STRESS, JOB SATISFACTION AND JOB COMMITMENT'S RELATION WITH ATTRITION WITH SPECIAL REFERENCE TO INDIAN IT SECTOR

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ABSTRACT

Stress is a major factor as far as job satisfaction is concerned. Stress and job satisfaction are major factor for the job commitment. Present study was conducted to see whether stress is a major factor contributing to high attrition in the IT sector. The study was conducted on software engineers in and around Delhi NCR, Bengaluru and Pune. The sample size was 250. The study tells the relation and impact of stress on job satisfaction and job commitment. The results show that there is not any relation of stress to job satisfaction and job commitment and indirectly it is not having any relation with attrition. Further researcher has tried to analyze the findings from other perspectives. To see the relation correlation coefficient and to see the impact regression test was applied.

KEYWORDS: *Attrition, IT industry, Job Satisfaction, Job Commitment, Stress.*

JEL CLASSIFICATION: *D-23, J-24, j-28, j-63, L-86.*

1. INTRODUCTION

At the onset of liberalization, from the past two decades there is a noticeable shift from manufacturing to the knowledge- based industry, in India. A key problem of the knowledge driven industry is linked with its key material – people. People are the key assets of the IT industry and that is why to attract and to retain them for a longer period of time is becoming a challenge for the industry. A clear shift from manufacturing to knowledge-based services industries is emerging across the world (Mattson, 1994),) A key problem for service organizations has been attracting and retaining high quality employees (Heskett, 2008). There has been number of studies analyzing the reasons for employee turnover the researcher has tried to take variables like stress, job satisfaction and job commitment and their relation and impact on attrition.

Stress can be positive as well as negative for an employee's performance depending on a number of factors. It is found to be related with job satisfaction, impacts commitment level and influences turnover decisions. (Chaplan, 1995).

Stress and job satisfaction were found to be negatively correlated. High reports of occupational stress were related to low levels of job satisfaction. Occupational stress is seen as an undesirable phenomenon which is brought about by inadequate coping with environmental sources of stressors associated with a particular job (e.g., work overload, role conflict/ambiguity, poor working conditions), and which results in negative mental and physical ill health consequences (Cooper, (2013): 32).There is also counter arguments that committed employee will resist stress more than less committed employee. How an employee deals with stress, posed from external environment also depends on his internal locus of control which guides whether an employee wants to fight or flee the situation. It is perceived that when there is high stress level job satisfaction would be low and employee would not be committed to the job or to the organization, as people want stress-free

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situations in life. IT industry is having high attrition which intrigues to look for factors which might have relation with the job satisfaction and commitment (Arun Rai1, 1996).) Pressure at the workplace is unavoidable due to the demands of the contemporary work environment. Pressure perceived as acceptable by an individual, may even keep workers alert, motivated, able to work and learn, depending on the available resources and personal characteristics. However, when that pressure becomes excessive or otherwise unmanageable it leads to stress. Stress can damage an employees' health and the business performance. Stress is as much an individual's emotive response to a phenomenon as much as it is an organization's responsibility to curb the situation in hand. A hostile boss, group, ambiguous working norms, lot of politics, conflicts and corruption and highly demanding targets could be some of the major reasons for infusing and accelerating stress . Max D'Souza, Head HR, South Asia, ORG IMS Research, explained, "When work becomes a burden rather than passion to excel and enjoy your work that is the time where stress leads to attrition."

2. STRESS, JOB SATISFACTION AND JOB COMMITMENT

Job satisfaction is one of the satisfactions for an individual which he or she derives from the job one performs. It is complicated as there are no straight answers to what and under which circumstance one feels job satisfaction. It encompasses not only work and its content but to a range of issues and factors connected to work which has a bearing on your life satisfaction as work is a part of your life. (Kahlke, 2000),) The relation of stress and job satisfaction is interrelated , where stress is an emotional ,physical reaction generated because of a situation ,person or environment, job satisfaction is the end state of feeling, the feeling that is experienced after a task is accomplished (Saiyadain, 1985) Dissatisfaction with job can lead to job burnout which produces three kind of results – such as (a) emotional exhaustion, (b) depersonalization, and (c) diminished personal accomplishment (Zellars, 2000),) and the interaction of these three components impacts on work-related problems (e.g., absenteeism, decreased morale, turnover (Maslach, 1984).) Job stress and job satisfaction definitely decides the level of commitment. However in some of the cases it is found that these two things are not related. The cause and effect relationship is contradictory.

Attrition in the Software Industry

Software industry is facing the problem of attrition and it is dabbling with all the possible reasons and has not developed a panacea in attrition control as yet. It's thus required to understand different factors which motivate these employees to leave their job and address the issues .However, stress, job satisfaction and job commitment are some of the factors, the researcher thought which might have relation and impact on the attrition.

3. LITERATURE REVIEW

(Tammy B. Kondratuk & Gue, 2004) External career mobility history (i.e. the number of external job moves over on E's career) was negatively related to normative commitment but not to affective and continuance commitment. Affective and continuance commitment were significantly lower for external movers prior to a move when compared to non- movers over the same period. In contrast only continuance commitment was significantly lower for internal movers prior to a move when compared to non- movers over the same period. Affective commitment increased significantly after the move for both internal and external movers. Furthermore job satisfaction, especially intrinsic satisfaction, was a mediating mechanism of the relationship between job varieties, job significance and Organizational Citizenship Behaviour; finally extrinsic satisfaction did not mediate the relationship between job characteristics and Organizational Citizenship Behaviour. This finding suggests that practicing managers should enrich job characteristics and place greater emphasis on enhancing employees 'intrinsic satisfaction to promote employees' Organizational Citizenship Behaviour. The relationship between four jobs stresses (role ambiguity, role overload,

underutilization of skills, and resource inadequacy) and two employee withdrawal behaviours (absenteeism and turnover) was investigated. Analysis indicated that job stress is related to employee withdrawal behaviours, Confidence in multiple data points. Job stress and employee behaviours (Nina Gupta, 1979).) (Wang, Zheng, Hu, & Zheng, 2014) say stress was negatively related to job satisfaction, whereas it was positively related to job burnout. The relationship between stress and job satisfaction was mediated by job burnout. Locus of control acted as a moderator in the stress-burnout relationship as well as in the burnout—satisfaction relationship. The occupational stress index developed and standardized by Srivastava and Singh (1981) , the organizational commitment scale developed and standardized by Meyer and Allen (1984) and S.D. Employees Inventory developed and standardized by Pestonji(1973) administered on the sample of 250 doctors employed in King George's Medical College Lucknow (U.P.) . The moderated multiple Regression analysis and subgroup analysis show that job stress has moderating effect on organizational commitment and job satisfaction relationship (Sager J. , (1990),) Cultural differences are important to consider especially with global changes in the way and place that companies do business. In addition, investing in professional qualifications is a major commitment of time and resources yet little research has studied the impact of such commitments on subsequent organizational behavior of employees either using or not fully using their training and credentials on the job.(Jui-Chen & Silverthorne)In addition, the level of organizational commitment has been found to positively influence job performance (Yousef, 2000).) and negatively influence job stress .Mishra and Srivastava (2001). Practice Satisfaction, Occupational Stress, and Attrition of Emergency Physicians(June 1995) say that the relatively high levels of projected attrition in EM and supports the perception that stress and burnout are associated with the specialty. Differences in job satisfaction and stress between those ABEM diplomats who were residency–trained in EM and those who became eligible for the board examination through practice or special–category eligibility appear minor. Of the physicians returning the survey, 25.2% stated that they felt burned out or impaired and 23.1% planned to leave the practice of EM within five years. An attempt was made to find out the moderating effect of the job stress on the organizational   commitment and job satisfaction relationship.(Swaen & Kant, 2002)This prospective study of 12140 employees examined the effects of work characteristics and situational, psychological, and health aspects on job mobility. Before job change, the mobility group reported significantly more conflicts with the supervisor, higher physical and emotional strain, higher degree of job security, lower job satisfaction, and lower degree of commitment compared with employees who did not change jobs. After job change, the mobility group reported improved autonomy, task diversity, decreased occurrence of conflicts with the supervisor, decreased physical and mental strain training. (Harris, 2005 (Jul)) Although it is recognized that identification and commitment are closely related aspects of employees 'psychological attachment to the organization, there has been no analysis of the overlap between multiple dimensions of each construct. In this study , three components models of organizational identifications and commitment were investigated as predictors of turnover intentions and psychological well-being (self- esteem , satisfaction with life and self- efficacy) among employees of a small organization . Highly identified employees tended to be committed ones, but different dimensions of each construct were specifically linked to various criteria. Affective components of both identification and commitment were negatively associated with turnover intentions and positive in group affect (feelings derived from being a member of the organization) predicted perceptions of self- efficacy. Continuance commitment was distinct from the other predictors and was negatively related to self- esteem and self- efficacy. The results warrant further efforts to integrate the perspective of social identity theory and organizational psychology..) (Coble) Employee commitment and organizational influences: A study of the ways in which tenure, work group, and job level influence employee commitment. This study explored employee commitment in the context of organizational in influences, specifically the ways in which employee

commitment differs according to employee tenure, work group and job level. Employee commitment is reported to be an important part of an organizational experience as it leads to higher performance retention and high productivity. Singh , Kumar & Mishra (2004) : The major objective of the present study was to examine the effects of internal – external locus of control and various dimensions of work culture in the relationship of perceived stress (both job and life) and health (general health complaints) among managerial personnel employed in Indian. The findings of this study highlighted he following facts:

(a) Role conflict negative events (total), responsibility seeking dimension of work culture, present health and locus of control were important predictors of somatic health complaints

.(b) The three dimensions of work culture (namely malleability, participation and obligation towards others), personal negative events and two demographic variables (no of child and religious beliefs) accounted significant proportion of variance in the prediction of depression.

(c) Locus of control was the only variable, which accounted significant proportion of variance in the prediction of general health.

(Shaw) A theory of turnover, social capital and store performance was developed and tested in 38 location of restaurant chain. They assessed the ability of social capital losses to predict valence in store level performance above and beyond that predicted by small turnover rate and in role performance losses from turnover. (S. D. Sharma1 &)., Stress management through 'yoga practices' in the corporate sector;., 19 September.). (Punia & Sharma, 2008) Employee retention is the biggest challenge that human resource management is facing today. The uncertainty of a changing economy the workplace, increasing competition and diversity in the workplace have compelled the organizations to hold on to their top performers at whatever cost they have to pay. It is very difficult task for the recruiters to hire professionals with right skills set all over again. Thus the focus has shifted from numbers to quality and from recruitment to retention. Many organizational human resources practices play the dominant role in building employee commitment and loyalty. (thamaraiselvan)Despite advances in technology and major shifts in economy people remains an organizations most valuable resource. Human capital and intellectual assets make a difference to the competitive advantage of the firm in a knowledge based industry. A reputable brand can entice top talent to an organization hence companies devote their time, effort and money on honing their employer brands. An employer Brand is an organization's image as seen through the eyes of its employees and potential hires. Relatively little is known about which specific factors determine employee's attraction to an employer. (Bisht & Singh)The main objective of the research was to identify different variables responsible for attrition in Indian software industry and factor the subjects' vis-a-vis variables. The study was conducted during May 2010 to January 2011. The findings of the study show that the antecedents for attrition of employees vary with different levels of experience. (Jamal, 2.20 (Nov 2011)1) It is argued in the current study that organizational commitment may act as a moderator of the stress and performance relationship. And individuals with different levels of organizational commitment may perceive job stress differently. If the individual cannot afford to quit his job due to economic or other factors, then his negative feeling toward the employing organization may become even more serious.

(Shore, (2013).) Fast growing organizations in high growth economies are frequently constrained by the shortage and attrition of qualified technical and managerial employees. In these high growth environments employees are often tempted to leave their current employer for the prospect of career advancement, better working situations, and higher pay. Meanwhile companies cannot afford to lose those valuable resources if they are to meet growth objectives. In today's era of globalization where there is a lot of competition, innovation and change executives in all organizations cannot avoid tension, stress and anxiety in their day-to-day work. Only hardworking, disciplined, punctual and mentally alert executives can survive the work pressures and strike a balance between work life and personal life. They are exposed to stress and tension for long periods which may manifest in the

form of many ailments like hypertension, high/low blood pressure, insomnia, depression, backaches, migraine, spondylitis, etc. This in turn results in overall decrease in the executive's efficiency and productivity; consequently, there is a deterioration of human capital in the organization. Thus, realizing the impact in many organizations when regular session of yoga is conducted, according to their employees' requirements. In this paper the researcher has tried to analyze how yoga practices help to overcome stress among the ITC executives resulting in a positive impact on the organization. (Sundar, 2012) The stress on individuals ranges from personal day to day life to their organizational activities". There is no escape from stress in modern life. In today's context, stress is a costly expense that affects both the employer and the employee. In this back ground, this paper examines the sources of stress in one's occupation, the effects of stress and techniques of managing stress. It concludes that the complete wiping out of stress is out of question. Tammi F. Milliken also studied and found Employee stress and burnout commonly lead to myriad health-related problems that result in significant organizational consequences.

Relation between the stress, job satisfaction and job commitment – Above mentioned research states that Stress, job satisfaction and job commitment are directly or indirectly related with one another. If stress is present in the organization then sometimes it reduces job satisfaction and might reduce employees commitment towards the organization. It can be vice-versa also. If employee is not satisfied with the job it might induce stress and might reduce commitment. In some cases it happens that employee is committed though he might be stressed or not satisfied with the job, then it could be one of his personality traits.

4. OBJECTIVE OF THE STUDY – OBJECTIVE OF THE STUDY WAS

a. To find out the relation and impact of stress on job satisfaction in the IT industry.
b. To find out the relation and impact of stress on job commitment in the IT industry.

In the IT sector after doing the pilot survey some industry specific factors, related to stress were identified. These were (i) properly laid down procedures (ii) unrealistic deadlines and targets (iii) choosing work teams (iv) option to opt for foreign assignment.

5. RESEARCH METHODOLOGY

The research was conducted on the sample size of 250 software engineers, irrespective of their genders, in all the three tier of software companies. The research was conducted in Delhi NCR, Bengaluru and Pune .The study was conducted over the period of 3 and half year.
The research was conducted on the sample size of 250 software engineers, irrespective of their genders, in all the three tier of software companies. The research was conducted in Delhi NCR, Bengaluru and Pune .The study was conducted over the period of 3 and half year.
Hypothesis –
a. Stress has a relation with the job satisfaction and commitment among the associates of the IT industry.
b. Stress has an impact on Job satisfaction and commitment among the associates of the IT industry.

5.1. Organizational Commitment Questionnaire
This questionnaire is developed by Balaji (1979). The instrum1ent purports to measure O defined as "The relative strength of an individual's identification with an involvement in a particular organization "(Porter et.al, 1974,). It consists of 15 statements intended to tap the three characteristics of OC viz. (1) A strong belief in and acceptance of the organization goals and values; (2) A willingness to exert considerable effort on behalf of the organization and (3) A strong desire

to maintain membership in the organization Out of, six of the statements are negatively phrased and reversely scored to reduce response bias. It employs a 7 point Likert – type response format with the following anchors. Strongly disagree, moderately disagree, slightly disagree, neither agree nor disagree, slightly agree, moderately agree, strongly agree. The average of the scores for the fifteen statements provides the index of OC, higher scores indicating stronger OC.

Summarizing the results of nine different studies in which the OCQ was used on a wide range of samples. OCQ has reasonably strong internal consistency and tests retest reliability the convergent, discriminate and predictive validities were of an acceptable level.

5.2. Job Satisfaction Questionnaire (1987)

The test was developed and standardized by on samples of factory workers and office clerks. It consists of 32 items representing eight different aspects of job satisfaction. There are equal numbers of negative and positive items. In case of positive item ' yes ' is given score of ' 1' and " NO " it is given a score of "o" . The scoring is reversed for negative items. The score range from 0 to 32 and high scores on the test indicate high hob satisfaction. The split half and retest reliabilities of the test as reported by the author are .87and .80 respectively.

5.3. Retention Strategies Questionnaire

Retention Strategies Questionnaire was developed and standardized by on samples of software engineers. It dealt with five variables namely Working Environment, Performance Appraisal, Stress Management, Foreign Assignment and other retention strategies comprising of 19 questions. It also captured demographic data. All this questions were based on likert scale of 5. One question at the end was close ended question.

5.4. Statistical Tools Used

Correlation coefficient was applied to see the relation between stress to job satisfaction and job commitment. Multiple Regressions was applied to see the impact of said variables to job satisfaction and job commitment.

Researcher has used three questionnaires to establish a direct relation between retention strategies and job satisfaction; between retention strategies and job commitment and has tried to establish the attrition problem of the industry. As employees leave the job when either they are not committed to the organization or they are not satisfied with the job.

Source of data

a) Primary Data – Primary data is collected through questionnaires and personal interviews.

b) Secondary data – Secondary data is collected through journals, internet and various newspapers.

6. ANALYSIS AND INTERPRETATION

Table 1. Correlation of Stress Management with Job Satisfaction Correlations

		SM	JS
SM	Pearson Correlation	1	-.051
	Sig. (2-tailed)		.410
	N	266	260
JS	Pearson Correlation	-.051	1
	Sig. (2-tailed)	.410	
	N	260	260

In correlation (sig two tailed)between Retention strategies variables it was found that there is no significant relation between Stress Management and Job Satisfaction, where stress management is having value of 1 and job satisfaction is having value .051

Table 2. Correlation of Stress Management with Job Commitment

Correlations

		SM	JC
SM	Pearson Correlation	1	.121
	Sig. (2-tailed)		.051
	N	266	262
JC	Pearson Correlation	.121	1
	Sig. (2-tailed)	.051	
	N	262	262

It was also found that there is no significant relation between Stress Management with Job Commitment where Stress Management and Job Commitment correlation is 1 and .051.

Table 3. Multiple Regressions to see the impact of Stress Management to Job Satisfaction

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.272	1	3.272	.680	.410[b]
	Residual	1240.482	258	4.808		
	Total	1243.754	259			

a. Dependent Variable: JS
b. Predictors: (Constant), SM

Table 4. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.428	.500		36.866	.000
	SM	-.049	.059	-.051	-.825	.410

a. Dependent Variable: JS

From the above table no 1.4, we can see that Stress management value is -.049 and standard error is .059. Beta value is -.051 significance is .410. This means that there is no significant impact of stress management on the job satisfaction.

Table 5 Multiple Regression of stress management on Job Commitment

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	118.575	1	118.575	3.854	.051[b]
	Residual	7998.906	260	30.765		
	Total	8117.481	261			

a. Dependent Variable: JC
b. Predictors: (Constant), SM

Table 6. Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	66.185	1.271		52.082	.000
	SM	.294	.150	.121	1.963	.051

a. Dependent Variable: JC

From the above table no 1.5, we can see that Stress management value is -.294 and standard error is .150. Beta value is -.121 significance is .051. This means that there is no significant impact of stress management on the job commitment also.

Results:

   a. Stress is not having any relation or commitment with the job satisfaction among the associates of the IT industry.
   b. Stress is not having any an impact also on the Job satisfaction and commitment among the associates of the IT industry.

Analysis and Discussion

From the above study it is evident that there is not any relationship between stress and Job Satisfaction and Job Commitment in the Indian IT sector. Some reasons which could be internal or external factors could be responsible for the job satisfaction and job commitment in the IT industry. It can also be said that if stress is not related with job satisfaction and job commitment then it might not be impacting the attrition also, as most of the time job satisfaction and job commitment are related with attrition. As Kondratuk, Tammy B.; Hausdorf, Peter A.; Korabik, Karen & Rosin, Hazel M. says that today's organizations are undergoing constant and substantial change due to many internal and external forces. These changes are impacting on the inter and intra organizational career mobility of managers and employees.

Stress Management in the IT Industry

Stress is generated in our life when we do not feel we have control over our different life goals. It could be related to personal as well as to our professional life. IT industry has been recording growth since liberalization, is having very high salary and growth. Though IT industry was hit by recession but again after 2010, market is trying to come back. Still IT companies have world class infrastructure and facility like canteen, female rest rooms, transportation facility, hostel facility, crèche facility etc. which makes the life at workplace comfortable. Besides most of the software companies are dealing with international clients and majority of them are MNC, having very transparent and participatory environment. Employees are relaxed. There is bare minimum biasness as industry thrives on technical competence which is measurable; so performers thrive in this open environment .Employees have chances to go abroad. Above all industry has best Work-Life Balance techniques– like Flexi hours, crèche facility, and work from home facility, lack of which generates maximum stress in an employee as he or she is unable to balance work and home. Besides this there are time to time family gatherings, child activities, yoga programms etc.

IT Industry

IT industry is a global industry, which makes it susceptible to all the global phenomena, good or bad, and which also generates stress among the software engineers but usually that is not related to specific job roles and specifications. As economy, laws and regulation of one country in one part of

the world impacts the industry in another part of the globe. But these factors are industry related rather than organization related and that is why software engineers do not relate stress to job satisfaction or job commitment.

IT industry works with teams and project concept and every project has new project manager and team. This means every time a software engineer changes the project he or she has to adjust to new working environment, this makes them very adaptable to changing environments. Also they think if they have to change the whole new working environment then if a new offer is on the wing with salary hike then they switch. This means rather than job satisfaction and stress it is the nature of their IT job which encourages attrition.

Personality Variables

An employee's personality is a determining factor when he or she deals with a situation Personality A type could be very ambitious and having high self -efficacy. Similarly internal or external locus of control of an employee helps the employees to deal with the stressful situation. Employees with internal locus of control feel that external things cannot control them. They can handle any situation and they can control the result.

- The groups of IT associates which I studied fall in the group of 25-35.The reason for selecting this group was the attrition level in this group which is very high. Researcher wanted to understand the reason for attrition in this segment, irrespective of gender and designation. Researcher found that this group is young physically and more importantly mentally fit. They feel they can handle pressures which are generally associated with changing jobs.

- Software engineers have high self-esteem and high self- efficacy and that is why they easily switch jobs for better opportunities. Ahuja, V., Vais, A.K say that continuance commitment was negatively related to self- esteem and self- efficacy as perceived over qualification was related to lower commitment and higher intentions to turnover[1]. Singh, Kumar & Mishra (2004) have also found that internal locus of control does have a relation with our health. Thus how we see stressful situation is different for each individual.

- All high performance environments share a serious devotion to results. They're competitive. Moreover, individuals who thrive in these environments tend to be personality A types with intense ambition. And they are always on the lookout for greener pastures.

From the analysis the researcher has tried to interpret the situation from various perspectives. The researcher has covered many internal and external dimensions which are reflective of why stress is not having any relation as well as impact on the Job Satisfaction and Job Commitment.

Important Implications

The importance of the study is that it contradicts the notion that stress has a relation as well as an impact on job satisfaction and commitment. It also strengthens the study that job satisfaction might have a very contradictory relation with job commitment. Though the work environment of IT industry is stressful when deadlines have to be met, also because of IT industry's dynamic nature (where recession in one part of the globe has impact on the other part of the globe makes it stressful); still it is not the key deciding factor for satisfaction, commitment and indirectly does not influence the attrition in the IT industry. The reason might be that stress factors are industry related rather than organization related. For Human Resource managers it opens a new perspective to look at the industry related factors to counter attrition.

Limitations:

- Researcher had taken three cities as they are the hub of Information Technology sector.
- Also there was the time constraint as the study took three years .and as the IT industry is very dynamic researcher could not include other cities.
- Only software engineers from the age group of 25 to 35 was included as attrition level is very high compare to the other age group. Researcher wanted to understand that irrespective of other things such as gender, designation etc.

7. CONCLUSION

Researcher has tried to look into the matter from some internal and external perspectives. This interesting fact has been unearthed that stress is not directly related to job satisfaction as well as with job commitment leading to attrition .It has also become evident that IT industry dynamics is impacting the employment change decision for software engineers. The study is important as it further generates interest to explore and study some other factors like training, career growth, location, leadership etc. and its relation with job satisfaction, commitment and attrition.

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