



## UNRAVELING THE NEXUS OF STRESS, SOCIAL SUPPORT, AND ORGANIZATIONAL COMMITMENT MECHANISMS: REVIEW PERSPECTIVE

### **Dr. Mona Sinha**

Professor & HoD, Bharati Vidyapeeth (Deemed to be University), Department of  
Management Studies (Off Campus), Navi-Mumbai.

Email: [mona.sinhal@bharatividyaapeeth.edu](mailto:mona.sinhal@bharatividyaapeeth.edu)

### **Dr. Anjali Kalse**

Professor & Director, Bharati Vidyapeeth's Institute of Management Studies & Research,  
Navi Mumbai, Maharashtra, India.

Email: [dranjalikalse@yahoo.com](mailto:dranjalikalse@yahoo.com)

### **Dr. Saloni Desai**

Associate Professor, Bharati Vidyapeeth's Institute of Management Studies & Research,  
Navi-Mumbai.

Email: [salonidesai07@gmail.com](mailto:salonidesai07@gmail.com), [saloni.desai@bharatividyaapeeth.edu](mailto:saloni.desai@bharatividyaapeeth.edu)

### **Dr. Manisha Waghmode**

Assistant Professor, Bharati Vidyapeeth's Institute of Management Studies & Research,  
Navi-Mumbai.

Email: [w.manisha98@gmail.com](mailto:w.manisha98@gmail.com), ORCID ID-<https://orcid.org/0000-0002-4008-5614>

### **Dr. Rajni Mathur**

Assistant Professor, Bharati Vidyapeeth's Institute of Management Studies & Research,  
Navi-Mumbai.

Email: [mathurrajni@gmail.com](mailto:mathurrajni@gmail.com)

### **Dr. Vijay Bidnur**

Associate Professor, Bharati Vidyapeeth's Institute of Management Studies & Research, Navi  
Mumbai, Maharashtra, India.

Email: [vijay.bidnur@bvimsr.com](mailto:vijay.bidnur@bvimsr.com)

---

**Article History: Received:** 12.06.2023

**Revised:** 14.07.2023

**Accepted:** 31.07.2023

---

## Abstract

Life is infinitely more intricate now than it has ever been. The current era of globalization has resulted in a number of problems regarding the growth and social cohesion of Higher Level Employees. Organizational commitment, among the many elements that have been examined and discovered, is primarily to increase the level of egalitarian approach in productivity. Higher level personnel are primarily involved in decision making for the development of the company, which has an impact on the organizational structure and its surrounding environment. The interaction of employees with the organization satisfies organizational goals, which in general contribute to the growth of the country. In this case, organizational work and performance are significantly influenced by stress, social support, and the mitigating impact of organizational commitment. Burnout and increased professional stress have been identified as factors that diminish commitment and performance; as a result, the idea of stress, social support, and commitment is a cycle that describes how the country's labor force is developing. The examination of stress, social support, and organizational dedication is the basis of this paper. Organizational studies include the investigation of organizations using a variety of viewpoints, techniques, and levels of analysis. The study of organizational commitment is expanding. Although organizational commitment has already been the subject of numerous studies, this investigation sought to determine how stress and social support interact with organizational commitment.

**Keywords:** Organizational commitment, globalization, stress, social support, Organizational mechanism.

---

## Introduction

Life in the 21st century is infinitely more complex than it has ever been. The present era of globalization has brought forth many issues related to development and social balance of Employees. Amongst the numerous factors it has been studied and found, organizational commitment is primarily to improve the level of equality approach in productivity. Organizational and its environmental set up depend on employees who are mostly involved in the decision making for the development of the organization..

Stress and social support are essential factors affecting work and performance at organizations together with the mitigating influence of organizational commitment. Increased occupational stress and burnout have been identified as reasons to lower commitment and performance thus the concept of stress social support and

commitment is the cyclic form of development in the work force..

Organizational commitment has an important place in the study of organizational behavior. This is in part due to the vast number of works that have found relationships between organizational commitment and attitudes and behaviors in the workplace (Porter et al., 1974, 1976; Koch and Steers, 1978; Angle and Perry, 1981). Furthermore, Batemen and Strasser (1984) state that the reasons for studying organizational commitment are related to (a) employee behaviors and performance effectiveness, (b) attitudinal, affective, and cognitive constructs such as job satisfaction, (c) characteristics of the employee's job and role, such as responsibility and (d) personal characteristics of the employee such as age and job tenure.

Affective commitment, continuation commitment, and normative commitment

are the three main types of commitment. Normative commitment was a relatively new aspect of organizational commitment having been defined by Bolon in 1993. *Affective commitment* was defined as the emotional attachment, identification, and involvement that an employee has with its organization and goals (Mowday et al, 1997, Meyer & Allen, 1993; O'Reily & Chatman). And *Continuance commitment* is the willingness to remain in an organization because of the investment that the employee has with —nontransferable investments. Nontransferable investments include things such as retirement, relationships with other employees, or things that are special to the organization (Reichers, 1985). Continuance commitment also includes factors such as years of employment or benefits that the employee may receive that are unique to the organization (Reichers, 1985).

Meyer and Allen (1997) further explain that employees who share continuance commitment with their employer often make it very difficult for an employee to leave the organization. Important changes in the quality of the urban environment have occurred in last two decade it also adds to the scope of the study.

This paper deals with the review on stress, social support, and organizational commitment. Organizational studies encompass the study of organizations from multiple viewpoints, methods, and levels of analysis. Organizational commitment is a growing field. As we are aware that organizational commitment have already studied in various ways but this study has conducted to find out the interrelationship of stress and social support. In the present study researcher tried to find out changes of the managerial employee's behavior directly or indirectly.

There are two dominant conceptualizations of organizational commitment in literature. These are an employee's loyalty towards the organization and an employee's purpose to stay with the organization.

Devotion is an effective response to, and identification with, an organization, based on a sense of duty and responsibility. Whenever people interact in organizations, many factors come into play. Like all modernist social sciences, organizational studies search for to control, forecast, and explain. According to Simms (1994) to refresh organizational theory and develop a better conceptualization of organizational life mainly depends on employee's commitment to the organization.

### Objectives:

1. The objective of this study is to review the literature based on organizational commitment, stress and social support.
2. To study the various literature to understand the interrelatedness between organizational commitment, stress and social support.& performance.

### Literature Review

Considering objectives stated in this study the various literature were studied with respect to the following sub topics.

- Workplace stress of the physical and emotionally harmful
- The existence and importance of stress in organizations
- Development of Organizational Commitment
- Organizational Commitment Strengths and Weaknesses
- Organizational commitment and job satisfaction
- Factors of Commitment
- Culture and Organizational Commitment
- Measurement of Organizational commitment
- Work values and organizational commitment

### Workplace stress of the physical and emotionally harmful

While thinking of higher-level employee's commitment to the organization, workplace stress is the harmful physical and emotional response that occurs when there is a poor match between job demands and the capabilities, resources, or needs of the worker.<sup>40</sup> Stress-related disorders encompass a broad display of conditions, including psychological disorders (e.g., depression, anxiety, post-traumatic stress disorder) and other types of emotional strain (e.g. dissatisfaction, fatigue, tension, etc.), maladaptive behaviors (e.g., aggression, substance abuse), and cognitive impairment (e.g., concentration and memory problems). In turn, these conditions may lead to poor work performance or even injury. Job stress is also associated with various biological reactions that may lead ultimately to compromised health, such as cardiovascular disease, or in extreme cases death.

**Cooper (2001)**, examined that the sources and outcomes of job related stress, the methods used to assess levels and consequences of occupational stress, along with strategies might to use by individual and organisation to confront stress and its associated problems. He examined that working in a stressful environment not only increase the risk of physical illness or distress, but also increases the likelihood of work place accidents.

**Kirk, (2003)**, certain professional variables stimulate teacher stress. For example secondary teachers experience stress more frequently than elementary teachers also the fewer years of professional preparation a teacher has, increases the greater the likelihood of stress. However, age and gender are not significant when examining stress. **William (2004)**, has presented well-integrated, coherent coverage of the latest scientific finding from psychology neuroscience, and medicine. He did a splendid job of filling a gap in the literature

in stress and health: that gap being the need for an articulate introductory compendium that integrates what is known about the physiology of stress with that of thoughts and emotions.

**Massey (2004)**, occupational stress and peacekeepers arising from cumulative effects of occupational strain that is too heavy could lead 'flame out' if too acute or could lead beyond.

### The existence and importance of stress in organizations

The existence and importance of stress in organization are first recognizing in America in the year 1956. A machine operator named James Carter cracked up while working on the General Motors production line in Detroit. Mr. Carter had is now commonly known as a nervous breakdown, and he sued General Motors, claiming that the stresses of his job had contributed to his condition<sup>42</sup>. It was an important proceeding of law that day onwards most executives, all lawyers and the physicians in America took the relationship between stress and industry very seriously. However, executives around the rest of the world have been slow to recognize the importance of stress in Industry.

Both genetic and environmental factors have key roles in determining aggressive tendencies. In particular, reaction to stress appears to be an important factor in precipitating aggressive episodes and individuals may vary in their ability to cope with stressful environments depending on their genetic makeup. Evidence from humans and primates indicates that adverse rearing conditions may interact with variants in stress and neurotransmitter pathway genes leading to antisocial and/or violent behavior. Common alleles of some serotonin pathway genes, including those involved in its degradation (monoamine oxidase A, MAOA), or its reuptake into pre-synaptic neurons (serotonin

transporter, SERT) have been shown to confer functional variation.

Examination of the interaction between the alleles of such polymorphisms (in particular those affecting MAOA) and environmental stressors suggest that they may provide protection against, or increase sensitivity to, abusive upbringing; an observation that may explain part of the variability in developmental outcomes associated with maltreatment.

### **Social Support**

Controversy has centered on the role of social support in the stress process. This has led to the proposition of various social support models. The Buffering model proposed that support acts only as a resistance factor that supports, reduces or buffers the adverse psychological impacts of exposure to negative life events and or chronic difficulties but support has no direct effects upon psychological symptoms when stressful circumstances are absent. Some theorist have strongly argued this contention (Cassel 1976, Cobb 1976, Kaplan, Cassel and Gore, (1977), Cobb (1976) argued, —Social support facilitates coping with crisis and adaptation to changel.

Therefore, one should not expect dramatic main effects from social support. There are of course some main effects simply because life is full of changes and crisis. The theory says that it is in moderating the effects of the major transitions in life and of the unexpected crisis that the effect should be finding.

### **Stress safeguard mechanism is social support**

Stress is a buffering mechanism of social support is may play a role at two different points in the casual chain linking stress to illness (Cohen and McKay, 1984: Gore 1981: House (1981). First support may intervene between the stressful event

expectation of that event and the stress reaction by attenuating or preventing a stress appraisal response. That is, the perception that the others can and will provide necessary resources may redefine the potential for harm posed by a situation and/or bolster one's perceived ability to cope with imposed demands and hence prevent a particular situation from being appraised as highly stressful.

**Cutrona (1996)**, Social support itself is defined as responsiveness to other's needs and more specifically as acts that communicate caring; that validate the others worth, feelings or actions; or that facilitate adaptive coping with problems through the provision of information assistance or tangible resources.'

### **Origins of Social Support Behavior**

Human genetic predispositions not only afford the opportunity to learn about supportiveness by growing up slowly in a nurturing family but also support helpfulness through other mechanisms. Human in collectivist societies often maintaining close relations with their extended families throughout their lives, and such relatives serve as a source of help and support (Triandis, 1994).

There also were evolutionary selection pressures favoring organism that were genetically disposed to bond together with non-kin for mutual advantage (Dugatkin 1997). Among humans, membership in a voluntary group can serve as a source of social identification. It often involves normative expectation that further increase the likelihood of support among group members (Schroeder, Penner, Dovidio and Piliavin, 1995). Social support may interfere between the experience of stress and the onset of the pathological outcome. It is reducing or dominating the stress reacting or by directly influencing physiological process support. It may ease the impact of stress evaluate by providing a solution to the problem. It is also reducing



the perceived importance of the problem by tranquilizing the neuro-endocrine system so that people are less reactive to perceived stress. The resulting facilitation is healthful behavior increasing in the society or organizations (House, 1981).

### Social Support in Organizations

A generalized beneficial effect or social support could occur as a large social network which provides a person with regular positive experiences and a large set of stable socially rewarded roles in the community. This kind of support can be related to overall well being because it provides positive effect, a sense of predictability and stability in one's life situation and recognition of self worth. Integration in a social network may also help one to avoid negative experience (e.g. economic and legal problem) that otherwise could increase the probability of psychological or physical disorder.

A handful of other studies report both types of effects, support reduces symptoms directly and reduces the disturbing impacts of stressful circumstance (Dean and Ensel, 1982; Henderson et al. 1980a; Husaini et al., 1982). The combination of these approaches yield a new Causal Model of Social Support for exploration. The causal model of social support influences, regardless of their validity is not enough. That is, the mechanisms through which supportive relationship can result in psychological benefits needed to **Social Support and Health**. Social support has a helpful effect on health. For example, in a study of gay men with HIV infection, Hays et al. (1990), found that support from friends and lovers was correlated with less depression and anxiety one year later. But sometimes the support offered during times of medical problems is not helpful. In considering unhelpful forms of support it is important to recall that network members might be trying to cope with the sad prospect of losing a loved one while simultaneously addressing the challenge of

giving effective forms of support to the ill person. The support process got particularly strained when the spouse of a chronically ill patient became depressed himself / herself, a situation that might require activation of more of the support network or professional help. (Dunkel - Schetter and Bennett 1990)

### Government Employees Social Support

**Law Commission of India, 1972**, The pension benefits enjoyed by the retiring Government servants in India have its roots in the Pension Act 1871 framed by the then British Government of India, which underwent several revisions, alterations and additions subsequently<sup>43</sup>. The pension provided to Government servants is not given as a reward and but as a right as there is a binding obligation on the Government to pay it as a social support. However, pension can be forfeit on acceptance, removal or dismissal from service. Even after retirement, a Government servant is expected to maintain good conduct to receive continuous pension. The pension can even be stopped or reduced in the event of the Government servant being convicted of a serious crime or found guilty of a grave misconduct.

#### Following are the salient features of pension given to Government employees in India:

1. Those employees who complete 20 years of service are eligible to the full rate of superannuation pension.
2. The pension will be equal to 50% of either the pay last drawn or the average of emoluments received during the last 10 months of service, whichever is more beneficial to the employee.
3. After 80 years the pension increases proportionately with age – the pensioners will get an increase of 20% after 80 years, 30% after 85, 40% after 90, 50% after 95 and a fabulous 100% increase after attaining 100 years of age!

4. If an employee dies in harness, family pension will be paid at enhanced rates for a period of 10 years.
5. Up to a maximum of 40% of the pension can be commuted and drawn as lump sum payment, which is exempt from Income Tax.
6. Even those drawing Family pension are also eligible to the higher pension rates
7. The amount of pension shall be subject to a minimum of Rs. 3500/-

The Government of India has launched a New Pension Scheme with effect from 1st January, 2004. This is a contribution-based system, which does not allow premature withdrawal. This has made it mandatory for all Government Servants who joined service on or after January 1, 2004.

### Historical Overview

To understand the origins of the concept of Stress, Social Support and Organizational Commitment we need to go back to history. The impact of stress has always been present in man and was reflected in various modes of behavior like wars, worship and society formation. With the development of society, there has been a gradual development of social support in form of families, marriage, communities, and tribes, etc., Both these concepts visibly have an impact on commitment and its effect is increasing with the development of society and industries and hence organisational commitment has gained relevance. —Commitment is a central concept in psychology (Cooper-Hakim, & Viswesvaran, 2005, p. 241) and is the second most studied work attitude in Industrial Organizational Psychology (The Pennsylvania State University, 2011). This concept has been applied to various aspects of psychology, such as work ethic, level of involvement in the job, commitment to their career/profession, and commitment to work or organization. Work place commitment is thought of as a very important topic to consider and is also

—...vital for understanding the psychology of human behavior (Cooper-Hakim, 2005, p. 241).

**Morrow (1983, 1993)** identified work itself, career, job, organization, and union as five forms of work commitment. Lee, Carswell, and Allen (2000) feel that the understanding of the construct of occupational commitment is very important for several reasons,

- (a) People's jobs are major focus of their lives
- (b) The possible link to keeping one's job or relationship with the organization,
- (c) Possible relationships to work performance, and
- (d) The understanding of how people develop, makes sense of, and integrates their work related commitments"<sup>44</sup>.

### Development of Organizational Commitment

Its concept encompasses a broad range of job related attitudes that consist of work ethic, organizational commitment, job involvement, and commitment to an individual's career/profession (The Pennsylvania State University, 2011). Each person's conceptual framework for their devotion to their work is shaped by the interaction of all these attitudes.

**Bhatnagar, Jyotsna, 2007**, the linkages between organizational commitment and strategic HR roles, psychological empowerment and organizational learning capability are examined. These variables investigated to determine if they predict organizational commitment in Indian managers with theoretical and practical implications of the sample.

**Eileen Berlin Ray and Katherine I. Miller, 2007** this study considered the nature of home/work stress and investigated the role of social support from both intra- and extra

organizational sources in reducing that stress and buffering its impact on burnout. Specifically, demographic factors affecting perceptions of home/work stress and the impact of various sources of social support were examined. Results suggested that participants with children and those cohabiting with their partners were particularly vulnerable to home/work stress. Results also indicated that different sources of social support worked in unique ways to relieve the strain of home/work stress. Implications of this research for theory on social support are considered, along with the pragmatic suggestions for using study results in dealing with home/work stress. It led to the realization that social support may differ.

**Jossy Mathewa; Emmanuel Ogbonnab , 2009**, has suggested that both organisational culture and organizational commitment are important topics of contemporary

organisational significance, there has been little attempt to explore the dynamics of these two concepts by scholars. The study reported in this paper adopts a three perspective framework (Martin 1992, 2002) to explore the impact of organisational culture on organisational commitment in a context (software sector in India) that is renowned to be dynamic and people-centred. The study adopts ethnographic methods including in-depth interviews, observation and document analysis. The findings lead to the development of a range of insights into the integrated, differentiated and fragmented nature of organisational culture and the impact of these on the perception of linkages with organisational commitment. The paper argues that adopting all three perspectives of culture in the study of culture-commitment linkages in a single organisation reveals significant insights into the perceived associations, while at the same time highlighting the problematic nature of such relationships. Researcher is

influence the by stress is derived through cultural application in the society.

**Kaushik Chaudhuri,- 2009**, The study reveals the relationship between 'stressors' and different forms of employee commitments, as perceived by non-managerial employees in Japanese workplaces with average response rate was 52% (n=227). Hierarchical OLS regression shows the average mean Stressors had significant negative relationships to Affective, Normative organizational commitments and to their Occupational Commitment but positively and directly related to Continuance organizational commitment. However, items of stressors in role conflict show significant positive relationship with each of Affective, Normative and Occupational commitments in the Japanese employees. Practical implications of the findings are helpful in his study to make up mind for constructing the approaches and its relation affect to managerial attitude, which generally plays role in economic environment of the nation.

**Poornima Gupta , 2009**, The workplace is changing with a rapid pace and demands for the highest quality of product and service is increasing. To remain competitive in the face of these pressures, employee commitment is crucial. This reality is applicable to all organizations but is of particular importance to small and medium sized businesses. Organizational commitment is a significant factor in the success of organizations. Committed employees care about the organization and put forth effort to ensure the success of the organization. The paper attempts to analyze the reasons that make employee more committed or for alienating the employees in the organization. This is done through a study of a manufacturing unit in central India. The results show that there is a difference in the levels of commitment of the employees based on gender, years of experience and type of employment. The management practices also have an effect



on the degree of commitment of the employees to the organization

**Kanwaldeep Kaur, H.S. Sandhu, 2010**, examines the career stage effect on organizational commitment of bank employees. The subjects included 660 clerical and managerial staff of Indian banks operating in the state of Punjab in northern India. Organizational commitment has been measured by Meyer et al.'s (1993) Organizational Commitment Scale. Researcher enthuse her interest with other different managerial level.

### **Organizational Commitment Strengths and Weaknesses**

Strength within organizational commitment comes from the fact that two of the three components have been researched extensively. All three commitment components have been negatively correlated to turnover within organizations. This entails that the increased level of commitment decreases the possibility of turnover. —Not surprisingly, affective commitment has been more strongly related to job satisfaction than continuance commitment (Mathieu & Zajac, 1990). Affective commitment can enhance job satisfaction because employees agree with the organization's objectives and principles and because employees feel they are treated fairly in terms of equity, and receive organizational care, concern and support (Hawkins, W.D. 1998). The affectively committed employee remains within the organization because it appeals to the individual. This occurs because the employee feels devoted to the organization. Also, people who progress in a career with a particular organization usually acquire more organizational commitment than those who join along the way (Africa News, 2008).

On the other hand, continuance commitment within an organization only exists because of circumstances. Employees who are continuously

committed only stay within the organization because they have to. The individual is not devoted to the organization in a satisfying way. Thus, when an opportunity presents itself the commitment will discontinue. According to Redmond (The Pennsylvania State University, 2011), employees who have an elevated continuance of commitment possibly will not participate at work as required by the organization. Continuance commitment is usually studied looking at the amount of time an employee has been with a company, for example how much time or tenure may be involved. It is also studied looking at the alternatives the employee has. Government employees exhibit a higher level of ongoing dedication than workers in other areas, according to studies looking at several employment sectors. This is believed to be the case because of the relative job security most government employees feel they possess (Mowday, Et. Al.1979).

The importance of organizational commitment cannot be overstated because it correlates with a variety of factors benefiting both the individual and the organization. From an individual perspective, organizational commitment has been linked to intrinsic motivation and job satisfaction. Likewise, from an organizational perspective, organizational commitment has positively contributed to organizational attachment (Joo & Lim, 2009). In the aggregate, organizational commitment can —increase performance, reduce absenteeism, [and] reduce turnover, thus providing positive outcomes for both the individual and the organization (Cohen & Golan, 2007, p. 421). Organizational commitment is important in the eyes of a company. It is important for organizations to keep talented individuals who are engaged in their jobs and are productive workers. Organizational commitment involves the loyalty that a worker feels towards the company he works for. Organizational commitment involves more than just company loyalty. It entails employee's intrinsically wanting to defend

against criticism both internal and external (Business Daily Review, 2008).

What happens when an economic crisis or insecurity forces the organization to reevaluate its commitment towards the employees? Layoffs and downsizing force organizations to restructure in order to control costs. Effective means of downsizing and alternatives to downsizing can be more beneficial to ensure that employees do not have lowered or negative expectations of organizational commitment. Scholars have found out that some moderate amount of job insecurity leads to improved work performance, yet some have found that job insecurities lead to decreased work performances (Africa News, 2008). It is therefore assumed that any organization that is downsizing or laying off employees will notice a significant decrease of trust between management and employees. As a result, those employees who remain on the job after downsizing and corporate restructure often experience sharp drops in organizational commitment (Africa News, 2008). Therefore, it is important that both employees and employers regard organizational commitment.

### **Organizational commitment and job satisfaction**

Several academicians and practitioners have contributed to the studies of organizational commitment. Organizational commitment, along with involvement and job satisfaction, are widely studied employee attitudes and behavior. These studies thus lay the foundation for the present study.

**Becker (1960)** who was the earliest researcher of organizational commitment proposed that commitment is primarily a function of individual behavior; individuals become committed to the organization through their actions and choices over time.

**Etzioni (1961)**, is another contributor to organizational commitment. He suggested

that employees fulfillment of organizational objectives influences their commitment toward the organization. When employees have higher levels of commitment to organizational objectives, the organization will have more authority or power over these same employees. Researcher develops the thought that delegation of stress, social support and commitment among the employees distributed as chain system and keep organizational commitment intact by using strategies for the Mumbai region.

### **Factors of Commitment**

Backgrounds of organizational commitment have also been topics of study.

Generally, backgrounds of organizational commitment consist:

(1) Personal characteristics: A wide range of personal characteristics has been link to organizational commitment. The most frequently studied are gender, age and tenure, and education. (Mathieu & Zajac, 1990; Randall, 1993)

(2) Situational factors: Generally, these factors are divided into: (a) job characteristics (including job scope, role conflict, and role ambiguity), (b) organizational characteristics (that focus on efficiency and adaptation, as they relate to organizational effectiveness), and (c) work experience (including organizational dependability, personal importance to

the organization, leadership style, social involvement, and work relationship). (Hall & Schneider, 1972; Porter & Steers, 1973; Steers & Spencer, 1977; Mott, 1972; Brief & Aldaq, 1980; Morris & Sherman, 1981; Mowday, Steers, & Porter, 1982; Meyer & Allen, 1984; Still, 1983; Bateman & Strasser, 1984; Glisson & Durick, 1988; Johnston, Parasuraman, Futrell, & Black, 1990; & Gregersen & Black, 1992)

The organizational commitment studies also have spoken to employee attitudes. The attitudinal approach visions

organizational commitment as an attitude, which reflects the nature and quality of the linkage between an employee and an organization. (Porter, Steers, & Mowday, & Boulian 1974; Mowday, Steers, & Porter, 1979; Oilver, 1990) According to, Mowday, Steers, & Porters (1979), organizational commitment entails 3 factors: that is (1) a strong belief in and acceptance of the organization's objectives and core principles; (2) a readiness to put up a significant amount of effort on its behalf; and (3) a strong desire to continue being a member of the organisation.

### **Culture and Organizational Commitment**

Organizational culture and organizational commitment are important topics of contemporary organizational significance, there has been little attempt to explore the dynamics of these two concepts by researcher. The study argues that adopting all three perspectives of culture in the study of cosmopolitan culture commitment linkages in a single organization reveals significant insights into the perceived associations, while at the same time highlighting the problematic nature of such relationships. The changing nature of employment relationships has sensitive the importance of understanding the

dynamics of commitment in organizations (Hislop 2003; Dick, Becker and Mayer 2006). For example, scholars have increasingly suggested that commitment is a necessary variable that drives individual action (Cooper-Hakim and Viswesvaran 2005; Herrbach 2006). It is also commonly theorized that the level of commitment is a major determinant of organisational level outcomes such as organisational citizenship behaviour (Coyle- Shapiro and Kessler 2000); performance (Meyer, Paunonen, Gellatly, Goffin and Jackson 1989; DeCotiis and Summers 1987); controllable absenteeism (Meyer and Allen 1997); and psychological contract (Guest and Conway 1997).

### **Measurement of Organizational commitment**

Organizational commitment has an important place in the study of organizational behavior. This is in part due to the vast number of works that have found relationships between organizational commitment and attitudes and behaviors in the workplace (Porter et al., 1974, 1976; Koch and Steers, 1978; Angle and Perry, 1981). Furthermore, Batemen and Strasser (1984) state that the reasons for studying organizational commitment are related to —(a) employee behaviors and performance effectiveness, (b) attitudinal, affective, and cognitive constructs such as job satisfaction, (c) characteristics of the employee's job and role, such as responsibility and (d) personal characteristics of the employee such as age, job tenure (p. 95-96).

**Karadal, H., & Kılıç, S. 2008,** Organizational commitment reflects strength of the bond, which employees perceive to their organizations. Employee empowerment is described the increasing authority of employees to make decisions and process of enhancing employees in organizations by means of solidarity, sharing, coaching, training and teamwork. Performing the process of empowerment efficiently is supposed to organizational commitment of employees. This study discusses concept, components, classifications and consequences of organizational commitment, and emphasizes the situation and importance of empowerment for obtaining organizational commitment of employees.

### **Work values and organizational commitment**

**Basak Ucanok, 2011,** examines the effect of work alienation in the relationship between work values, materialism organizational commitment. The main motivation of the study is to examine whether different work values (intrinsic and

extrinsic work values) will have differing effects on affective, continuous and normative organizational commitment. The effects of work values and materialism on organizational commitment are believed to change as work alienation is included in the relationship. Work alienation represents the extent to which a person is disengaged from the world of work (Hirschfeld and Feild, 2000). Therefore, it is predicted that those employees who score high on work alienation will have lower levels of affective commitment regardless of their work values. Similarly,

Those employees with materialist value orientations will have lower levels of organizational commitment. The study aiming to examine the relationships between work values, materialism, work alienation and organizational commitment should regard as a preliminary attempt. Turkish employees working in SME's are targeted to fill out a questionnaire which includes Turkish work values inventory developed by Tevrüz and Turgut (2004), Mottaz's (1981) work alienation scale, Richins and Dawson's Material Values (1992) and Meyer and Allen's (1997) organizational commitment inventories. The preliminary findings showed that work alienation did not mediate the effects of work values and materialism on organizational commitment as predicted.

**Griffith, J. A., Connelly, S., & Thiel, C. E. (2011)** Deception is a common and daily occurrence in organizations. Despite this, little is known about how leader deception influences follower perceptions and commitment to the leader and the broader organization. This laboratory experiment uses a low-fidelity simulation task to investigate the effects of leader deception on follower perceptions of leader-member exchange (LMX) and follower commitment to the organization. Moderating effects of financial outcomes that resulted from deception, or who gained from deception, were also tested. Results showed negative effects of leader deception on follower

LMX perceptions and affective commitment. Leader financial gain worsened the effects of leader deception on LMX compared with organizational financial gain.

**Isaiah O. Ugboro, 2006**, Organizational Commitment to cope with increased competitive pressure globalization and demand for efficiency, many organizations have come to rely on the strategy of restructuring and downsizing. The effectiveness of this strategy, however, depends, in part, on its impact on survivors' work attitudes and behaviors. There is evidence of feelings of job insecurity, intent to quit, decline in organizational commitment the loyalty and trust, among others (Brockner, 1998; Brockner, Grover, Reed, DeWitt and O'Malley, 1987; Cascio, 1993; Kets de Varies and Balazs, 1997; Armstrong-Stassen, 1998; Ryan and Macky, 1998; Wager, 2001). Of these, intent to quit poses the most serious threat to the effectiveness of the restructuring and downsizing strategy because if unchecked, with appropriate organizational interventions, it leads to voluntary turnover of high performing survivors on whose long-term commitment, motivation and loyalty, the success of restructuring and downsizing depends (Mueller et al. 1984; Mone, 1994; Mishra, Spreitzer and Mishra, 1998).

**Yoshimura (1996)** suggests that job involvement is composed of three components: emotional involvement, cognitive involvement, and behavioral involvement. Emotional job involvement is dictated by interest and attachment to the job. Cognitive involvement is dictated by how important the job is in the individual's life or how much they want to participate in the job decision-making process. Behavioral involvement indicates how often the individual engages in work-related activities or thinking outside of the workplace.

All of the literature provided above is to describe what work commitment and



organizational commitment are. According to research, a person's commitment to their work is mainly composed of their adherence to their work ethic, dedication to a career or profession, job involvement, and organisational commitment. (Morrow, 1993). This means that work commitment is made up of all of these different areas. Due to this, all of these different areas of work commitment have also been described, along with how they affect the motivation and job satisfaction of employees. Work ethic was described as a personality trait and is basically just the amount that a person wants to work (The Pennsylvania State University, 2011). Career/professional commitment is described as the person's commitment to reaching their own goals through personal growth. This commitment is more toward a profession than to a specific organization. Job involvement the amount of time that is spent on work tasks. Job involvement is very important for work commitment however, it can very quickly become an obsession. Working too much and becoming absorbed by nothing but work is something called workaholic-ism and information on what this is and the effects of it are also discussed above. Organizational commitment is made up of three levels of commitment: affective, continuance, and normative.

To sum up this entire chapter, all of these areas are important in order to determine stress, Social Support and organizational commitment since it correlates with present study, which encourages the researcher to go ahead with the study.

### Conclusion

There is progress in our understanding regarding stress and social support of managerial employees makes impact on organizational commitment. Based on the review of literature it can be concluded that, Organizational commitment is affected by Stress and Social support.

Finding the relationship between human resource management practices, employee commitment and the employee stress and social support impacts the performance of The employees across .the organizations.

Evidence clarifies that those reserves policies towards minimizing the employees stress and improving social support to employees can have positive consequences for organizational commitment and environment, and may help to broaden their view on employee's performance keeping in mind organizational stressors and organizational Support.

### References:

1. NIOSH (1999). Stress at Work. U.S. National Institute for Occupational Safety and Health, DHHS (NIOSH) Publication Number 99-101.
2. Cantor, C.; Price, J. (2007). "Traumatic entrapment, appeasement and complex post-traumatic stress disorder: Evolutionary perspectives of hostage reactions, domestic abuse and the Stockholm syndrome". Australian and New Zealand Journal of Psychiatry 41 (5): 377–384.
3. Bio Essays, 2007 29:227–236, Wiley Periodicals, Inc.
4. BRIAN FRANCIS REDMOND, Wiki spaces, last edited by MINDY BEHRENS BARTLETT on Aug 01, 2012
5. Law Commission of India, Effect of the Pensions Act, 1871 on the Right to Sue for Pensions of Retired Members of the Public Services, December.