

T.C.
İSTANBUL KÜLTÜR UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

**THE IMPACT OF JOB STRESS AND EMPLOYEE'S COMMITMENT ON JOB
PERFORMANCE: AN ANALYSIS OF EDIBLE OIL INDUSTRY**

Master of Business Administration Thesis

Syeda Aiman Ali

2100002498

Department: Business Administration
Program: Business Administration

Supervisor: Assoc. Prof. Dr. Çiğdem Kaya

JUNE, 2023

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Members of Examining Committee:

Assoc. Prof. Dr. Murat Taha Bilişik
Prof. Dr. Erkut Altındağ

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TABLE OF CONTENTS

LIST OF TABLES.....	v
LIST OF FIGURES.....	vi
ACKNOWLEDGEMENT	v
Abstract in English.....	viii
Abstract in Turkish.....	ix
1. Introduction.....	1
1.1. Background	1
1.2. Problem Statement	2
1.3. Research objective	3
1.4. Research questions.....	3
1.5. Scope.....	3
1.6. Significance of research	3
1.7. Limitations	4
2. Literature Review	5
2.1. Theoretical Framework.....	5
2.1.1. Job Stress	5
2.1.2. Employee's Commitment	9
2.2. Thematic Literature Review	11
2.3. Conceptual Framework	15
2.3.1. Relationship between Job Stress and Job Performance	15
2.3.2. Relationship between Employee's Commitment and Job Performance	18
2.4. Research Gap.....	20
3. Methodology	22
3.1. Overview	22
3.2. Research Design	22
3.2.1. Type of Approach Used.....	22
3.2.2. Research Strategy.....	22
3.2.3. Time Horizon.....	22
3.2.4. Data Collection Techniques.....	23
3.2.6. Unit of Analysis	23
3.2.7. Data Analysis Techniques	23
3.2.8. Reliability and Validity	24

3.2.9. Ethical Considerations.....	24
4. Data Analysis	25
4.1. Introduction	25
4.2. Descriptive Statistics.....	25
4.2.1. Gender	25
4.2.2. Age.....	26
4.2.3. Marital Status.....	26
4.2.4. Education.....	27
4.2.5. Experience	28
4.2.6. Current Workplace Experience.....	28
4.2.7. Status	29
4.2.8. Department	30
4.3. Reliability Test	30
4.3.1. Reliability Statistics	30
4.3.2. Reliability Statistics	31
4.3.3. Reliability Statistics	31
4.5: Correlations	37
4.6. Regression Test.....	38
4.6.2. ANOVA ^a	39
4.6.3. Coefficients ^a	39
4.6.4. Model Summary.....	40
4.6.5. ANOVA ^a	40
4.6.6. Coefficients ^a	41
4.7. Analysis with Reference to Literature.....	42
5. Discussion and Conclusion	44
5.1. Contribution.....	44
5.2. Limitations	46
5.3. Recommendation (Based on Coefficients of Variables)	46
5.4. Future studies	46
Bibliography:	48

LIST OF TABLES

Table 1. Respondent's Gender.....	25
Table 2. Respondents Age.....	26
Table 3. Respondent's Marital Status.....	26
Table 4. Respondent's Education.....	27
Table 5. Respondent's Experience.....	28
Table 6. Respondent's Current Workplace Experience.....	28
Table 7. Respondent's Status.....	29
Table 8. Respondent's Department.....	30
Table 9. Reliability Analysis of Job Stress.....	30
Table 10. Reliability Analysis of Employee's Commitment.....	31
Table 11. Reliability Analysis of Job Performance.....	31
Table 12. KMO and Bartlett's Test Table.....	32
Table 13. Rotated Component Matrix.....	32
Table 14. KMO and Bartlett's Test Table.....	33
Table 15. Rotated Component Matrix.....	34
Table 16. KMO and Bartlett's Test Table.....	35
Table 17. Component Matrix Table.....	36
Table 18. Correlation Analysis.....	37
Table 19. Regression Analysis – Model Summary.....	38
Table 20. Regression Analysis – ANOVA.....	39
Table 21. Regression Analysis – Coefficient.....	39
Table 22. Regression Analysis – Model Summary.....	40
Table 23. Regression Analysis – ANOVA.....	40
Table 24. Regression Analysis – Coefficient.....	41

LIST OD FIGURES

Figure 1. Conceptual Framework.....	15
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ABSTRACT

THE IMPACT OF JOB STRESS AND EMPLOYEE'S COMMITMENT ON JOB PERFORMANCE: AN ANALYSIS OF EDIBLE OIL INDUSTRY

Syeda Aiman Ali

This study talks about the impact of job stress and employee's commitment on job performance. There are elements within job stress and employee's commitment that influence Job Performance monumentally and beforehand in Pakistan; limited studies have done on these noteworthy factors based on Edible Oil Industries. The relationship among job stress, employee's commitment and job performance is also not analyzed yet in various industries of Pakistan including Edible Oils. The study has revealed that even though job stress is perceived as a really damaging phenomenon, but it does impact job performance positively when it is not excessive. It is also revealed that employee's commitment too impacts job performance positively and monumentally.

Keywords: Job Stress, Employee Commitment, Job Performance

Science Code : 115409

KISA ÖZET

İŞ STRESİNİN VE ÇALIŞANIN BAĞLILIĞININ İŞ PERFORMANSI ÜZERİNDEKİ ETKİSİ: YENİLEBİLİR YAĞ ENDÜSTRİSİNİN ANALİZİ

Syeda Aiman Ali

Bu çalışma, iş stresinin ve çalışanın bağlılığının iş performansı üzerindeki etkisinden bahsetmektedir. İş stresi ve çalışanın bağlılığı içinde, Pakistan'da İş Performansını anıtsal olarak ve önceden etkileyen unsurlar vardır; Yenilebilir Petrol Endüstrilerine dayanan bu kayda değer faktörler üzerinde sınırlı çalışmalar yapılmıştır. İş stresi, çalışanın bağlılığı ve iş performansı arasındaki ilişki, Yenilebilir Petrol de dahil olmak üzere Pakistan'ın çeşitli endüstrilerinde henüz analiz edilmemiştir. Çalışma, iş stresinin gerçekten zarar verici bir fenomen olarak algılanmasına rağmen, aşırı olmadığında iş performansını olumlu yönde etkilediğini ortaya koymuştur. Ayrıca, çalışanın bağlılığının da iş performansını olumlu ve anıtsal olarak etkilediği ortaya konmuştur.

Anahtar Kelimeler: İş stresi, çalışanın bağlılığı, iş performansı

Bilim Kodu : 115409

1. Introduction

1.1. Background

Researchers previously have analyzed the impact of job stress and employee's commitment on Job Performance but these impacts were not studied in depth to bring any kind of improvement in the organization (Soomro, Memon, & Bukhari, 2019). Our research is focused on the impact of job stress and employee's commitment on job performance. Findings of this paper will help organizations and firms to maintain an effective job performance and higher productivity among their employees. Stress management issues are being analyzed by today's employers which can lead to lower employee's job performance resulting in dissatisfactions and a high turnover rate (Ekienabor, 2016).

The job stress (independent variable) is a complex phenomenon as it cannot be touched. Stress occurs due to the interaction among a person and environment, and it doubles the emotional tension affecting a person mentally and physically (Undie, Ukpata, & Iyortsuun, 2018). Stress occurs due to stressors i.e. the circumstances which create instability within an individual. The level of stress in organizations, societies, and on individuals is high. Estimates show that employees who're affected with the stress, on an average they lose about 16 working days in a year (Handaru, Syafiah, & Parimita, 2017).

Many scholars believe that the stress level in an employee have strong influence on their Job Performance thus not all stressors are bad. Having certain types of stressors, which are not extraneous, can actually be healthy for the employees, as they would allow the employees to work better and be more productive. Job stress is also demarcated as the physical, emotive, and mental states that arises when an employee notices that the weight of their job surpasses their capacity to handle it. Job stress can help encourage employees to do well in their jobs, too much job stress can be destructive to an employee's well-being and performance.

The negative effects of job stress can overshadow the positive effects, making it vital for employers to manage and decrease job stress whenever probable. When employees are facing a lot of stress in their jobs, it can lead to damaging outcomes like tension, decreased job satisfaction, too much absenteeism and turnover, and physical and mental health problems. High stages of job stress can also disturb employee performance by diminishing their effort and efficiency, making it hard for employees to think and complete tasks on time Binte Azhar (2018) says in his role theory relates issues of workplace stress which affects employee performance.

Employee's commitment (independent variable) refers to the level of handwork and loyalty an employee has to offer towards their job, their organization, and their overall work goals. An employee who is committed with his/her job is more likely to achieve the company's goals. An employee's commitment can be analyzed through their willingness to learn new skills, their ability to adapt to changes in their job, their attitude towards their job and colleagues, their reliability, their punctuality, and their work ethics. The employee who is dedicated to their job is also more to be expected to stay with the corporation for an extensive period of time, which can help the company reduce turnover rates and improve overall organizational performance.

It is the kind of faith that ties the values and objectives of the organization and the individuals into one. This ensures that the mindset of an individual focuses on the morals of the organization, essentially combining the end goal of both employees and firms into one (Dewi, Martini, & Suardana, 2018). Commitment not only requires an employee's time or hard work, but it also the loyalty towards the organization. When these factors become similar, the productivity level rise in firms. Thus, it increases the benefits for both employee and organization (Ahmed & Asima, 2017).

Few researchers have abstracted organizational commitment by acknowledging three main components i.e. normative, continuance, and affective commitment. With the increasing steps and degree of changes within companies, top-level employees are continuously searching for methods to strengthen employee's commitment which gives a competitive advantage and better work attitudes of workers (Ali, 2011). Also, most of the employees are very much attached with their organizations. They are strongly committed to their organization and that's the reason why they carry on with their jobs because they are happily doing it by heart (Khushk, 2019).

Job performance (dependent variable) refers to how good or bad an employee performs their duties and responsibilities in the office. It is typically measured by factors such as the quality of work produced by individuals, the ability to meet deadlines and achieve goals, the level of initiative and creativity shown in the job, the ability to work well with others and contribute to a positive team environment, and adherence to company policies and procedures. Job performance is a vital factor in determining a person's overall contribution to the organization and is often verified through performance appraisals or other forms of response. High job performance is usually connected with job satisfaction, career progress, and increased compensation, while bad job performance can lead to disciplinary action, training and development needs, or occasionally even termination of employment. Job Performance is the result achieved by the employees when they complete a job or a task. It represents an employee's level of achievement. It is productivity that shows the amount, worth and contribution of a job. Higher productivity level indicates higher organizational performance. In other words, Job Performance is an employee's overall work outcome (Yeh & Hong, 2012).

1.2. Problem Statement

There are elements like job stress and employee's commitment that influence Job Performance monumentally and beforehand in Pakistan; limited studies have done on these noteworthy factors based on Edible Oil Industries. The relationship among job stress, employee's commitment and job performance is also not analyzed yet in various industries of Pakistan including Edible Oils (Hunter & Thatcher, 2007). Thus, the key objective of this paper is to check and investigate the impact of job stress and employee's commitment on job performance.

1.3. Research objective

The purpose of our research paper is to find the impact of job stress and employee's commitment on job performance in edible oil industries within Karachi, Pakistan.

1.4. Research questions

- What is the impact of job stress on job performance?
- What is the impact of employee's commitment on job performance?

1.5. Scope

Population:

The employees of edible oil industries within Karachi, Pakistan.

Sample:

The industry's population is 36000 to 37000 according to the HR expert who is currently working in Habib Oil Mills. The sample consists of 379 respondents according to Krejcie & Morgan (1970). Non probability convenient sampling is used in the paper since the framework of the employee was not available (Kalton, 1983).

Time:.

The time constraint of 4 months.

1.6. Significance of research

The study contributes evidence to organizations and firms about where they are lacking. By estimating the results of this paper, organizations can get insights into what extent job stress and employee's commitment play roles towards job performance. This research can further give idea to the companies about the do's, don'ts and also the steps they need to choose in order to attain effectual job performance by their employees.

1.7. Limitations

Our study has some imperatives and restrictions which are as per the following.

1. Time imperative. This research is conducted in an insufficient time span as this is academic research.
2. Population for this study is limited to edible oil industries located in Karachi, Pakistan. Hence, our paper's findings are not relevant for rest of the industries operating in Karachi, Pakistan.
3. Financial resources are not available.

2. Literature Review

2.1. Theoretical Framework

2.1.1. Job Stress

One of the theories based on Job Stress and Job Performance includes an Inverted-U Theory which figures out the relationship between pressure and performance. It is also known as the Yerkes-Dodson Law. It clarifies how to discover the ideal level of positive pressure at which individuals perform their best. Moreover, it includes that too much or too little pressure can lead to decreased performance (Muse, Harris, & Field, 2003).

The second stress theory is Conservation of Resources Theory, which gives subtleties of the inspiration to individuals to keep up their present resources and to seek after recent resources. Dr. Stevan E. Hobfoll proposed this theory in 1989 (E. & A., 2004).

Job stress is a universal phenomenon and researchers have exposed it has a harmful structural and social effect on employee's mental and physical well-being, act, and overall well-being. Stress is generally practiced as physical and emotional comebacks creating undesirable human conditions in circumstances where individual abilities are beaten. Therefore, job stress is usually explained as unsuitability between physiological necessities required in an organization and the absence of worker's capacity to report such wants. Stress is practiced and come across in changed ways in an organization, making it problematic to generate a standard description that could be useful across research and study into the properties of stress on organizational welfare and efficiency. Over the ages, several descriptions of stress have been projected like stress as a stimulus, a comeback, a mixture of stimulus-answer or a transactional connection between individuals and the atmosphere (Avey, Luthans, & Jensen, 2009).

Responses to stressors are moreover optimistic in the way of eustress or damaging the state of distress, while stressors introduce overall physiological comebacks which formulate the person for

a fight or flight comeback. Yet, it's optional the straight nature of the opinions above shaped a typical explanation of the stimulus-response relationship. Both descriptions are reinforced by the improvement stress is far in excess of an individual response to outer features. Stress is observed as contact between people and external stressors that impair well-being. This viewpoint describes stress as uncontrollable, random, rare and rises the lthe probability of event in certain individuals over others in specific circumstances. One of the utmost well-organized representations of stress is the transactional theory of psychological stress and handling; feature estimations and coping structures telling how prime evaluations of stressful circumstances are directed to assess the probable risk level (Avey, Reichard, Luthans, & Mhatre, 2011).

Inside the framework of job stress, the transactional line analyzes the connection among worker and his/her work setting through examination of situations sheltering likely dangers to the well-being of the individual. Following the appraisal, problem-solving and emotionally focused handling strategies are assessed for correctness for coping in such circumstances. However, transactional model limitations were exposed in the method of the fuse of emotional factors for example feelings and possible effects of an individual changes in evaluating traumatic circumstances, perspectives and characters making problematic to evaluate how people respond to and overcome stressful circumstances on an empirical basis. The The variety of of descriptions of job stress gives rise to considerable disparity about whether job stress should be conceptualized as an environmental burden, pressure inside the person or the interactional or transactional association between a human being and external factors (Daniel, 2019).

Such debates by arguing the difference and variation amongst items of stress seem to increase to the concentration of the matter of evolving a universal meaning of job-related stress. As an outcome, problems inherent in methodologies further bound understanding of the endemic nature of factors related with job stress that are regularly in full bloom in present-day work environments, developed by fast innovative development, inflexible universal market race, increasing globalization, and proceeded job system computerization. This has exposed unique work modifications in contemporary workplaces manifesting in various detrimental trends. Overall criticism is vital to deliberating the range of aspects contributing to job stress in this context (Duncko, Cornwell, Cui, Merikangas, & Grillon, 2007).

The stress feature that arises straight or indirectly linked to the work can be well-defined as job stress. Consumption culture guides people to work tougher and spend extra. Individuals who sense thankful to work and make money through the system continuously start to look at themselves as sacrificial and see their workplace as a ground. Authority or management and burden in the work make individuals feel tired and that is how they practice intense stress. The anxieties and uncertainties of employees about their occupations are demarcated as job stress. Managers who meet events and situations such as the element that employees do not come to work often with numerous excuses, make more errors than normal, come to work late and leave the work early, have trouble in making choices, and have difficulties with colleagues and clienteles should understand that there is present job stress condition already (Vijayan, 2017).

We can call job stress as a systematic approach. There are many pointers that show the risk. It is correct that some jobs have a too much of a stress influence or have the potential to bring the employee into trauma. The procedure of adapting to stress conduct stimulates the body in the short and long term and origins bodily damage. The stress reaction helps the growth of certain viruses over an extensive period of time. Every so often, these diseases are headaches, tension, cardiovascular issues, and mental-illness. In this context, some persons may develop other movement difficulties, such as anxiety or inertia, hostility or discouragement, stress, and exhaustion, depending on the mental qualities that depend on one's level of behavior and mental specificity. On the other hand, some of the problems of alleviating the mind and crowd the mind on a theme are the difficulty in starting relations between several matters, extreme vagueness, and mental complications of obsessive minds (Ahmed & Ramzan, 2013).

Arrangements of stress are every so often tough and contrary. Not every stresses happen in the similar way. Each stress stage is seen contrarily from each other. Some signs fade, but other signs swap them. Restiveness, irritability, feeling exhausted all the time, declining the time spent with others, malnutrition, sleep trouble, headaches and turning to injurious substances; personal signs. There are some precise symptoms of stress. These symptoms contain; tension, continuous anxiety, extreme alcohol and smoking, insomnia, difficulties in collaboration, feelings of inadequacy, emotional imbalance, digestive problems, and high blood pressure. Even if stress is experienced for a rapid time, it can source short-term consequences such as tension, increased

heart rate, or excessive alcohol and smoking. Stress also causes an amplified risk of over-eating and smoking, which carries a high hazard of chronic heart disease (Ali, Raheem, Nawaz, & Imamuddin, 2014).

To control stress or in order to find the right balance for it so that it doesn't impact your performance as much, it is required to know the kind of stress. The individual affected by stress should dialogue the stress in the finest possible way by referring to the four features of the stress. Stress factors can be classified as extra organizational stressors, organizational stressors, group stressors and individual stressors. Although most job stress analyses ignore the importance of exterior factors and events, it is becoming progressively clear that these have a key impact. Organizations are significantly influenced by the external environment; it is clear that job stress is not restricted to what happens within the organization during working hours. Actually, a research study initiate that stress factors outside the office were associated with positive and negative feelings at work. Extra-organizational stress contains social technological variation, globalization, family, rearrangement, economic and financial situations, race and gender, housing or community conditions (Masihabadi, Rajaei, Koloukhi, & Parsian, 2015).

A family situation can play a significant stress-generating role for workers - a short disaster such as a family member's illness, or long-term tense relationships with parents, spouses or children. Furthermore, more and more workers have more answerability for their work, making it problematic to balance work and family. While workforces work lengthier hours and bring more tasks done at night, more significance is given to work-family relations, coordination of work and holiday plans, and researches about elderly and child care choices come to the front. If an employee loses something at work which is a property that he/she gives status at work, some outcomes for instance stress may occur. If workers feel job uncertainty, they also wonder that there could be an option to lose his/her job and stress is detected as one of the results of job insecurity (Leung, Yu, & Chong, 2016).

2.1.2. Employee's Commitment

Organizational commitment is the aim of long-standing assignation with the company since the commitment of each person is not simply a substance of the separate, “job performance in relations of whether employees’ actions contribute to organizational goals”. Job performance could be demarcated as an employee’s capacity to complete errands assigned to them in a structural framework. Job performance is one of the vital phenomena that reproduce the goals and means essential to attain them and signifies the specialist efficiency or an organization’s success belief. It is the effort made by the worker within the workplace to achieve a specific target. The outcomes that companies want objectively measure”. The degree to which a fellow has effectively achieved their job is one of the pointers of organizational effectiveness. Momentarily, job performance specifies the efficiency of the worker’s specific activities that pay to attain organizational targets (Dalkrani & Dimitriadis, 2018).

All workers want to be pleased for their devotions or helps in firm conducts. The workers can get in the company, not just cash and not everyone go out and work for cash. The monetary benefit is a strong encouraging factor for lower-level workforces and those individuals who wish material well-being, nonetheless it has a slight influence on those who favor to complete thought-provoking works. So, the repayment must aim to the fulfilment of the separate desires of workers. In addition, the repayment equal with the involvement, the variety in welfare strategies will display the cares of the bosses to workers, making workers feel content with the payment and welfare strategy of the company. Once pleased with the reward and wellbeing plan, the strength of the employees’ commitment to the organization will be snuggest than forever. No matter how many times company try to save their employee for not leaving them, they would only disappoint themselves because if they are not working enough on their employee’s well-being from the start then the employees would be at peace with their work and if they are not at peace, they will be committed to the organization. It is said that commitment is the key to retain any employee in the company (Khushk, 2019).

No matter what the position is, either it is low level, middle level or senior level employee, companies need to understand that if they would not work on satisfying the employees’ needs and wants, they would not be committed to them. Once the employee is very much committed to the

organization, be it for any reason, money, work friends, environment or benefits they will prove to be the strong source for their employers. The more the commitment will be, employee will be more efficient, loyal, productive to his/her work (Yeh & Hong, 2012).

2.1.3. Job Performance

Job performance discusses the extent to which worker fruitfully concludes the duties and responsibilities allotted to them by their boss. It is a measure of how successfully an individual completes their job duties, and can be assessed based on numerous factors such as productivity, work quality, reliability, attendance, and capacity to work nicely with others. Job performance is typically measured by managers or supervisors, and can be used to recognize areas where a worker may need extra support or training, as well as to find and reward great performance. Job performance can be thought of as the level of production or outcomes that worker produces in relation to the potentials and standards set by their boss. This can consist of both quantitative measures, such as the number of units formed or sales made, as well as qualitative measures, such as the level of client satisfaction or the quality of work completed (Masihabadi, Rajaei, Koloukhi, & Parsian, 2015).

Aspects that can influence job performance include worker's skills, familiarity, experience, inspiration, attitude, and work environment. For instance, an employee who has the essential skills and knowledge to accomplish their job duties, is motivated to do their finest, and works in a helpful and positive environment is likely to perform fine. Alternatively, an employee who absences the necessary skills or training, is dispirited or unhappy in their job, or works in a negative or demanding environment may struggle to accomplish to the best of their abilities. Evaluating job performance typically includes setting clear goals and expectations for workers, providing regular response and coaching, and conducting performance evaluations or examinations on a regular basis. These evaluations may be built on specific objectives, along with more subjective assessments of worker's overall contributions and actions (Thamrin, 2012).

Active managing of job performance can have a number of benefits for both the worker and the company, in addition to improved efficiency, better job fulfilment and morale, concentrated turnover, and better overall organizational performance. Job performance of a member of staff is

substantial for many reasons, both from the viewpoint of the worker and the company (Ahmed & Ramzan, 2013).

Not so active job performance is dangerous for companies to attain their goals and aims. When workforces perform their job tasks well, they pay to the success of the organization, help to increase productivity and improve general performance. When workers are able to perform well in their jobs, they are more likely to feel contented with their work and interested to continue to improve. This can lead to improved job engagement, a positive work setting, and overall confidence (Sani & Maharani, 2012).

Job performance evaluations can offer workers with treasured advice and chances for professional development. By finding parts where they can advance and offering training or backing, companies can support workers to grow new skills and advance in their occupations. Employees who accomplish well may be recognized and rewarded for their contributions, which can assist to increase job satisfaction and motivation. Appreciation can take many forms, such as advantages, promotions, or public praise for achievements (Fu & Deshpande, 2013).

Job performance can have a direct effect on the level of customer satisfaction an company is able to achieve. When labors perform sound and meet or surpass customer prospects, it can lead to healthier customer loyalty and helpful word-of-mouth references. Overall, an effective job performance is vital for both the employee and the organization as well. It can contribute to achieving organizational goals, improve job satisfaction and motivation, provide opportunities for professional growth, lead to appreciation and rewards, and improve customer satisfaction (Ahmed & Ramzan, 2013).

2.2. Thematic Literature Review

This study by Ali (2011) is a quantitative research, the descriptive approach is being used. 140 questionnaires were distributed and personally managed. Researchers analyzed that there is a positive relationship of job stress with effective commitment and a negative relationship with normative commitment. A significant relationship was also shown in regards to the continuance commitment. No significant relationship was being identified among employee and normative

commitment. This paper was restricted because the sample size of the research was doubtful and the major variables which effected the employee commitment were ignored

In their quantitative study by Yeh & Hong (2012) convenience sampling has been used and 1600 questionnaires were distributed within the respondents in order to gather data. Regression and correlation tests were run to detect the findings. Outcomes proved that organizational commitment has a huge influence on job performance. And organizational commitment has a positive effect between job performance and leadership type. This research study is limited to the Taiwanese shoe's subsidiary within China.

This study by Thamrin (2012) includes permanent employees from five separate shipping companies in Jakarta, Indonesia. Survey method was applied in which respondents were given questionnaires and interviews were also conducted. The results concluded that the organizational commitment has positively impacted employee performance. Limitations include, the sample used for this research was only confined to the current employees of the companies.

The population of the research conducted by Sani & Maharani (2012) were 333 lecturers and the data was collected through the questionnaires. Proportional random sampling has been used in this analysis. The study applied the statistical methods of path analysis and multivariate regression for analysis of the data. Results deduced that organizational commitment has positive influence on lecturers' job performance. This paper is limited to male principles and doesn't differentiate between male and female lecturers. Secondly, the results can't be generalized from this sample of Islamic universities to other non-Islamic universities.

A research by Sani (2013) is a quantitative study where the data was gathered through self-report, so it can be influenced by response bias of social desirability. The outcomes showed that firstly, organizational commitment and procedural justice impacted the job performance positively. Secondly, organizational citizenship actions impacts job performance positively. Thirdly, organizational citizenship behavior positively affects procedural justice, organizational commitment and job performance. Moreover, the paper was restricted to the banking sector within Malang, Indonesia.

Susanty, Miradipta, & Jie (2013) stated in this research that greater organizational commitment increases the performance of an individual. According to the findings, organization's commitment

has impacted employee performance significantly. This implies that improvements in an organization's commitment impacted employee performance significantly. The limitations of this paper are that the researchers may use other companies' different sectors as samples to identify more about the relationship among organizational commitment with employees' job performance. Secondly, this research didn't mention the demographic variables.

The relation of organizational commitment with job performance has been researched by Fu & Deshpande (2013). The analysts applied SEM to observe the significant relation among organizational commitment and job performance. To reach results, Pearson's zero-order correlations and standard deviation were used in this paper. According to the SEM result, it showed that organizational commitment significantly impacts job performance. The limitations of this paper are that the ratio of female workers was more than of males in the sample and secondly, many of the participants had undergraduate degrees. Thirdly, the workplace of the insurance industry could be diversified from those of the Chinese industries. Therefore, the results of this research may not apply to different Chinese organizations. Lastly, the study does not prove to be the best proposed model.

According to the research by Ahmed & Ramzan (2013) the study emphasizes on the relation of job stress with job performance on workers employed in the banking division of Pakistan. It observes the purpose model concerning job stress and the influence it has on job performance. Members consist of seniors, graduate employees, and managers of well-reputed banks of Pakistan. A convenience sampling technique was applied to detect the relation between stress and employee's job performance due to time and budget constraints. Statistical method of correlation, regression and reliabilities were used to analyze data. The findings reflected a positive relationship among job stress and job performance which proves that job stress increases the performance of workers. The limitation includes that research was only done in the banking sector.

This quantitative research by Ali, Raheem, Nawaz, & Imamuddin (2014) stated that sampling technique has been used to find out the results. Results showed that factors like role conflict, monetary rewards and work load causes the stress in the employees. This means that stress significantly impacts job performance of the employees. The article is limited to the private sector universities within Karachi, Pakistan.

A research conducted by Rizwan, Waseem, & Bukhari (2014) is expressive in nature. The population were the employees in Bahawalpur, Pakistan. The paper was carried out in both the private and public segments of Bahawalpur. As per the results, there is no relation between job stress and job performance. Limitations includes that hardly any factors were considered of job stress and secondly, the sample size of this research was less which should have been expanded to determine the foremost important determinants at more universal level. Lastly, the data was collected from a specific group of people. This study also correlates more towards high stress rather than a low-stress environment.

In this quantitative paper by Masihabadi, Rajaei, Koloukhi, & Parsian (2015) structural equation, path analysis, and regression tests were applied to test the hypotheses. The findings concluded that job stress has negative effects on work satisfaction and organizational commitment. Job stress by organizational commitment and job satisfaction negatively affects job performance. The paper is limited to the auditors' institutes within Tehran and Mashhad.

Relationships among employee commitment and job performance has been researched in depth by Bandula & Jayatilake (2016). In this quantitative research paper, primary and secondary data collection techniques have been used. In total 115 respondents filled the questionnaires. Survey sampling was used in this study. The results specified that the employee commitment has a great influence on job performance. This article was only limited to the points of work-related attitudes of employees and also to the leasing companies within Sri Lanka.

This article by Leung, Yu, & Chong (2016) is based on the quantitative study and convenience sampling method was applied to gather responses from the participants. After evaluation, outcomes of the article indicated that there is a great impact of stress on both variables commitment and job performance. Results also indicated that there is a direct effect of three different types of commitment on various types of performance. The article is limited and relied on self-reported measures and also limited to the construction estimation participants in Hong Kong.

In this quantitative study by Andrew (2017), and the outcomes of his study showed that the employees' commitment has a notable relationship with organizational performance of the employees. This paper is limited to government sector organizations within Sri Lanka.

The researcher, Vijayan (2017) worked on the quantitative research and the outcomes proved that the factors of stress are positively correlated to one another, and therefore they have an eminent impact on the job performance of the workers. Larger population can be analyzed to recognize the impact of stress on job performance. This article is restricted to Aavin, Coimbatore.

2.3. Conceptual Framework

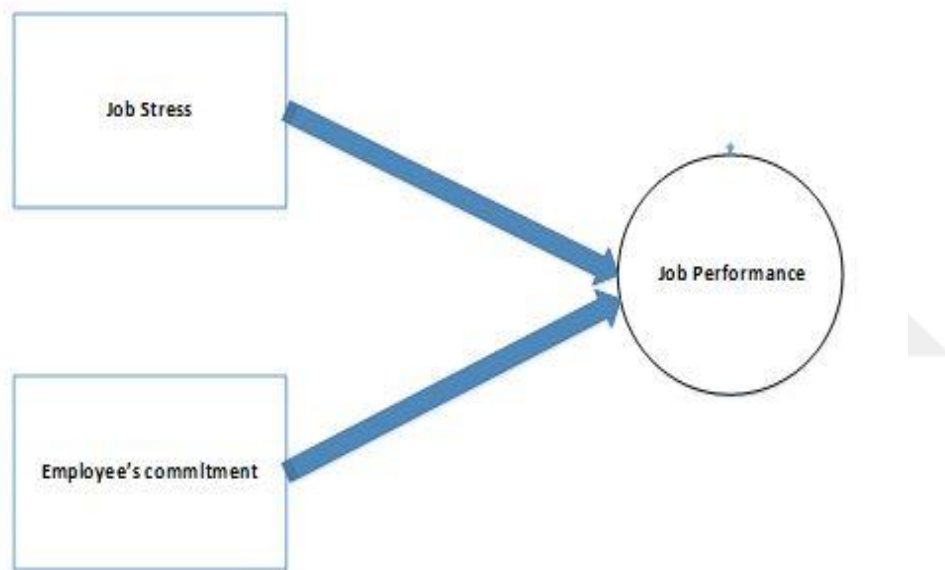


Figure 1. *Conceptual Framework*

2.3.1. Relationship between Job Stress and Job Performance

Job Stress is a destructive physical and emotive response that usually rises when the employee's wants and work requirements are deficient. The relation among Job Stress and Job Performance is characteristically detected by the management, managers, and blue-collar workers of the company. It is exposed that stress impacts worker's well-being, competence, and wellbeing. Job stress and

job performance can have uncountable dynamic connection. It is also accurate that some level of stress can be extremely moving for individuals to do good in their jobs and meet targets. But when job stress becomes extreme, it can destructively affect job performance (Masihabadi, Rajaei, Koloukhi, & Parsian, 2015).

Job stress can source burnout, fatigue, and absence of job satisfaction, which can cut productivity and quality of effort. This can lead to a lot of absences and turnovers. Furthermore, job stress can also mess up cognitive function and decision-making abilities, leading to errors, and accidents. Too much stress harmfully affects the physical and psychological health of an individual, leading to sicknesses that lead to absenteeism from work and influence job performance. Henceforth, it is crucial for companies to pointers to manage job stress and offer the right quantity of support and resources to their workers in order to keep their well-being and job performance. The association between job stress and job performance is multifaceted and can differ depending on several features. While some persons may thrive under certain stages of stress, excessive or chronic job stress can have harmful effects on job performance (Ahmed & Ramzan, 2013).

A certain amount of stress can actually improve job performance by increasing motivation, attention, and alertness. This level is often referred to as "optimal stress" or "eustress." It can benefit individuals stay involved, meet deadlines, and attain goals. It's significant to note that while excessive job stress can have harmful impacts on job performance, but a moderate level of stress can be helpful for people. It can provide a motivational drive and enhance attention and performance. Nevertheless, finding the right equilibrium is crucial, as chronic or irresistible stress can lead to the harmful consequences stated above (Ali, Raheem, Nawaz, & Imamuddin, 2014).

Though, when stress stages exceed an individual's capacity to deal with it, it can lead to negative results. Excessive job stress can affect physical and mental health matters, reduced job fulfillment, decrease drive, impaired decision-making, reduced creativity, and burnout. These factors can eventually lead to lessened job performance. Chronic stress can harm cognitive functioning, counting memory, attention, and problem-solving skills. This can hinder a person's ability to perform multifaceted tasks effectively and efficiently. High job stress can also affect emotional

well-being, leading to improved irritability, mood swings, anxiety, and depression. These emotional challenges can additionally impact job performance and interactive relationships in the office (Avey, Reichard, Luthans, & Mhatre, 2011).

High stages of job stress can make it challenging for individuals to concentrate and maintain focus on their tasks. Stress can lead to running thoughts, interferences, and difficulty listing work responsibilities, all of which can delay performance and productivity. Stress can impair or improve decision-making abilities, as it can cloud judgment and lead to impulsivity. When individuals are under significant stress, they may struggle to evaluate alternatives, weigh pros and cons, and make well-informed decisions, which can impact the quality and outcomes of their work (Avey, Luthans, & Jensen, 2009).

Job stress can hinder ingenuity and innovation if it is too much. Stressful surroundings often promote a stiffer mindset, as people focus on meeting instantaneous demands rather than discovering new thoughts or tactics. Reduced creativity and innovation can bound problem-solving capabilities and hinder the growth of new solutions or developments. Stress can pay to a rise in errors and accidents in the office. When people are overwhelmed by stress, their devotion may suffer, leading to mistakes or misunderstandings. This can be mainly problematic in risky or safety-sensitive occupations where errors can have severe significance (Rizwan, Waseem, & Bukhari, 2014).

Job stress can strain interpersonal relations within the office. When persons are stressed, they may become more short-tempered, impatient, or quiet, which can destructively impact coordination, collaboration, and communication. These interpersonal trials can further hinder job performance, as operative collaboration and cooperation are every so often essential for attaining optimal results. High levels of job stress can pay to rise in nonattendance (i.e., being absent-minded from work) and being present at work (i.e., joining work while being uncreative due to stress). Workers experiencing significant stress may want to take time off to improve or may come to work but fight

to perform at their normal capacity. Both absenteeism and presenteeism can disturb workflow and cut overall productivity (Vijayan, 2017).

Establishments can be good but it can also mitigate job stress and its influence on job performance by implementing stress management programs, encouraging work-life balance, fostering a caring work environment, providing resources and support for employees, and consoling open communication about stress-related trials. Job stress can influence job satisfaction and overall engagement in work. When individuals experience excessive stress, their satisfaction with the job may decrease, which can result in decreased commitment and effort. The presence of a supportive work atmosphere, such as active leadership, clear statements, adequate resources, and openings for employee growth and expansion, can help mitigate the damaging effects of job stress. A supportive setting can foster flexibility, provide coping strategies, and encourage work-life balance, eventually enhancing job performance (Daniel, 2019).

It's vital to note that differences play a role in how individuals respond to job stress. What may be demanding for one person might not be for another. Companies can benefit from implementing tactics to identify and manage job stress, such as stress managing programs, employee assistance programs, pliable work arrangements, and encouraging a healthy work-life sense of balance. Overall, the relationship among job stress and job performance is a dynamic interplay that needs attention to safeguard that stress levels continue within manageable limits to back optimal performance (Duncko, Cornwell, Cui, Merikangas, & Grillon, 2007).

Hence the hypothesis 1 is made:

H1: There is a significant impact of job stress on job performance.

2.3.2. Relationship between Employee's Commitment and Job Performance

Employee commitment refers to employee attachment towards their organization depending on their experiences. This mainly tells us about the extent of employee's dedication and satisfaction. The relation between employee's commitment and job performance is explained in one of the articles and it is verified that Employee's Commitment has an eminent impact on job performance and there is a positive relationship among both variables. Employee commitment and job performance are closely related. When company employees are well committed to their job and the organization they work for, they perform even better and achieve their goals effectively. Employee commitment can be understood as the extent to which employees identify with their job and the organization they work for and are ready to go the extra mile to fulfill organizational goals. When employees are well-committed to their job, they become motivated and well-engaged, which leads to great levels of job performance. Hence, employee's commitment is a significant factor in analyzing job performance. Employers can substitute employee commitment by providing opportunities for progress and development, identifying and rewarding employee accomplishments, and creating a constructive work environment that values employee welfare and engagement (Bandula & Jayatilake, 2016).

The relationship between an employee's commitment and job performance is noteworthy and interrelated. Employee commitment states to the level of devotion, loyalty, and engagement an employee has toward their company and its goals. Job performance, instead, refers to how fine an employee satisfies their job responsibilities and meets or exceeds performance opportunities. When workers are committed to their company, it positively affects their job performance in numerous ways like committed employees are inspired to perform fine and put in the essential effort to achieve their goals. They have a sense of self-importance and ownership in their labor, which drives them to go the extra mile and produce good outputs. Committed employees are aggressively engaged in their work and the general success of the organization. They take initiative, seek chances to improve their performance, and freely take on additional tasks. Their commitment leads them to proactively pay to the organization's matters. Committed employees line up their personal goals with the company's goals. They understand the purpose and mission of their effort and how it pays to the larger aims. This alignment allows them to prioritize tasks efficiently, take informed decisions, and work towards shared results (Rafiei, Amini, & Foroozandeh, 2014).

Committed employees validate adaptability and resilience in the face of trials. They are more likely to stick through obstacles, pick up from failures, and seek answers to overcome obstructions. Their commitment supports them stay focused and motivated during hard times, leading to better job performance. Committed employees are more likely to exhibit OCB, which mentions discretionary behaviors that go beyond job necessities but contribute to the general functioning of the company. This can contain assisting colleagues, volunteering for extra tasks, and encouraging a positive work atmosphere. OCB positively influences job performance by enhancing teamwork, the relationship among employees, and organizational effectiveness (Dordevic, Dukic, Lepojevic, & Milanovic, 2020).

It's vital to point that the connection between commitment and job performance is not unidirectional. Job performance can also affect an employee's commitment. When workers feel a sense of achievement and recognition for their performance, it braces their commitment to the organization. Equally, if job performance is constantly poor, it may fade an employee's commitment over time. A high level of commitment from workers tends to result in better job performance, while strong job performance can strengthen and enhance employee commitment. Companies that foster a culture of commitment and deliver support for workers to outshine in their roles are likely to see a constructive impact on both commitment and job performance (Suharto, Suyanto, & Hendri, 2019).

Hence the hypothesis 2 is made:

H2: There is a significant impact of employee's commitment on job performance.

2.4. Research Gap

Sani (2013) proposed that future researchers should double the general understanding of the relationship between job stress and job performance, and also the relationship between employee's commitment and job performance. Another study which is based on private universities, suggested that the factors affecting job stress should be analyzed to know the reasons of stress in order to avoid it (Ali, Raheem, Nawaz, & Imamuddin, 2014). Additionally, Yeh & Hong (2012), suggested

that future researchers should notice the factors that influence commitment level of employees because it plays a great part in the company as it influence the productivity of employee's work.



3. Methodology

3.1. Overview

In our quantitative research, the unit of analysis is the employees of edible oil industries within Karachi, Pakistan. The paper's sample size is 379 respondents; the data collected from these respondents helps in identifying the impact of job stress and employee's commitment on job performance.

3.2. Research Design

3.2.1. Type of Approach Used

In deductive research, the researcher goes to the field and gathers data, proceed from the scientific method and then examine the interpretations for result. The deductive research is based on existing theories and statements (Gupta, Prathap, & Shaheen, 2019). Hence, in this paper we have used deductive approach as it required existing statements and the deductive research process to detect the impact of job stress and employee's commitment on job performance.

3.2.2. Research Strategy

This study is quantitative which means it is entirely engaged and followed by statistical and mathematical techniques as it includes numerical approach and we have collected the data through online questionnaires (William, 2007). Additionally, this research paper is explanatory in light of the fact that it revolves around recognizing the impact, relationships and analysis of explicit factors and aspects of study in detailed way.

3.2.3. Time Horizon

This paper has a cross-sectional time horizon since the data is gathered to study the population as a whole in a single frame of time.

3.2.4. Data Collection Techniques

The data is collected by circulating online questionnaires.

3.2.5. Scales

Job Stress: A scale consisting of two dimensions, anxiety and time stress, and 13 items, developed by Parker and Decotiis (1983), was used to determine the job stress of the participants. The 1st, 3rd, 5th, 7th and 10th items in the original scale belong to the anxiety dimension; The 2nd, 4th, 6th, 8th, 9th, 11th, 12th and 13th statements are for the time stress dimension. In the literature review, it was determined that the researchers used the short form consisting of 9 statements, and the short form consisting of 9 statements was used in this study (Jamal & Baba, 1992; Koçoğlu, 2014; Fields, 2002; Nair, 2007).

Employee's Commitment: Organizational commitment scale was developed by Meyer, Allen, and Smith (1993). The scale has been used widely and was downloaded from <http://employeecommitment.com> website.

Job Performance: The 6-item job performance scale, developed by Dubinsky and Mattson (1979) and updated by Singh, Verbeke and Rhoads (1996), was used to measure job performance. The scale has been widely used in the literature and its validity and reliability have been tested (e.g. Günaydın Kesken et.al., 2023).

3.2.6. Unit of Analysis

This article is limited to the edible oil industries of Karachi, Pakistan. This industry's population is 36,000 to 37,000 according to HR expert, who is currently working in Habib Oil Mills.

3.2.7. Data Analysis Techniques

We have used some statistical tests to reach the results. First test is descriptive analysis which is used to have an idea about the data distribution. Second is reliability test, which helps in evaluating data's internal consistency. The third test is factor analysis to identify and understand the underlying dimensions or factors that explain the patterns of correlations among observed variables in a dataset. Forth test is correlation, which is applied to observe the relationship intensity of job stress and employee's commitment with job performance. And the last test is regression, which is used to observe the impact of job stress and employee's commitment on job performance.

3.2.8. Reliability and Validity

The reliability of data is checked by Cronbach alpha, which measures reliability statistically. If Cronbach alpha is above 0.700, it means it has high consistency. If Cronbach alpha is above 0.500 and less than 0.700, this is considered as moderate. And if it's less than 0.500, it is considered weak (Mehta, 2014). For validity test, we have used face validity i.e. ensured by an expert. Hence it essentially indicates that this research work is accurate and credible.

3.2.9. Ethical Considerations

- Ethics approval was obtained from the Istanbul Kultur University Ethics Committee.
- The responses are collected with the consent of the respondents.
- The data is collected honestly, without any plagiarism.
- In the questionnaire, the confidentiality of the respondent is preserved.

4. Data Analysis

4.1. Introduction

This section displays the respondents' context through an evaluation of their demographic data. This is preceded by findings, data interpretation and a summary. Reliability test has been performed on variables. The factor analysis has been run to identify and understand the underlying dimensions or factors that explain the patterns of correlations among observed variables in a dataset. Also, to observe the relationship between variables correlation test was run. Lastly, regression analysis is run to test the impact of independent variables on dependent variable. The responses are gathered from the online survey and analyzed using SPSS tools. For clarifications, there are tables.

4.2. Descriptive Statistics

4.2.1. Gender

Table1. Respondent's Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	164	39.4	43.3	43.3
	2.00	215	51.7	56.7	100.0
	Total	379	91.1	100.0	
Missing	System	37	8.9		
Total		416	100.0		

Table 1 demonstrates the percentage of respondents of both males and females. The percentage of male respondents is around 43% and almost 57% are female respondents.

4.2.2. Age

Table 2. Respondent's Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	182	43.8	48.0	48.0
	2.00	124	29.8	32.7	80.7
	3.00	43	10.3	11.3	92.1
	4.00	22	5.3	5.8	97.9
	5.00	8	1.9	2.1	100.0
	Total	379	91.1	100.0	
Missing	System	37	8.9		
Total		416	100.0		

The above table 2 indicates 5 age brackets of the respondents. Out of 379 of them, almost 44% were from the age bracket of 18-25. Almost 30% respondents were from age bracket of 26-35. Also, around 10% of the respondents were from age bracket of 36-45. Around 5% of them were from the age bracket of 46-55 and there were only 2% respondents who were 55 or over.

4.2.3. Marital Status

Table 3. Respondent's Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	162	38.9	42.7	42.7
	2.00	217	52.2	57.3	100.0
	Total	379	91.1	100.0	
Missing	System	37	8.9		
Total		416	100.0		

Table 3 shows the marital status of the respondents. Almost 43% respondents were married and around 57% of them were unmarried.

4.2.4. Education

Table 4. Respondent's Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	38	9.1	10.0	10.0
	2.00	31	7.5	8.2	18.2
	3.00	130	31.3	34.3	52.5
	4.00	180	43.3	47.5	100.0
	Total	379	91.1	100.0	
Missing	System	37	8.9		
Total		416	100.0		

Table 4 shows the level of education of the respondents. From 379 respondents, 10% were high school graduates. Around 8% of them were associates, around 34% of them were undergraduates. Almost 48% of them were graduates.

4.2.5. Experience

Table 5. Respondent's Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	72	17.3	19.0	19.0
	2.00	173	41.6	45.6	64.6
	3.00	59	14.2	15.6	80.2
	4.00	31	7.5	8.2	88.4
	5.00	44	10.6	11.6	100.0
	Total	379	91.1	100.0	
Missing	System	37	8.9		
Total		416	100.0		

The table 5 shows the working experience of the respondents. From 379 respondents, 19% of them had only less than a year experience. Around 46% of them had 6-10 years of experience. Around 16% of them had 11-15 years of experience and around 12% of them had 15 years or more years of experience.

4.2.6. Current Workplace Experience

Table 6. Respondent's Current Workplace Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	151	36.3	39.8	39.8
	2.00	159	38.2	42.0	81.8
	3.00	53	12.7	14.0	95.8
	5.00	16	3.8	4.2	100.0
	Total	379	91.1	100.0	
Missing	System	37	8.9		
Total		416	100.0		

The table 6 shows the current work place experience of the respondents. From 379 respondents, around 40% of them were associated with their current organization for less than a year. 42% of them were associated with their current organization from 1-5 years. 14% of them were associated with their current workplace for 6-10 years. None of them were associated between the bracket of 11-15 and lastly, around 4% of them were associated with their workplace for 15 years and more.

4.2.7. Status

Table 7. Respondent's Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	43	10.3	11.3	11.3
	2.00	336	80.8	88.7	100.0
	Total	379	91.1	100.0	
Missing	System	37	8.9		
Total		416	100.0		

Table 7 shows the company status of the respondents. Around 11% of the respondents from the public companies and almost 89% of them were from private companies.

4.2.8. Department

Table 8. Respondent's Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	14	3.4	3.7	3.7
	2.00	36	8.7	9.5	13.2
	3.00	86	20.7	22.7	35.9
	5.00	243	58.4	64.1	100.0
	Total	379	91.1	100.0	
Missing	System	37	8.9		
Total		416	100.0		

The table 8 is indicating the respondents' department in their company. From 379 respondents, almost 4% were from the finance department. Almost 10% of them were from the HR department. Almost 23% of them were from sales department. 0% belonged to the buying department and around 64% of them were from the other departments.

4.3. Reliability Test

Job Stress

4.3.1. Reliability Statistics

Table 9. Reliability Analysis of Job Stress

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.764	.760	9

The table 9 indicates that Job Stress has 9 items which have produced 0.764 Cronbach alpha, which is greater than 0.7. It means the reliability is strong, which is indicating that all items are closely related.

Employee's Commitment

4.3.2. Reliability Statistics

Table 10. Reliability Analysis of Employee's Commitment

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.787	.800	18

The table 10 indicates that Employee's Commitment has 18 items which have produced 0.787, Cronbach alpha, more than 0.7. It means the reliability is strong, which is indicating that all items are closely related.

Job Performance:

4.3.3. Reliability Statistics

Table 11. Reliability Analysis of Job Performance

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.782	.786	6

The Table 11 indicates that Job Performance has 6 items which have produced 0.782 Cronbach alpha, more than 0.7. It means the reliability is strong, which is indicating that all items are closely related.

4.4. Factor analysis

The KMO Test tests the fitness of the correlations between the variables and sample data in creating a dimension (Sipahi, Yurtkoru and Çinko, 2006). The KMO value varies between 0 and 1. The high KMO ratio means that it can be perfectly estimated by other variables in the scale. The acceptable lower limit for sampling adequacy is 0.50. If this value is found lower than 0.50, it is concluded that the scale is not suitable for the factor analysis (Ağırdan, 2016). Bartlett's test is applied at the same time with the application of the KMO analysis.

Job stress

4.4.1. KMO and Bartlett's Test

Table 12. KMO and Bartlett's Test Table

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.751
Bartlett's Test of Sphericity	Approx. Chi-Square	642.754
	df	21
	Sig.	.000

4.4.2. Rotated Component Matrix^a

Table 13. Rotated Component Matrix

	Component	
	1	2
My job bothers me more than it should.	.824	
I have felt restless or irritable because of my job.	.806	
Sometimes because the phone rings at home, the call may be work related. I get scared.		.773
There have been many times when my job drove me crazy.		.802
Many people working at my company at the same level as me run out of job tasks		.754
I have too much work and too little time to do it.	.761	
I feel as if I never took off from work.		.577

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 3 iterations.

The Table 12 indicates KMO and Bartlett's sphericity. Since the KMO value is .751, it indicates that the data is moderately suitable for factor analysis.

According to the results of the rotated component matrix, the KMO values of the items are shown in table 13. All items' values are higher than 0.05 which indicates that the items are relatively strongly associated with the identified components, indicating a good fit for the factor structure.

Employee's Commitment

4.4.3. KMO and Bartlett's Test

Table 14. *KMO and Bartlett's Test Table*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.771
Bartlett's Test of Sphericity	Approx. Chi-Square	2160.910
	df	91
	Sig.	.000

4.4.4. Rotated Component Matrix^a

Table 15. *Rotated Component Matrix*

	Component		
	1	2	3
It would be very difficult for me to leave my organization right now even if I wanted to.	.852		
If I decide to leave my organization now, my life will be upside down.	.816		
I have very few options to consider leaving this organization.	.795		
Currently, staying at my organization is as much an obligation as it is a desire.	.757		
One of the few negative consequences of leaving this organization is there will be a scarcity of available alternatives	.689		
This organization deserves my loyalty.		.820	
I wouldn't leave my organization right now because I have a sense of obligation.	.755		
I owe a lot to my organization.			.605
I really feel like this organization's problems are my problems.		.549	
I do not feel “emotionally attached” to this organization.		.750	
I do not feel a strong sense of “belonging” towards my organization.			
If it's to my advantage, it's okay to leave my organization right now.			.869
If I leave my organization now, I would feel guilty.			.768
I will be very happy to spend the rest of my career in this organization.			.626

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 5 iterations.

The Table 14 indicates KMO and Bartlett's sphericity. Since the KMO value is .771, it indicates that the data is moderately suitable for factor analysis.

According to the results of the rotated component matrix, the KMO values of the items are shown in table 15. All items' values are higher than 0.05 which indicates that the items are relatively strongly associated with the identified components, indicating a good fit for the factor structure.

Job Performance:

4.4.5. KMO and Bartlett's Test

Table 16. *KMO and Bartlett's Test*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.766
Bartlett's Test of Sphericity	Approx. Chi-Square	864.565
	df	15
	Sig.	.000

4.4.6. Component Matrix^a

Table 17. Component Matrix Table

	Component
	1
In terms of my performance potential among my colleagues in my company, I am satisfied with myself.	.877
I am satisfied with my ability to reach goals.	.824
In terms of time management, planning ability and expense management. I am satisfied with myself in terms of the quality of my performance.	.773
I am satisfied about the quality of my performance in customer relations.	.589
I am satisfied with the amount of business me or my organization gets (for example, sales).	.571
I have the right amount of knowledge that is required to maintain the quality of the company's products, company, the competitors' products and customer needs.	.522

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

The table.16 indicates KMO and Bartlett's sphericity. Since the KMO value is .766, it indicates that the data is moderately suitable for factor analysis.

According to the results of the component matrix, the KMO values of the items are shown in table 17. All items' values are higher than 0.05 which indicates that the items are relatively strongly associated with the identified components, indicating a good fit for the factor structure.

4.5: Correlations

Table 18. Correlation Analysis

Correlations							
		Anxiety_J S	TimeStress_J S	Continuance_E C	Affective_E C	Normative_E C	JP
Anxiety_JS	Pearson Correlation	1	.547**	.568**	.564**	.584**	.512*
	Sig. (2- tailed)		.000	.000	.000	.000	.000
	N	379	379	379	379	379	379
TimeStress_JS	Pearson Correlation	.547**	1	.867**	.899**	.859**	.612*
	Sig. (2- tailed)	.000		.000	.000	.000	.000
	N	379	379	379	379	379	379
Continuance_EC	Pearson Correlation	.568**	.867**	1	.957**	.892**	.652*
	Sig. (2- tailed)	.000	.000		.000	.000	.000
	N	379	379	379	379	379	379
Affective_EC	Pearson Correlation	.564**	.899**	.957**	1	.920**	.664*
	Sig. (2- tailed)	.000	.000	.000		.000	.000
	N	379	379	379	379	379	379
Normative_EC	Pearson Correlation	.584**	.859**	.892**	.920**	1	.709*
	Sig. (2- tailed)	.000	.000	.000	.000		.000

	N	379	379	379	379	379	379
JP	Pearson Correlation	.512**	.612**	.652**	.664**	.709**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	379	379	379	379	379	379

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

In Table 18, the P value of Anxiety, Time Stress, Continuance, Affective, Normative, and Job Performance are 1, 0.547, 0.568, 0.564, 0.584, and 0.512 respectively; which shows a moderate and positive relationship among job stress, employee's commitment and job performance. The significance values are 0.000 which is < alpha value i.e. 0.01, which means that there is a positive and significant relationship among all three variables.

4.6. Regression Test

Job Stress:

4.6.1. Model Summary

Table 19. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648 ^a	.419	.416	.75245674

a. Predictors: (Constant), TimeStress_JS, Anxiety_JS

4.6.2. ANOVA^a

Table 20. Regression Analysis - ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	153.734	2	76.867	135.761	.000 ^b
	Residual	212.888	376	.566		
	Total	366.622	378			
a. Dependent Variable: JP						

b. Predictors: (Constant), TimeStress_JS, Anxiety_JS

4.6.3. Coefficients^a

Table 21. Regression Analysis - Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	0.003	0.039		0.088	0	
	Anxiety_JS	0.436	0.081	0.253	5.391	0	
	TimeStress_JS	0.443	0.044	0.473	10.08	0	
a. Dependent Variable: JP							

Testing Hypothesis:

H1: There is a significant impact of Job Stress on Job Performance.

In table 19; the value of the adjusted R square is 0.419 which indicates that Job Stress explains Job Performance only to the extent of 41.9%.

In ANOVA table 20, the significance value is 0.000 which is less than alpha 0.01. Therefore, H1 is accepted, which means that there is a significant impact of Job Stress on Job Performance.

Table 21 shows the value of the standardized coefficient i.e. 0.436 and 0.443 for anxiety and time stress respectively. The significance coefficient value i.e. 0.000, it means there is a significant impact of Job Stress on Job Performance. Thus, H1 is supported.

Employee's Commitment:

4.6.4. Model Summary

Table 22. Regression Analysis – Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.710 ^a	.505	.501	.69584008
a. Predictors: (Constant), Normative_EC, Continuance_EC, Affective_EC				

4.6.5. ANOVA^a

Table 23. Regression Analysis – ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	185.049	3	61.683	127.393	.000 ^b
	Residual	181.573	375	.484		
	Total	366.622	378			

a. Dependent Variable: JP

b. Predictors: (Constant), Normative_EC, Continuance_EC, Affective_EC

4.6.6. Coefficients^a

Table 24. Regression Analysis – Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.060	.037		1.629	.000
	Continuance_EC	.130	.157	.104	.827	.000
	Affective_EC	.020	.205	.014	.097	.000
	Normative_EC	1.011	.149	.629	6.763	.000

a. Dependent Variable: JP

Testing Hypothesis

H1: There is a significant impact of Employee's Commitment on Job Performance.

In table 22; the value of the adjusted R square is 0.710 which indicates that Employee's Commitment explains Job Performance only to the extent of 71.0%.

In ANOVA table 23, the significance value is 0.000 which is less than alpha 0.01. Therefore, H1 is accepted, which means that there is a significant impact of Employee's Commitment on Job Performance.

Table 24 shows the value of the standardized coefficient are 0.130, 0.020, and 1.011 for continuance, affective and normative respectively. The significance coefficient value is 0.000, which means there is a significant impact of Employee's Commitment on Job Performance. Thus, H2 is supported.

4.7. Analysis with Reference to Literature

From the literature review, we have detected that Job Stress and Employee's Commitment have a positive and significant impact on Job Performance. As well as, from the literature review it is also identified that Job Stress and Employee's Commitment have a positive and significant relationship with Job Performance. The outcomes of this study also show the same results.

Testing Hypothesis

H1: There is a significant impact of Job Stress on Job Performance.

- The coefficient of anxiety and time stress is 0.130 and 0.020 respectively, which demonstrates that there is a significant impact of Job Stress on Job Performance.
- The P value is 1 and 0.547 for anxiety and time stress respectively, which shows a positive and strong relationship between Job Stress and Job Performance.

Ali, Raheem, Nawaz, & Imamuddin (2014) stated in their article that there is a significant relationship among Job Stress and Job Performance of employees which matches the outcome of our result. Additionally, Leung, Yu, & Chong (2016) found out that there is a significant impact of Job Stress on employee's Job Performance therefore the outcomes of this research also matches the results of our research.

Testing Hypothesis

H2: There is a significant impact of Employee's Commitment on Job Performance.

- The coefficient of continuance, affective and normative is 0.130, 0.020 and 1.011 respectively, which demonstrates that there is a significant impact of Employee's Commitment on Job Performance.
- The P value is 0.568, 0.564 and 0.584 for continuance, affective and normative respectively, which shows a positive and strong relationship between Employee's Commitment and Job Performance.

Yeh & Hong (2012) mentioned in their research that Employee's Commitment positively and significantly impacts the Job Performance and Thamrin (2012) also mentioned that Employee's Commitment has a positive and significant influence on Job Performance. Both the results are parallel with the outcome of our research. Moreover, Sani & Maharani (2012) stated that

Employee's Commitment positively affects Job Performance and Sani (2013) also found out that Employee's Commitment influences the Job Performance positively. Again, the findings of both researches are parallel with the results of our research. Lastly, Susanty, Miradipta, & Jie (2013) research's outcome also corresponds with our results as Employee's Commitment has a positive and significant impact on Job Performance.

The data for this paper is collected through online questionnaires and examined through SPSS and then the results are interpreted.



5. Discussion and Conclusion

The key goal to write this thesis was to evaluate the variables like job stress and Employee's Commitment to Job Performance within the edible oil industry. The effects of these independent variables on Job Performance were perceived differently among people. Both job stress and Employee's Commitment, as the findings of the literature review shows, can be the strongest factors that impact Job Performance significantly (Leung, Yu, & Chong, 2016).

If we think about stress, the emphasis is generally on its negative effects because it has deleterious effects on humans. But it is also studied that in some cases, Job Stress affects Job Performance significantly and even positively. Stress has physical and psychological consequences and is also harmful to the organization if the employers are not able to find the right balance (Masihabadi, Rajaei, Koloukhi, 2015). Since the motive of this article was to identify if Job Stress and Employee's Commitment have an impact on Job Performance. On the other hand, Employee's Commitment significantly requires individual's time and hard work and more importantly loyalty towards the organization. These factors increase the organization's productivity level. Yet it increases the benefits for both employees and organizations (Yeh & Hong 2012). With the increasing organization's pace and level of modifications, the top-level staff is continuously searching for techniques to increase Employee's Commitment, which will grant a competitive advantage to the company and a productive work environment for its employees (Ali, 2011).

The coefficient value of both independent variables indicates that there is a positive and significant impact of Job Stress and Employee's Commitment on Job Performance within the edible oil industry. The P value shows a positive and moderate relationship between Job Stress and Job Performance. It also shows a positive and strong relationship between Employee's Commitment and Job Performance.

5.1. Contribution

This study aims to contribute to the current knowledge regarding Job Stress and Employee's Commitment and their impact on Job Performance within the edible oil industry. As it is now evident that stress can be a positive variable that can affect Job Performance significantly even though it is perceived that job stress can be a damaging phenomenon for employee's Job Performance (Undie, Ukpata, & Iyortsuun, 2018). Whereas, it is also evident that commitment play the most significant role in employee's performance and this paper would contribute to

strengthen that believe that if the employee is highly commitment with the organization, he will definitely give the 100% to his work than the employee who is not committed with the organization (Rafiei, Amini, & Foroozandeh, 2014). The outcome of this research paper justifies that there is a significant impact of Job Stress on Job Performance which also matches the literature review of the paper.

There is significant and positive This paper contributes evidence to organizations and firms working under Edible Oil Industries, about where they are lacking. By estimating the results of this paper, organizations can get deep insights into what extent the Job Stress and Employee's Commitment play roles towards Job Performance and then they can accordingly work on these two factors within their organization. This research can further give idea to the companies about the do's, don'ts and also the steps they need to choose in order to attain effectual Job Performance by their employees for instance; social gatherings, workshops and trainings.

Enhancing organizational performance: By discovering the relationship between job stress, employee commitment, and job performance, this research can provide great insights into how companies can improve their overall performance. Understanding the variables that influence job performance can help companies design interventions and move forward strategies to find the right balance for job stress and enhance employee commitment, leading to improved job performance and productivity.

Informing management practices: This research can also contribute to the development of effective management practices and policies. Now we can identify specific stressors that negatively affect employee commitment and, most importantly, job performance. This knowledge can guide HODs and managers in developing strategies to find the right amount of job stress and enhance employee commitment, for instance working on employee support programs, promoting work-life balance, or fostering a positive work environment.

Employee well-being and job satisfaction: Job stress can have really negative effects on employees' well-being and job satisfaction, which, in turn, can affect their job performance. This research can shed light on the relationship between job stress, employee commitment, and job performance, pointing out the importance of working on job stress to promote employee well-being and job

satisfaction. This knowledge can help companies make supportive and healthy work culture that contribute to higher levels of commitment and performance.

Identifying intervention strategies: Through this research, we can point out specific intervention strategies that organizations can instrument to find the right amount of job stress and enhance employee commitment, which leads to improved job performance. These interventions may include stress management seminars, employee development workshops, flexible work environments, or company rules and strategies that promote work-life balance.

5.2. Limitations

Since it was an academic research the main limitations were the time constraints, the lack of financial resources and better tools. The study was only done on a small sample size within Karachi due to time limitations.

5.3. Recommendation (Based on Coefficients of Variables)

Organizations need to focus more on appreciating the skills which already exists in every person and further train these individuals to work more efficiently towards the goals of the company. In Pakistan, the management does not focus much on the Job Stress of employees but if they could find ways to avoid stress, a significant change in the work environment can be seen all over the country. Despite a small sample of only 379 respondents, the statistical evaluation shows that Job Stress and Employee's Commitment have a significant and positive impact on Job Performance. The stress factors come from the environment; therefore, making the environment pleasant will lower employee stress levels. Encouraging social activities will make them more comfortable with coworkers. Direct staff support should be provided by the management. To increase employee commitment and loyalty, organizations should construct career growth opportunities and make the workplace environment flexible. Collecting regular feedbacks will keep employees motivated. Avoiding communication gaps will increase employee's relationship with upper management. All these factors would help any organization to minimize the stress of their employees and maximize their commitment.

5.4. Future studies

In our study, we have only analyzed two variables, Job Stress and Employee's Commitment. However, other variables such as motivation, satisfaction and appraisal play a crucial role in Job

Performance. More researches need to be done while keeping these variables in mind. Also, this study could be expanded to other cities of Pakistan and to other countries as well, because then there will be a much larger scale to examine the variables influencing Job Performance. The more depth the study has, the more HR managers can learn and work to increase Job Performance of the workers. The study can also be conducted on different unit of analysis which are not studied yet. This will give a big and detailed picture about the importance and impact of Job Stress and Employee's Commitment on Job Performance in Edible Oil Industries within Karachi, Pakistan.



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