	0.358	4.416	0.032*	Supported
R	0.406				
F (3,134)	30.561				

Note: *p<0.05. SL: Stress Level, SE: Self Efficacy, JS: Job Satisfaction, OC: Organizational Commitment.

The above figures can be incorporated into a regression equation and the organizational commitment can be predicted as: $OC = 0.631 + 0.323(SL) + 0.060(JS) + 0.358(SE)$

Or, functionally it can be written as: $OC = f(SL, JS, SE)$

Where, OC= Organizational Commitment

SL= Stress Level

JS= Job Satisfaction

SE= Self-Efficacy

DISCUSSIONS

The study sought to identify the relationship among Stress Level, Job Satisfaction, Self-Efficacy on the Organizational Commitment. As hypothesized, the results showed a significant and positive impact of stress level on organizational commitment. Again, a positive and significant relationship between job satisfaction and organizational commitment was seen. The study also confirmed a significant and positive relation between

self-efficacy and organizational commitment. Self-efficacy ($\beta=0.358$) was found to be the most significant factor in the organizational commitment followed by stress level ($\beta=0.323$) and job satisfaction ($\beta=0.161$). The results of the regression analysis can be interpreted as, self-efficacy accounted for 35.80% of variance while stress level accounted for 32.20% variance and job satisfaction accounted for 16.10% variance in the level of organisational commitment of Anganwadi workers. The research findings are in line with past studies ‘stress is negatively associated with both job satisfaction and organizational commitment but there is a positive association between job satisfaction and organizational commitment’ (Usman et al., 2011; Hashemi et al., 2015). Consistent with previous studies, it was found that self-efficacy has a direct and positive impact on organizational commitment (Liu & Huang 2019; Hameli & Ordun, 2022).

In a nutshell, Organizational Commitment is impacted by various factors such as Stress Level, Job Satisfaction and Self-Efficacy. The statistical tests undertaken shows Stress Level as the most important factor in determining the organizational commitment, followed by Self-Efficacy and Stress Level. Organizational commitment of an employee is the key factor in employee and employer relationship. The study found significant and positive relation among the Stress Level, Job Satisfaction, Self-Efficacy and Organizational Commitment. Thus, the organizational commitment of the employees can be affected if stress level is higher.

MANAGERIAL IMPLICATIONS

Human resource management is a primary concern for any organization. The recruitment, selection, training and retention of valuable employees is a challenging task. Anganwadi workers are the key drivers in promoting and improving the state of health and educational status of rural India. They are a team of efficient workforce who has the potential to transform the society by implementing the ICDS schemes. They are the warriors who fights crucial societal problems such as malnutrition, post-partum care of mothers along with the new-borns, imparting education about correct nutrition, imparting preliminary education to the children, creating awareness about family planning, child care, nutrition, etc. They are also responsible to take care of the nutrition of adolescent girls so that they can become healthy mothers and give birth to healthier children. An enquiry into their job scenarios is essential so that their problems can be taken care of and to maintain their motivational and efficiency levels. Factors such as stress level, self-efficacy and job satisfaction was found to play a positive and significant role in the level of their commitment

towards the organisation. The present study will enable the policy makers to understand the factors that affecting the commitment level of these workers. The suggestions and recommendation could be used to enhance the motivational and commitment levels.

CONCLUSION

The present study confirms the positive and significant relationship among Stress Level, Job Satisfaction and Self-Efficacy to organisational commitment. The research contributes to the body of knowledge by interlinking the relationship among the aforementioned variables. The results show that Anganwadi workers' commitment level is mostly affected by stress followed by self-efficacy. Thus, to improve their commitment level stress should be reduced by adopting various measures. The stress level can be managed from both the employees and the organizations' ends. Stress can lead to physiological, psychological, behavioural consequences. Various Stress management strategies can be adopted at an individual level such as physical exercise, social support, yoga and meditation, pursuing hobbies. At organizational level stress management programs can be undertaken to manage workplace stress. To improve the self-efficacy of the workers, training can be imparted to boost their confidence level.

SCOPE FOR FURTHER RESEARCH

Data was collected using snowball sampling technique and a response of 143 Anganwadi workers could be obtained within the study period. The research considered only three factors to study the organizational commitment. Some other factors that may affect the dependent variable (organizational commitment) may have been ignored. Further studies can investigate and examine other factors that might potentially affect the organizational commitment of the employees. Due to time and resources constraints, the research was confined to a very small geographical area of West Bengal. Hence, future studies with more factors can be conducted in various parts of the country. Comparative studies can also be made across various ICDS projects of various districts and states.

ACKNOWLEDGEMENT

AG wishes to thank University Grants Commission for the Senior Research fellowship.

REFERENCES

- Amoah, C., Jehu-Appiah, J., & Boateng, E. A. (2022). Ethical leadership, job satisfaction, and organisational commitment among health workers in Ghana: Evidence from central region hospitals. *Journal of Human Resource and Sustainability Studies*, *10*(1), 123-141.
- Armstrong, G. S., Atkin-Plunk, C. A., & Wells, J. (2015). The relationship between work–family conflict, correctional officer job stress, and job satisfaction. *Criminal Justice and Behaviour*, *42*(10), 1066-1082.
- Ayar, D., Karaman, M. A., & Karaman, R. (2022). Work-Life balance and mental health needs of health professionals during COVID-19 pandemic in Turkey. *International Journal of Mental Health and Addiction*, *20*(1), 639-655.
- Azhagu Meena, S. P., Vaghela, P., & Pal, J. (2022, November). Counting to be counted: Anganwadi workers and digital infrastructures of ambivalent care. *Proc. ACM Hum.-Comput. Interaction*, *6*, CSCW2, Article 286 (November 2022), pages 36. doi:<https://doi.org/10.1145/3555177>
- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, *84*(2), 191.
- Bandura, A. (Ed.). (1995). *Self-efficacy in changing societies*. Cambridge University Press. doi:<https://doi.org/10.1017/CBO9780511527692>
- Byars, L. L., & Rue, L. W. (1997). *Human resource management*. Irwin (Chicago).
- Comish, R., & Swindle, B. (1994). Managing stress in the workplace. *Nat. Public Account.*, *399*, 24-28.
- Coyle-Shapiro, J. A., & Morrow, P. C. (2006). Organizational and client commitment among contracted employees. *Journal of Vocational Behavior*, *68*(3), 416-431.
- Gandhi, I., & Hyde, A. (2013). Organizational commitment in nationalized banks. *Pacific Business Review International*, *6*(5), 58-68.
- Gist, M. E. (1987). Self-efficacy: Implications for organizational behavior and human resource management. *Academy of Management Review*, *12*(3), 472-485.
- Griffin, R. W., & Moorhead, G. (2014). *Managing people in organization*. South-Western: USA.
- Hameli, K., & Ordun, G. (2022). The mediating role of self-efficacy in the relationship between emotional intelligence and organizational commitment. *European Journal of Management Studies*, *27*(1), 75-97. doi:[10.1108/ejms-05-2021-0033](https://doi.org/10.1108/ejms-05-2021-0033)

- Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60(2), 159.
- Hameli, K., & Ordun, G. (2022). The mediating role of self-efficacy in the relationship between emotional intelligence and organizational commitment. *European Journal of Management Studies*, (ahead-of-print).
- Hashemi, S. M., Jusoh, J., Kiumarsi, S., & Hashemi, F. (2015). Determinant of employees job satisfaction and the role of male and female differences: An empirical study at hotel industry in Iran. *JOHAR*, 10(1).
- Heazlewood, I., & Burke, S. (2011). Self-efficacy and its relationship to selected sport psychological constructs in the prediction of performance in ironman triathlon.
- Heslin, P. A., & Klehe, U. C. (2006). Self-efficacy. *Encyclopedia of Industrial/Organizational Psychology*, SG Rogelberg, ed. 2, 705-708.
- Hoppock, R. (1935). Job satisfaction.
- Jamal, M., & Baba, V. V. (2000). Job stress and burnout among Canadian managers and nurses: An empirical examination. *Canadian Journal of Public Health*, 91(6), 454-458.
- Jigjiddorj, S., Zanabazar, A., Jambal, T., & Semjid, B. (2021). Relationship between organizational culture, employee satisfaction and organizational commitment. In *SHS Web of Conferences* (vol. 90, p. 02004). EDP Sciences.
- Janeswar, K., Rahul, A., & Oscar, A. (2022, November 16). Relationship between organisational commitment, work conflict and innovate behaviour: Empirical evidence from banking. *OPUS:HR Journal*, 13(1), 76-99. Retrieved from <http://www.publishingindia.com/OPUS/53/31986/2022/>
- Kabar, M. (2017). *The relationship between high school teachers' job commitment levels and emotional intelligence levels* (Unpublished Master's Thesis), Istanbul Sabahattin Zaim University, Institute of Health Sciences, Istanbul.
- Lease, S. H. (1998). Annual review, 1993–1997: Work attitudes and outcomes. *Journal of Vocational Behaviour*, 53(2), 154-183.
- Locke, E. A. (1969). What is job satisfaction? *Organizational Behavior and Human Performance*, 4(4), 309-336.
- Manzoor, M. U., Usman, M., & Naseem, M. A. (2011). A study of job stress and job satisfaction among universities faculty in Lahore, Pakistan. *Global Journal of Management and Business Research*, 11(9).

- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171.
- McHugh, M. (1993). Stress at work: Do managers really count the costs?. *Employee Relations*.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538.
- Murphy, L. R. (1995). Managing job stress: An employee assistance/human resource management partnership. *Personnel Review*.
- Nwadiani, M. (2006). Level of perceived stress among lectures in Nigerian universities. *Journal of Instructional Psychology*. URL (last check 2 June 2008). Retrieved from <http://www.thefreelibrary.com/>
- O'brien, R. M. (2007). A caution regarding rules of thumb for variance inflation factors. *Quality & Quantity*, 41(5), 673-690.
- Randall, D. M. (1990). The consequences of organizational commitment: Methodological investigation. *Journal of Organizational Behavior*, 11(5), 361-378.
- Rees, W. D. (1997). Managerial stress-dealing with the causes, not the symptoms. *Industrial and Commercial training*.
- Robbins, S. P. (2001). *Organizational behavior*. New Delhi: Prentice – Hall.
- Schabracq, M. J., & Cooper, C. L. (2000). The changing nature of work and stress. *Journal of Managerial Psychology*.
- Serhan, C., Nehmeh, N., & Sioufi, I. (2022). Assessing the effect of organisational commitment on turnover intentions amongst Islamic bank employees. *ISRA International Journal of Islamic Finance*.
- Suárez-Albanchez, J., Blazquez-Resino, J. J., Gutierrez-Broncano, S., & Jimenez-Estevéz, P. (2021). Occupational health and safety, organisational commitment, and turnover intention in the Spanish IT consultancy sector. *International Journal of Environmental Research and Public Health*, 18(11), 5658. doi:10.3390/ijerph18115658
- Suma, S., & Lesha, J. (2013). Job satisfaction and organizational commitment: The case of Shkodra municipality. *European Scientific Journal*, 9 (17), 41-51.
- Srivastava, A. K., & Singh, A. P. (1981). Construction and standardization of an occupational stress index: A pilot study. *Indian Journal of Clinical Psychology*.

- Srivastava, A. K., & Singh, A. P. (1984). Occupational stress index. *Indian Journal of Clinical Psychology*.
- Torlak, N. G., Kuzey, C., Sait Dinç, M., & Budur, T. (2021). Links connecting nurses' planned behavior, burnout, job satisfaction, and organizational citizenship behavior. *Journal of Workplace Behavioral Health*, 36(1), 77-103.
- Williams, L. J., & Hazer, J. T. (1986) Antecedents and Consequences of satisfaction and commitment in turnover models: A reanalysis using latent variable structural equation methods. *Journal of Applied Psychology*, 71, 219-231. doi:<http://dx.doi.org/10.1037/0021-9010.71.2.219>