

Job Stress and Job Involvement : A Study of IT Professionals from North India

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Abstract

In order to gauge the well - being of professionals working in the IT industry, it is important to measure the levels of job stress experienced by them. This study attempted to ascertain the impact of various elements of job stress on job involvement in the IT sector. The sample for the study consisted of 117 professionals working in IT companies in three regions, that is, NCR region, Delhi, and Chandigarh. The findings highlighted that the sub variables of job stress that showed a significant negative correlation with job involvement were inter role distance, role stagnation, role overload, role isolation, and role ambiguity. In order to increase the job involvement level of employees, steps should be taken to minimize the ill effects of job stress by adopting various measures to enhance their work-life balance. Adopting person-organization-fit approach and offering challenging job roles to employees can be the managerial implications of the study.

Keywords : job stress, job involvement, inter-role distance, role isolation

JEL Classification : M1, M12, M120

Paper Submission Date : December 11, 2014 ; **Paper sent back for Revision :** February 16, 2015 ; **Paper Acceptance Date :** March 10, 2015

Job stress can be defined as a very harmful state of responding physically and emotionally. It mostly takes place when the job requirements rarely get matched with the knowledge, skill, ability, resources, or needs of the workers (McMichael, 1978). Job stress can even lead to accidents, injury, and poor health. It has also been found to be associated with a wide variety of physical ailments, including musculoskeletal disorders, cardiovascular diseases, and psychological illnesses (Nelson & Burke, 2000). Actually, the situation gets worse in the life of an employee when his/her capabilities fall short of the expectations of his/her employer. When the potential of an individual and the job demands are apart from each other, it gives rise to job stress (Montgomery, Blodgett, & Barnes, 1996). Conditions like working at high speed, working against tight deadlines, working for very long hours, increase in work intensity, layoffs, retrenchment, and harassment, a person's status in the workplace, greater competition, and higher expectations from the boss actually lead to job stress (Nelson & Burke, 2000).

Job stress has always been considered to be a key driver of rise in health care costs for an individual as well as for an organization. Productivity of the employees and their well-being is most of the times compromised by stress in numerous ways, that is, absenteeism, issues in the compensation system, employer- employee relations, grievances, accidents due to narrowing of attention and preoccupation, faults in execution, conflict and interpersonal issues arising from a diverse work-force, and even violence have sometimes been caused by interpersonal challenges and conflicts (Katz & Kahn, 1978).

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Job stress can be exhibited in different forms by employees. Shinn, Rosario, Mørch, and Chestnut (1984) mentioned that there can be various stressors like role ambiguity, role conflicts, excessive work, interpersonal conflicts with staff or clients, and even when no progress or improvements are exhibited by clients. Job stress is considered to be the major cause of turnover in organizations. Stress is, therefore, considered as a very costly problem in organizations nowadays. According to Atkinson (2004), stress is also found to be a major factor in up to 40% of the turnovers, and is majorly responsible for 80% of all work-related injuries. Here, the best remedy to manage job stress is to maintain a proper work-life balance.

Job involvement is the extent to which an individual identifies with one's job, that is, the extent to which he/she thinks of his/her job as an important part of his/her self-concept (Kanungo, 1982). A highly involved person always willfully spends a good amount of time on the job, accompanied with perseverance for precision (Blau & Boal, 1987; Hackett, Lapierre, & Hausdorf, 2001). Job involvement is a concept of internalization of the values about the work or the importance of the task in hand according to the individual (Lodahl & Kejner, 1965). Highly involved individuals always try to make their jobs a central part of their overall personality, and focus a lot of attention on their jobs (Hackett et al., 2001). Job involvement is totally considered as a function of individual difference and is based on work situations. Thus, demographic and work experience variables are always expected to get related to job involvement (Rabinowitz & Hall, 1977).

Review of Literature

The review of related available studies on variables like job stress and job involvement was done with a view to research and obtain some guidelines for the present research work.

A study by Aro and Hasan (1987), of industrial workers who were studied for a period of 5 to 10 years, showed that there were various stressors at the workplace. They were predicted to be symptoms of mental stress, poor health conditions; in turn, smoking, drinking, and absenteeism could be predicted by mental stress symptoms. In a study conducted by Phelan, Schwartz, and Curtis (1991), the effect of stressors of different 'origins,' that is, stressors at the workplace and stressors outside the workplace, that is, domestic stressors were assessed. Both types of stressors predicted the presence of depression in married as well as unmarried professionals. Glickman, Tanaka, and Chan (1991) stated that there may be indirect pathways which linked work stressors and depression. Their study, which was conducted on blue-collar workers, showed that initial life events as well as "work strain" did not directly predict depression. Whereas, the study revealed that there was a reciprocal relationship between them. It meant that the initial depression predicted both the subsequent life events and work strain. Noor (1995) revealed that in the case of working women, work overload was found to predict psychological disorders. However, on the contrary, their family role stressors did not predict so. It was also found that the impact of work overload on psychological disorder further got diminished because of high status in the organization.

Donaldson - Feilder, Yarker, and Lewis (2008), in their study, revealed that work-related stress was a major concern for most of the organizations, and Management Standards had been introduced for employers to support employees in managing job stress in the workplace. Managers should show such behavior that can minimize their employees' work-related stress. It has been found that the management's behavior has a direct impact on the well-being of the staff. Majorly, managers in a concern are basically responsible for the prevention or are the cause of stress up to a certain level. So, the identification and tackling of stress in the workplace is the prime duty of the managers.

Knoop (1995) used a sample of 171 nurses, and investigated their attitudes towards work. It was hypothesized that job involvement, organizational commitment, and satisfaction with the job (overall and with specific facets of the job) were significantly correlated. The study results showed that job involvement was not at all related to satisfaction, but was found to be related to only two specific facets, job satisfaction and promotional opportunities present in the organization. The results of a study conducted by Babin and Boles (1996) suggested that the perception regarding involvement of co-workers and supervisory support could reduce stress and could increase the level of job satisfaction. Their study also indicated that there was a positive relationship between job

performance and role conflict, a positive relationship between job performance and job satisfaction, and that job performance was found to mediate the effects of stress on job satisfaction.

A study conducted by Freund and Carmeli (2003) analyzed the relationships between five work commitments: continuance commitment, affective commitment, protestant work ethic, career commitment, and job involvement. The inter-relationship between the five forms of commitments were analyzed using a population of lawyers comprising of both employed as well as partners in law firms. A reconstructed model was presented in the study, in which it was found that the following two variables acted as mediating variables: Job involvement and career commitment. Job involvement was found to have a direct relationship with affective commitment.

Rotenberry and Moberg (2007) attempted to find an association between job involvement and performance levels. The findings of the study stated that certain supervisor performance ratings, which were beyond and above work centrality, were predicted by job involvement in a significant manner. The employees' level of job involvement significantly predicted certain supervisor performance ratings above and beyond work centrality. Billingsley and Cross (1992) suggested that certain commitments and job satisfaction were better predicted by work-related variables, such as stress, role ambiguity, leadership support, role conflict, than the demographic variables. Overall, for a general as well as for a special educator, the findings were almost similar. Frone, Russell, and Cooper (1995) conducted a community-based study of employed adults considering a sample of 795 employees and found that work pressure, lack of autonomy, and role ambiguity predicted job stress, but no relation was found with job involvement. It was found that job involvement had a moderating influence on physical health and role ambiguity.

In India, Mann (2012) studied the impact of job stress and its element on job involvement in the banking sector. This study revealed that the predictive accuracy of the regression model between job stress and job involvement was good. The highest negative impact on job involvement was that of role stagnation, followed by role ambiguity, personal inadequacy, inter role distance, role erosion, and role expectation conflict; four elements of job stress, that is, self role distance, role isolation, resource inadequacy, and role overload had no significant impact on job involvement. Kumari, Verma, and Verma (2012) revealed a significant relationship of gender with certain stress dimensions namely; inter role distance, role overload, role ambiguity, and role explosion. The study found that men were more under the influence of stress in comparison to women. The study also found that the respondents from the lowest age group as well as from lowest level of education were found to be highly stressed.

Hypotheses

The review of literature reveals that many authors have undertaken these two variables, mainly, job stress and job involvement in their studies separately; however, very few studies took the two variables together. Furthermore, the Information Technology sector has not been explored fully in this regard, and hence, there is scope for research in this area. So, in the light of the literature review, the present research study has defined, hypothesized, and aims to check the impact of job stress on job involvement. In this regard, two hypotheses were framed and tested for this study by taking into account only six sub variables of job stress adapted from the scale given by Pareek (1983):

→ **Ha1:** There is a negative relationship between job stress and job involvement.

→ **Ha2:** There is a negative relationship between inter role distance, role stagnation, role overload, role isolation, personal inadequacy, role ambiguity, and job involvement among employees of the sample IT firms.

Objectives of the Study

The study was conceived with the following objectives:

(1) To explore the relationship of job stress and job involvement in the IT sector,

(2) To analyze the impact of various elements of job stress on job involvement in the IT sector.

Research Methodology

↳ **Scope of the Study :** A quantitative research approach was applied in this study. Due to the lack of empirical literature, the present research work gains greater importance to fill the gap in the study of the two variables like - job stress and job involvement, especially in the Indian information technology industry. The scope of the study is confined to the employees and their respective companies in the IT sector in North India.

↳ **Locale of the Study :** The employees working in the IT sector of Northern India constituted the target population for the present study. The study was carried out in six IT companies located in Delhi NCR and Chandigarh. This study was carried out in the year 2014 from the months of January to March.

↳ **Sampling and the Sample Size :** A descriptive study was conducted to achieve the objectives. Convenience sampling method was used to gather data for the study. A sample size of 117 respondents was gathered from three areas, that is, Delhi, the NCR region, and Chandigarh as they are the IT hubs of North India.

↳ **Survey Instrument :** A well-structured questionnaire was adapted for conducting the study. It was designed in a Google doc form and was floated to various IT firms for gathering the data. The questionnaire comprised of three sections. In the first section, the demographic data of the employees with respect to their gender, age, designation, department, position, location, and company name in the IT industry was gathered.

In the second section, 30 question items - from the scale developed by Uday Pareek (1983) - were used to measure job stress and further sub variables like inter role distance, role stagnation, role overload, role isolation, personal inadequacy, and role ambiguity using a Likert scale consisting of 5 levels, such as, *if you never or rarely feel this way, if you occasionally (a few times) feel this way, if you sometimes feel this way, if you frequently feel this way, and if you very frequently or always feel this way.*

In the third section, the overall job involvement was measured by using 20 question items developed by Lodahl and Kejner (1965). The respondents were asked to indicate their level of agreement with a given statement by way of 5 levels of performance namely: *strongly agree, agree, neutral, disagree, and strongly disagree.*

Data Analysis and Results

Pearson's correlation coefficient was used to examine the relationship between job stress and job involvement as well as between the six sub variables of job stress and job involvement.

Relationship Between Job Stress and Job Involvement

The relationship between employees' job stress and their job involvement was found through Karl Pearson's coefficient of correlation, and the significance of the coefficient of correlation was calculated by using 2-tailed significant value. The results of the coefficient of correlation are shown in the Table 1.

Table 1. Relationship Between Job Stress and Job Involvement in the Indian IT Sector

		Job involvement
Job stress	Pearson Correlation	-.287*
	Sig. (2-tailed)	.011
	N	117

Note: *. Correlation is significant at the 0.05 level (2-tailed).

Table 2. Relationship Between the Sub Variables of Job Stress and Job Involvement

Sub - Variables of Job Stress	Coefficient of Correlation 'r'
Inter Role Distance	-0.300**
Role Stagnation	-0.276*
Role Overload	-0.297**
Role Isolation	-0.298**
Personal Inadequacy	-0.019
Role Ambiguity	-0.254*

Note: *. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Table 3. Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.548	.140		25.391	.000
	Job stress	-.148	.057	-.287	-2.609	.011

a. Dependent Variable: job involvement

The regression equation is Job Involvement = 3.548 + (-.287 Job Stress)

(Significant at the <0.05 level)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.287 ^a	.082	.070	.37641

a. Predictors: (Constant), Job stress

As shown in the Table 1, the correlation coefficient is -0.287, which shows a weak and negative association between job stress and job involvement. So, the hypothesis is accepted that there is a negative relationship between job stress and job involvement. It suggests that the sample employees working in the IT sector, who experienced adverse stress at their workplace, possessed a relatively low level of job involvement. There is a negative relation between the two variables, which shows that if job stress increases, it causes a low level of job involvement. This weak association shows that there is a relationship, but it exists only to some extent, only because there may be some other factors which affected job involvement.

Impact of Sub Variables of Job Stress on Job Involvement

Another purpose of this study was to analyze the impact of sub variables of job stress on job involvement in IT firms' employees, which was achieved by conducting a correlation analysis.

The Table 2 explains the relationship between the sub variables of job stress and job involvement. The Table 2 shows different coefficients of correlation of sub variables of job stress like inter role distance, role stagnation, role overload, role isolation, personal inadequacy, and role ambiguity in relation to job involvement. It can be noted from the Table 2 that in the sample IT firms, inter role distance has a correlation coefficient value of -0.300, which shows a moderate and negative correlation with job involvement. It means that the employees felt a conflict between their organizational roles and other important societal roles, and it caused stress and affected their level of job involvement negatively.

Sub variables other than inter role distance and personal inadequacy like role overload, role isolation, role

Table 4. Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.481	.111		31.407	.000
	Inter role distance	-.107	.039	-.300	-2.741	.008

a. Dependent Variable: job involvement

The regression equation is Job Involvement = 3.481 + (-.300 Inter role distance)

(Significant at the <0.01 level)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.300 ^a	.090	.078	.37482

a. Predictors: (Constant), Inter role distance

Table 5. Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.527	.137	.25.690	.000	
	Role stagnation	-.128	.051	-.276	-2.499	.015

a. Dependent Variable: job involvement

The regression equation is Job Involvement = 3.527 + (-.276 Role Stagnation)

(Significant at <0.05 level)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.276 ^a	.076	.064	.37770

a. Predictors: (Constant), Role stagnation

stagnation, and role ambiguity show a weak and negative correlation with job involvement. Personal inadequacy shows no correlation with job involvement. Hence, it is proved that overall, there is a negative relationship between sub variables of job stress and job involvement, and the hypothesis Ha2 is accepted. Furthermore, to know the degree of impact of job stress and its sub variables on job involvement, the regression analysis was applied, and the results of the same are presented and discussed in the next section.

Impact of Job Stress and its Sub Variables on Job Involvement

(1) Job Stress : By using linear regression for checking the degree of impact of job stress on job involvement, the following results were observed. The value of *R*- square for the job stress model is .082; depicting that 8.20% variance in job involvement is explained by job stress (Table 3). The coefficient of correlation for job stress is -0.287, which means that a one unit (constant variable) increase in job stress will result in a predicted -0.287 unit decrease in job involvement. Hence, the hypothesis is accepted that there is a negative relationship between job stress and job involvement.

(2) Inter Role Distance : By using linear regression for checking the degree of impact of inter role distance of on job involvement, the following results were obtained. For the inter role distance variable, the coefficient value is -.300. The value of *R*- square for the inter role distance model is .090, depicting a 9% variance in job involvement.

Table 6. Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.494	.116		30.030	.000
	Role overload	-.117	.043	-.297	-2.712	.008

a. Dependent Variable: job involvement

The regression equation is Job Involvement = 3.494 + (-.297 Role Overload)

(Significant at the <0.01 level)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.297 ^a	.088	.076	.37517

a. Predictors: (Constant), role overload

Table 7. Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.536	.130		27.161	.000
	Role Isolation	-.147	.054	-.298	-2.723	.008

a. Dependent Variable: job involvement

The regression equation is Job Involvement = 3.536 + (-.298 Role isolation)

(Significant at the <0.01 level)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.298 ^a	.089	.077	.37504

a. Predictors: (Constant), Role isolation

Since $R^2 = 0.090$, 9% of the variance in job involvement can be explained by inter role distance (Table 4). Hence, the hypothesis is accepted that there is a negative relationship between inter role distance and job involvement. It shows that inter role distance resulted in significantly lowering the employees' job involvement in the sample IT firms. Hence, the respondents revealed that when they faced a situation where there was a conflict in their personal and professional lives, it caused them to be less involved in their jobs.

(3) Role Stagnation : By using linear regression, the impact of the variable - role stagnation gives a coefficient value of -.276. The value of R - square for the role stagnation model is .076, depicting a 7.6% variance in job involvement (Table 5). Since $R^2 = 0.076$, 7.6% of the variance in job involvement can be explained by role stagnation. The Table 5 exhibits that there is a negative relationship between role stagnation and job involvement and proves the alternative hypothesis [$(\beta = -.276)$ and $(p < .05)$], which states that role stagnation is a significant predictor of job involvement. According to the sample respondents, they felt that as they continued to play the same sort of role over many years; they started losing interest in their jobs. There is always a limit to the amount of time that the employees are willing to devote to improve their work, which again leads to reduction in the level of their job involvement. Employees in the IT sector actually look for roles that are challenging and give them an opportunity to work in new projects.

(4) Role Overload : Linear regression reveals that for role overload, a sub variable of job involvement, the

Table 8. Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.219	.118		27.168	.000
	Personal inadequacy	-.009	.051	-.019	-.169	.866

a. Dependent Variable: job involvement

The regression equation is Job Involvement = 3.219 + (-.019 Personal inadequacy)
(Not Significant)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.019 ^a	.000	-.013	.39283

a. Predictors: (Constant), Personal inadequacy

coefficient value is -.297. The value of R -square for the role overload model is .088; depicting that 8.8% of the variance in job involvement is explained by role overload (Table 6).

Since $R^2 = 0.088$, 8.8 % of the variance in job involvement can be explained by role overload. Hence, the alternative hypothesis is accepted [$(\beta = -.297)$ and $(p < .01)$], which shows that role overload is a significant predictor of job involvement and is negatively related to job involvement. In the IT sector, when the employees were asked to perform an excessive amount of work or difficult work, then they experienced lower job involvement.

(5) Role Isolation : As far as the role isolation variable is concerned, the coefficient value is -.298. The value of R -square for the role isolation model is .089, depicting that 8.9% variance in job involvement is explained by role isolation (Table 7). Since $R^2 = 0.089$, 8.9% of the variance in job involvement can be explained by role isolation. The Table 7 exhibits that there is a negative relationship between role isolation and job involvement and hence, the alternative hypothesis is accepted [$(\beta = -.298)$ and $(p < .01)$], which shows that role isolation is a significant predictor of job involvement. According to the respondents, due to role overload, there might be a lack of proper interaction between the employees at their workplace in the IT sector, which may result in lower job involvement.

(6) Personal Inadequacy : According to linear regression, the degree of impact of personal inadequacy on job involvement shows the coefficient value to be -.019. The value of R -square for the personal inadequacy model is 0, depicting a 0 percent or no variance in job involvement as explained by personal adequacy (Table 8). Since $R^2 = 0$, 0% or no variance in job involvement can be explained by personal inadequacy. The Table 8 exhibits that there is a negative relationship between personal inadequacy and job involvement, and hence, the alternative hypothesis is accepted [$(\beta = -.019)$ and $(p > .05)$]. However, it is important to note here that personal inadequacy is not a significant predictor of job involvement (statistically). The sample employees revealed that, at times, they were not properly equipped to give an adequate performance as desired by the job role assigned to them. This lead to the employees displaying avoidance in taking the job head on, and hence, they felt less involved in their jobs.

(7) Role Ambiguity : Linear regression reveals that in case of the degree of impact of role ambiguity on job involvement, the coefficient value comes out to be -.254. The value of R -square for the role ambiguity model is .064, depicting a 6.4% variance in job involvement (Table 9). Since $R^2 = 0.064$, 6.4% of the variance in job involvement can be explained by role isolation. The Table 9 exhibits that there is a negative relationship between role ambiguity and job involvement, and hence, the alternative hypothesis is accepted. Unclear roles and unawareness of in what way the employees' efforts have to be directed caused lesser job involvement among the IT professionals.

Table 9. Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.457	.120		28.793	.000
	Role ambiguity	-.131	.057	-.254	-2.286	.025

a. Dependent Variable: job involvement

The regression equation is Job Involvement = 3.457 + (-.254 Role Ambiguity)
(Significant at the <0.05 level)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.254 ^a	.064	.052	.38006

a. Predictors: (Constant), Role ambiguity

Discussion

As far as stress arising from inter role distance is concerned, which has the maximum adverse effect on job involvement, the managements of the IT firms should try to minimize stress which is caused by the employees' perception of having an imbalance in their professional roles and their personal lives. This imbalance might be present in the employees of the IT sector due to the long working hours associated with meeting tight deadlines of the IT sector. Some wellness activities like employee assistance programs and stress management workshops can be organized to reduce stress among employees. To reduce this type of stress, the managements can offer various work-life balance plans like job sharing, work from home, flexi time, and longer lunch hour. Hence, by implementing such practices, the problems arising due to imbalance between personal and professional roles can be countered in an effective manner.

Empowerment should be provided at the workplace so that the employees can minimize their inter role distance and increase job involvement. To make a productive workforce, the sub variables of job stress like role stagnation, role isolation, and role overload should also be minimized by working more on the person-organization-fit at the time of recruitment and selection. Furthermore, this could be done by practicing various techniques like paid vacations, job rotation, self managed work groups, and by introducing some recreational facilities in the office campus itself. Other measures can also be adopted to maintain a proper work -life balance so that the work pressure on employees can be reduced - the top management needs to be quite supportive, and the employees need to be given challenging tasks to reduce the level of boredom at work.

Conclusion

The present study was undertaken with an objective to analyze the impact of job stress on job involvement among employees working in IT firms in North India. The study concludes that the predictive accuracy of the regression model between job stress and job involvement is significant, which means there is a significant negative impact of job stress on job involvement in the IT sector. As job stress increases, job involvement decreases or vice versa to some extent. No doubt, there may be various other factors that affect involvement negatively. Ahmad and Khanna (1992) undertook a study of job stress in relation to job satisfaction and job involvement by considering a sample of 50 managers working at the middle-level management in the hotel industry. It was found that there was a significant negative relationship between job stress and job satisfaction, irrespective of the employees' demographics like gender, marital status, education, and experience. Furthermore, a negative correlation was also found between stress and involvement. The study also found that a highly involved group of respondents was

more satisfied with its job when compared to a low involved group of respondents. Similarly, in the present study also, five sub variables out of six sub variables of job stress show a significant negative correlation with job involvement such as inter role distance, role stagnation, role overload, role isolation, and role ambiguity. However, one sub variable, personal inadequacy, has a statistically insignificant negative impact on job involvement.

According to Van Sell, Brief, and Schuler (1981), an individual, when occupies and performs more than one role, he/she might confront conflicting job demands or conflicting job roles. In order to meet various expectations, one may be under stress and may find it difficult to come up to the other's expectations. So, some efforts have to be made to curb the job stressors which are mostly present in the form of inter role distance, role stagnation, role overload, role isolation, and particularly, role ambiguity. The present study also reveals that the highest negative impact on job involvement among the sub variables is that of inter role distance, followed by role isolation, role overload, role stagnation, and role ambiguity.

Managerial Implications

Job stress is a buzz word, which is just next to impossible to be eradicated from the organizations. Hence, the implications for managers is to manage job stress, and they need to try and minimize it. Top managements must design and communicate such an environment where employees feel safe to interact with their bosses and the higher management. Employees' efforts and contributions must be recognized, and timely feedback needs to be given to the employees about their performance. It is strongly recommended that the tasks at hand must be challenging enough for the employees to increase their motivation levels. A sense of meaningfulness of the work experience could also be helpful in reducing job stress. Moreover, in order to reduce the stress level among employees, managers need to adopt a person-organization-fit approach (which must be considered at the time of placement of the selected employees).

Limitations of the Study and Directions for Future Research

Like other correlation studies, this study is also not free from limitations. In this study, the sample consists of only professionals of IT companies, which may limit the general applicability of the results. The study can be strengthened by increasing the sample size by conducting it at the national level. Professionals from other industries can also be taken as a sample for the study, which could give more diffused results. The study could have become more representative by using systematic and stratified sampling techniques.

The scope of the study can be enhanced by increasing the sample size and by including a comparative analysis of public and private sector companies. Furthermore, some other variables - such as social support - could be taken as a moderating variable for the study. In future studies, the work could be extended to include employees working in different strata or levels of management. The relationship between job stress, job satisfaction, and performance can also be analyzed with special reference to other service industries. It is also suggested that the follow-up research studies may improve the sampling method and may further testify the validity of the study.

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