

# The impact of organisational stressors on the organisational commitment of contrasting gender working at London City Airport

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## Abstract

The project investigates the impact of the organisational stressors on the organisational commitment of the employees working at the London City Airport, UK. This cross-sectional research considered the literature of the last five decades to investigate the research problem however, for the purpose of analysis the literature is mainly from last one decade. The theories and models of stress are evaluated along with the antecedents of the organisational commitment. Using mixed methodology, total 38 survey respondents and 12 interviews were conducted through non-probability (quota and convenience) sampling technique. The Pearson Correlation confirmed that the organisational stressors have strong significant positive relationship with normative commitment ( $=0.91$ ), moderate relationship with continuance commitment ( $=0.56$ ) and weak positive relationship with affective commitment ( $=0.42$ ).

Additionally, the results confirmed that organisational stressors affect the organisational commitment of the males and females differently. Males have higher normative commitment while females have higher affective and continuance commitment. Additionally, results confirmed that task demands highly affect males whereas females are commonly affected by interpersonal relations. Lastly, the consequences of stress also vary for males and females as males showed higher behavioural symptoms (43%) while females exhibited psychological symptoms (57%). The recommendations are proposed at the end of the research.

**Keywords:** Affective Commitment, Normative Commitment, Continuance Commitment, Organisational Stressors, Gender, Aviation Sector

**JEL Classification:** D23, I18, I28, J28, J81

## 1. Introduction

Stress is not a new phenomenon. It is evident in the different spectrum of life at some stage. Stranks (2005) defined it as, "the disturbance of body's natural equilibrium". Haque & Aston (2016) further explored it and concluded that it is frequent at workplace and could have both; productive and adverse effect on the employees' working efficiency and wellbeing. Since, this research focuses on the aviation sector therefore the phenomenon is explored in the context of the relevant industry. Interestingly, Sun & Chiou (2011) argued that aviation is one of the modern tourism's popular schemes and the aviation ground personnel play vital role in assuring

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the safety and smooth operations within the aviation sector, especially at the airports. Nevertheless, the low level of organisational commitment and higher stress are evident in the aviation sector's employees irrespective of being one of the higher contributors to the GDP of UK (Harvey, 2007; Oxford Economics, 2014). Additionally, the recent survey commenced by the British Psychological Society (2017) showed that health issues are faced by the 1 out of 4 employees working in the UK's aviation sector. This reflects that workplace stress is higher in the aviation sector of the UK. In addition to that, Haque, Aston, & Kozlovski (2016) found that organisational factors are the most common stressors affecting the organisational commitment of the workers. Since, the authors studied IT sector therefore there are no sufficient traces from the aviation sector at present in this regard especially considering contrasting gender. Hence, in this research the International London City Airport (LYC) is considered to investigate the impact of organisational stressors on the ground employees' organisational commitment.

Based on the literature at hand, the main research question of this study is, *"Do the male and female LYC ground staff's overall organisational commitment is affected different by the organisational stressors?"* Therefore, the aim is, *"to investigate the organizational stressors' impact on the London City Airport's employees' overall organisational commitment"*.

The topic for this project is based on the axiological view of the researcher. Since, the topic has a relevance to the degree (bachelors of Airline and Airport Management) and researcher has working experience at the LYC. Thus, these factors have served as motivation to explore the research variables. Moreover, the aviation sector has been consistently higher contributor to the GDP of the UK and still there are evidences of higher stress and increased employee turnover in the last decade (Harvey, 2007; Oxford Economics, 2014, BPS, 2017). Therefore, there is need to examine the research problem. Moreover, there are limited evidences regarding the organisational stressors affecting the organisational commitment in terms of gender from the aviation sector. Thus, this project contributes to the enhancing the body of knowledge. Additionally, the previous researches of Haque & Aston (2016), Haque et al., (2017), Zehra & Faizan (2017), Zehra, Ather, & Zehra (2017), Nair et al., (2017), and Gok, Akgunduz, & Alkan, (2017) have been largely quantitative while this project consider those limitations to exceed and as a result undertakes the mixed method to overcome these limitations. Furthermore, above mentioned researches are from different sectors whereas present study considered aviation sector. Hence, this study contributes to the literature for the aviation sector.

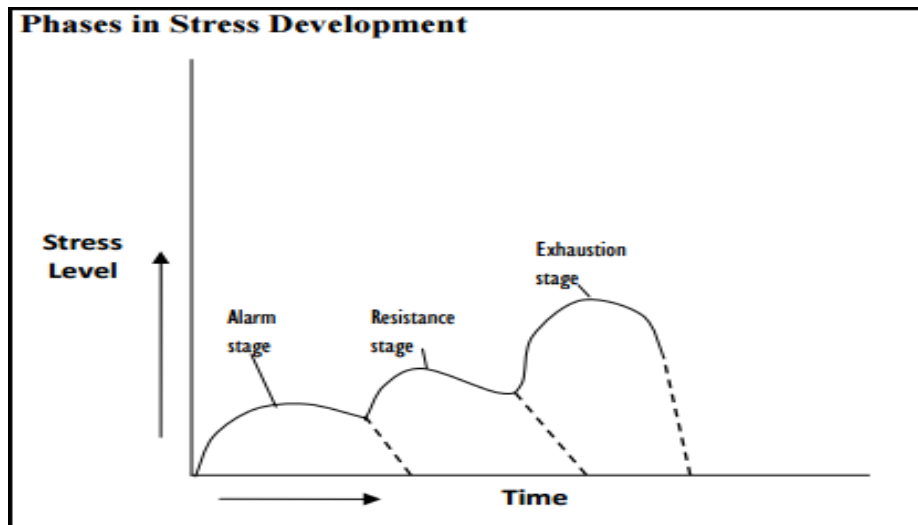
## **2. Literature Review**

### ***Stress***

Stress is not a new term as it can be traced in the literature as back as 1930s when Selye (1936) defined it through General Adaption Syndrome (GAS) model. Every type of stress leaves marks on the human health, which with times become too excessive and leads to create chronic disease (Selye, 1936, cite. from Stranks, 2005). Conversely, later authors defined stress as "influencer" affecting the body's natural equilibrium (Stranks, 2005; Haque & Aston, 2016). Interestingly, the work of Garg & Rani (2014) showed that stress is not always destructive but could be a positive motivator for some individuals and therefore categorized it as eustress (good stress) and distress (bad stress). Additionally, within the bad stress there are two more types namely;

hypo-stress (manageable stress) and hyper-stress (non-manageable) stress (ibid). These stressors results from the gradual shifts in the stages of stress (Ekundayo, 2014).

### *Stages of Stress*



**Figure 2.1:** 'Phases in stress development' Oyetimein (2009)

According to Ekundayo (2014), when the degree of stress inclines to highest limit, the positive stress transform into negative stress. Various scholars have categorized the stress into three stages; which is "alarm stage", "resistance stage", and exhaustion stage" (Levi, 1972; Oyetimein, 2009; Ekundayo, 2014). In the first stage, there are changes experienced by the body like increase of a pulse rate, improper digestion, blood pressure, and rapid breathing (Ekundayo, 2014). Resistance stage is where body decide whether to fight with the stress or fly away (ibid). The break of defense mechanism leads to failure of resistance and eventually the last stage "exhaustion" occurs (ibid). The last stage reflects unbearable stress for a body, leading to develop chronic stress. According to Oyetimein (2009), the depression, cardiovascular problems, diabetes, etc are some of the serious consequences driven from the stress at exhaustion stage.

### *Causes of Stress*

Numerous authors have identified various factors causing stress such as personality clash, personal problems, financial problems, task demands, role demands, organisational structure, leadership style, life-cycle of the organisation, interpersonal relations, political uncertainty, economic uncertainty, and technological uncertainty (Stranks, 2005; Haque & Aston, 2016; Haque, et al., 2016; Zehra & Faizan, 2017). However, broadly these factors are categorized as personal, organisational, and environmental factors by Stranks (2005). Nevertheless, this study focuses only on the organisational factors to ensure the perspective is explored in the depth rather than the width. Interestingly, the study of Haque & Aston (2016) revealed that males often experience higher stress due to organisational factors and females frequently experience stress due to personal factors. The organisational factors are factors mainly associated with the workplace environment causing stress to the workers (Haque & Aston, 2016). The organisational factors are listed in the table below:

<b>Organisational Factors</b>
Task demands
Role demands
Organisational structure
Leadership style
Life-cycle of the organisation
Interpersonal relations

**Table 2.1:** *Self constructed based on the work of Stranks (2005) and Haque & Aston (2016)*

### ***Consequences of Stress***

As the causes vary for the individual so do the consequences. Stranks (2005) explained behavioural, physical, and psychological symptoms as three main consequences of stress. According to the study of Haque et al., (2016) in terms of gender the consequences for the male employees are behavioural and physical whereas females demonstrate psychological symptoms. Despite that, there are no conclusive evidences from the aviation sector regarding the types of consequences in terms of gender resulting from the organisational factors.

### ***Stress Related Interactional and Transactional Theories:***

According to Stranks (2005), interactional theories are the earlier school while transactional theories reflect lateral development. The core theme of interactional theories is that stress incurs due to interaction between person and the environment (Haque & Aston, 2016). Moreover, the stress is treated as the focus of this school remains on the structural attributes (ibid). On the other hand, transactional theories focus on the process (transaction) of how stress takes place (ibid). Moreover, the interactional school considered the environment as static whereas transactional models argued that the environment is dynamic therefore the stress is more related to psychological aspects rather than the physiological attributes (ibid).

### ***Person-and-Environment (Interactional Theory)***

The main theme of "person-and-fit" theory revolves around the notion that stress is an outcome of the mismatch between person and the environment while the two interacts (French et al., 1982). Interestingly, the theory offers strong platform to investigate and explain the stress through scenario-based analysis (Haque et al., 2018). However, the major drawback of this theory is that it treats stress as an external factor and ignores the important interlinked job characteristics, which may affect stress in different manner (ibid).

### ***Job Characteristics Model***

The central idea of this theory is that the behavioural and cognitive symptoms are shown by the person when distinctive job features affects the mental condition (Hackman & Oldman, 1980; Cox & Griffiths). The model is significant as it considered the psychological aspects to some extent in order to explain the stress through job related attributes (Haque & Aston, 2016).

Nevertheless, this model does not explain the complication of chronic stress due to job features by ignoring the attributes of job and heavily relying on the psychological state (ibid).

### ***The Vitamin Model***

In contrast to Job Characteristics Model, this model is more precise as it only undertakes the job features that could affect the employees' mental health (Veldhoven *et al.*, 2002). The model has a strength as it only focuses on three aspects namely; content-and-discontent, pleased-and-depressed, and comfortable-and-anxious while exploring the cope up abilities of the employees (Mark & Smith, 2008). However, there are low evidences from the empirical researches to support this theory (ibid). Additionally, there are inconsistent results from this theory so this could not be sufficient to explain stressors (Mark & Smith, 2008).

### ***Demand Control Model***

According to Karasek (1979), the structural psychological attributes are driven by the demands and controls of job. Interestingly, the theory focuses on the structural features while including psychological attributes and social support at workplace (Jovanovic *et al.*, 2006; Mark & Smith, 2011). However, this theory does not explain the multi-stressors simultaneously affecting individual (Jovanovic *et al.*, 2006; Mark & Smith, 2011).

### ***Effort-Reward Imbalance Model (Transactional Theory)***

The first model from the interactional theory is effort-reward imbalance model explained here. Siegrist (1996) proposed the theory that when the efforts and rewards are mismatched in the organisation; it leads to create a stressful experience. The gain of this theory is that it considered environment's subjective perception as vital aspect while focusing on the reciprocity concept (Siegrist, 1996; Mark & Smith, 2008; Haque & Aston, 2016). Conversely, the theory fails to consider internal process interlinked with the efforts and rewards and largely remains ineffective unless mixed with other stress related models because it operates on the general principles (Mark & Smith, 2008; Haque *et al.*, 2016).

### ***Cox Transactional Model***

This model investigates stress by comprehensively giving clear structure and focuses on the individual differences (Cox *et al.*, 2006). The internal and external sources along with the feedback stage is provided by this model, which helps in understanding the stress effect in the comprehensive manner rather than general (Cox *et al.*, 2006; Mark & Smith, 2008). Nonetheless, the model has biggest limitation as it excessively focuses on the differences among resources and locus of control (Mark & Smith, 2008). Additionally, there is obstacle in attaining conscious evaluation because of high probability of receiving biased responses (Mark & Smith, 2008; Haque & Aston, 2016).

### ***The Job Demand Resource Model***

Demerouti *et al.*, (2001) proposed the job demand resource model with main notion of exploring the stress in the physical and social dimensions. Interestingly, the model is significant in measuring the organisational commitment through categorized psychological attributes by converting them into job demands and job resources (Xanthopoulou *et al.*, 2007). Additionally,

various studies have confirmed the use of this model to establish the relationship with the organisational commitment (ibid). However, despite some advantages there are limitations of this model too. It follows the same traditional approach by heavily emphasizing on the environment (ibid). Moreover, the empirical studies have found inconsistent results regarding the personal resources as mediating variable (ibid).

### ***DRIVE Model***

Mark & Smith (2008) proposed DRIVE (demand, resources, and imbalance effect) model for evaluating stress. Interestingly, this model included perceived job stress and explanatory variables (Haque & Aston, 2016; Haque & Oino, 2019). The model is based on the limitations of all previous models and therefore it is more simplistic in nature while offering comprehensive picture through explanatory variables, individual differences, and job-related features in relation to workplace stress (Mark & Smith, 2008). However, this model has limited evidences to support it from the cross-cultural perspective (Haque & Aston, 2016). Additionally, there are limited evidences to support the model in the complex business environment (ibid).

From the above discussion, the conclusion is drawn that all models have their own advantages and shortcoming but the most appropriate one to investigate stress is the DRIVE model of Mark & Smith (2008). Thus, in this research, DRIVE model is considered for exploring the research variables.

### ***Organisational Commitment***

The independent variable in this research is the organisational commitment. According to Haque & Yamoah (2014), it is the bondage of psychological nature between the employees and the organisations. As per Sheldon (1971), a positive intent shown by the employees towards the organisational tasks assigned to them reflects organisational commitment (cited from Haque & Yamoah, 2014). The Side-Bet theory of Becker (1960) for the first time used the commitment aspect of the employees through their approach in actively participating for the interest of the organisation. On the other hand, the work of Porter, Steers, & Mowday (1979) argued that Side-Bet Theory treats the commitment as a result of the financial reward whereas the organisational commitment cannot be measured through this as it does not depend on the financial rewards. Interestingly, the first conclusive definition is given by the Porter et al., (1974) to explain the organisational commitment and it is that the voluntary efforts shown by the employees towards their organisation reflects their commitment towards organisation. Based on the work of Porter et al., the three distinctive terms were offered by Mowday et al., (1979) to explain the three distinctive types of organisational commitment. Affective, Normative, and Continuance Commitment are three types of commitment commonly found in the literature (Haque & Yamoah, 2014).

### ***Affective Commitment***

Various authors have explained affective commitment as voluntary efforts shown by the employees towards achieving the organisational goals by treating the goal as their own goal (Mowday et al., 1979; Allen & Meyer, 1996; Haque & Aston, 2016; Zehra et al., 2017; Haque et al., 2018). Interestingly, the work of Hemdi (2009) revealed that the perceived organisational

support does not affect the affective commitment whereas Haque & Aston (2016) found that social support affects the affective commitment of both male and female employees, which leads to demonstrate lower level of organisational stress among them. Additionally, the work of Haque et al., (2016) found that the organisational stressors affect the affective commitment of contrasting genders in a distinctive manner. Moreover, both studies; Haque & Aston (2016) and Haque et al., (2016) revealed that males are highly affected by the task demand (organisational stressor) while females are more affected by the interpersonal relationship (organisational stressors). Nevertheless, Cicei (2012) argued that workplace stress negative affects the AC whereas work of Somers (2009) found positive association between them. Having said that still there are no evidences from the aviation sector.

### ***Normative Commitment:***

It is a type of the commitment exhibited by the workers through their willingness and openness to accept the organisational values as they have no hesitation in accepting those norms while viewing and fulfilling it as moral obligation (Mowday et al., 1979; Allen & Meyer, 1996; Haque & Yamoah, 2014; Haque & Aston, 2016). Furthermore, the work of Meyer et al., (2002) showed that in contrast to AC and CC, NC is relatively lower among the employees. On the other hand, the work of Haque & Aston (2016) revealed that overall males have higher NC in contrast to females. Moreover, the work of Ahmed & Yekta (2010) showed no significant relationship between the NC and perceived organisational support. Nevertheless, Haque et al., (2018) revealed that the NC is higher in the developing country in contrast to developed country. Somers (2009) argued that NC is positively affected by the workplace stress. Again, there are no conclusive studies from the aviation sector to confirm or contradict these findings.

### ***Continuance Commitment:***

Several authors have explained continuance commitment by reflecting the willingness of the employees to continue being affiliated with the organisation (Mowday et al., 1979; Allen & Meyer, 1996; Haque & Yamoah, 2014; Haque & Aston, 2016; Haque et al., 2016; Zehra et al., 2017; Haque et al., 2018). Interestingly, Somers (2009) found positive correlation between CC and organisational stress. Additionally, the work of Cecei (2012) showed that among all three dimensions, affective commitment is more closely associated with the organisational stress in contrast to normative and continuance commitment. On the other hand, work of Haque et al., (2016) showed that females have higher continuance commitment in contrast to males because they have more tendencies to resist stress of all types.

### ***Gap in the Literature***

The literature at hand has shown the traces of the relationship between the variables of interest but there are mixed evidences as the nature and the strength of the relationship varies from sector to sector. There are no conclusive evidences regarding the relationship between variables from the aviation sector. Moreover, the literature at hand does not confirm the relationship in terms of gender. Hence based on the identified gap in the literature, following hypothesis is proposed:

**Research Hypothesis:**

H<sub>6</sub>: "The organizational stressors do not significant differently affect the LYC ground staff males and females' overall organizational commitment".

H<sub>0</sub>: "The organizational stressors do significant differently affect the LYC ground staff males and females' overall organizational commitment".

**3. Research Methodology**

As per Sekaran & Bougie (2012), research philosophy reflects the belief and pattern researcher follows during the research commencement process. Moreover, the authors have identified positivist (quantitative), interpretivist (qualitative), and realism (mixed method) as commonly used research philosophies. Since, present research intakes both qualitative and quantitative methods to investigate research problem, therefore realism is the research philosophy because it gives the opportunity to gain both numerical significance as well as exploration through interpretation. In other words, Faizan et al. (2019) stated that, "previous studies focused on 'factual truth' (expressing the relationship numerically through mathematical objectivity) while the focus of this study is on 'useful truth', reflecting the understanding of the research phenomenon by testing truth through its practical applications". Sekaran & Bougie have categorized longitudinal and cross-sectional as two main types of research designs. Longitudinal is carried out in different time lags while cross-sectional is commenced in one go with no lapse in the time interval (ibid). Since, the research is completed within the six months and single response from the respondent is gathered thus this research is cross-sectional. Furthermore, the sub-categorization of the Haque et al., (2017) is considered by making cross-sections in terms of the gender and management layer therefore this design is more appropriate for the present investigation.

Walliman (2001) argued that the researcher must identify the nature of research and design the strategies accordingly. Exploratory, descriptive, and explanatory are the types of research based on the nature (Saunders et al., 2012). Since, this research explores the cause-and-effect therefore by nature this research is exploratory. Qualitative, quantitative, and mixed methods are commonly used research approaches (Sekaran & Bougie, 2012). Quantitative methods focus on the numeric expression and follows deductive approach whereas qualitative methods focus on exploring the qualitative aspects by following inductive approach (ibid). The mixed methodology is used when researcher combines both quantitative and qualitative methods (ibid). As the researcher wanted to gain numeric expression as well as exploration thus opted for mixed methodology. In addition, qualitative methods help in attaining the useful truth through exploring research Phenomenon (Faizan et al. 2019). Moreover, the researcher followed Haque & Aston's (2016) funnel approach to explore the variations.

The research instrument is used for obtaining the data from the sources (Walliman, 2001). In this research two research instruments namely; survey questionnaire and interview questions were used. The researcher used Haque & Yamoah (2014) and Haque & Aston (2016) questionnaire by extracting only those questions that were relevant to present study. The scale was based on the 5-items Likert scales (1=strongly disagree to 5=strongly agree). The survey contained four demographic variables while 17 attitudinal and behavioural questions related to



research problem. This was to circulate among the operational staff. Furthermore, the interview question list contained open-ended 8 questions asked from the middle management. These two instruments were used to gain both quantitative and qualitative perspective.

Sampling techniques are used by the researchers to identify the means of approaching target audience (Sekaran & Bougie, 2012; Haque, Kot & Imran, 2019; Kot et al. 2019). Probability and non-probability are the two common techniques used in social science researches (Sekaran & Bougie, 2012; Urbański et al. 2019). In the probability, there are equal chance for each event to be selected whereas unequal chance for the event's selection in the non-probability sampling technique (ibid). There are pros and cons of both but it is essential to consider the context and the aim of research in focus while selecting any one or the combination of both. The non-probability technique is undertaken in this research because of the limited resources and time factor. The biggest disadvantage of such technique is that it offers less generalization of findings (Sekaran & Bougie, 2012). However, the biggest advantage is that it is cost effective in contrast to probability sampling technique (ibid). Since, the resources are limited and the researcher aims to gain case study related specific findings rather than generalized one hence non-probability sampling technique is preferred in this research. Within the non-probability sampling, researcher opted for quota-sampling by targeting equal number of respondents in terms of gender. Additionally, the researcher used convenience sampling technique by approaching the respondents through their convenience.

Sample size is the representative portion of the population (Sekaran & Bougie, 2012; Haque & Aston, 2016). The researcher followed the marginal error formula of Jamal (2013) to identify the sufficient number of respondents for the survey forming sample size  $[\frac{z\sqrt{\hat{p}(1-\hat{p})}}{n}]$ . As a result; it generated the minimum number of respondent for the present study to be 36 to draw logical conclusion. Therefore, researcher concluded results based on the 38 respondents' participation, which is more than the generated number through Jamal's formula ( $38 > 36$ ). Additionally, the researcher followed Haque et al., (2018) argument for the number of interview respondents as point-of-saturation was a cut-off point in this study. The researcher reached point-of-saturation after attaining 12 interviews.

The research used systematic approach by starting first with the survey questionnaire circulation manually among the ground staff. Thus, researcher ensured that equal number of the respondents is maintained in terms of gender therefore equal split was used. Within a week researcher gathered 38 filled survey questionnaires. Later researcher approached the middle level staff to gain the management's perspective regarding research variables. The face-to-face interviews were carried out in the lunch time through consent of the respondents. On average, each interview lasted 3 minutes and 20 seconds. The gathered information was then manually put into MS. Excel file. The survey questionnaire results were then open through SPSS 23.0 to run statistical analysis while proportional analysis was carried for the interview findings through Excel spreadsheet.

It is essential that the researchers ensure that their respective research is valid and reliable (Sekaran & Bougie, 2012). The researcher followed construct-validity approach by considering the Haque & Aston (2016) and Haque & Yamoah (2014) scale. Moreover, the research followed

DAB strategy to ensure the validity and transferability is attained. For the reliability, researcher used Cronbach's alpha test to assess the reliability among the internal items. Interestingly, results showed that Cronbach's  $\alpha = 0.78$ . Since, the value is greater than 0.7 thus this indicate that there is good reliability.

Another important aspect in the research is to ensure that no ethical lines are violated. In order to maintain the ethical considerations, the researcher used the no-disclosure strategy. Hence, the researcher assured the respondents that their shared information and details will not be disclosed to anyone. Moreover, they were assured that the research is academic and their confidentiality will be maintained by keeping them anonymous. Furthermore, the respondents were well-informed about the research theme and given the option to quite anytime if they want to leave. Through these strategies the researcher ensured ethical considerations are fulfilled.

#### 4. Results, Findings and Discussion:

##### Survey Questionnaire Findings:

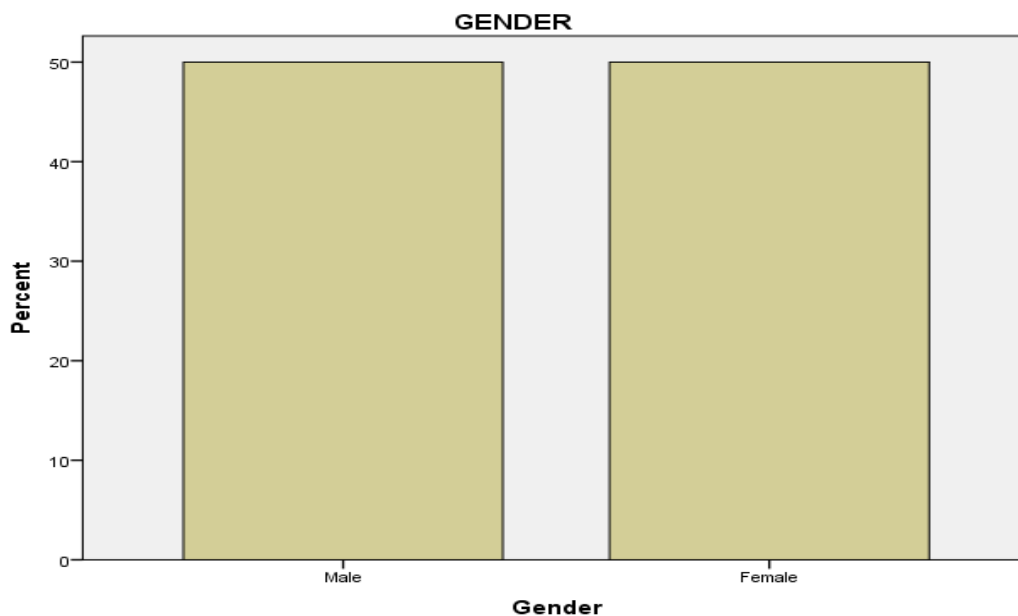
##### *Reliability:*

**Table 4.1: Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.78	.793	17

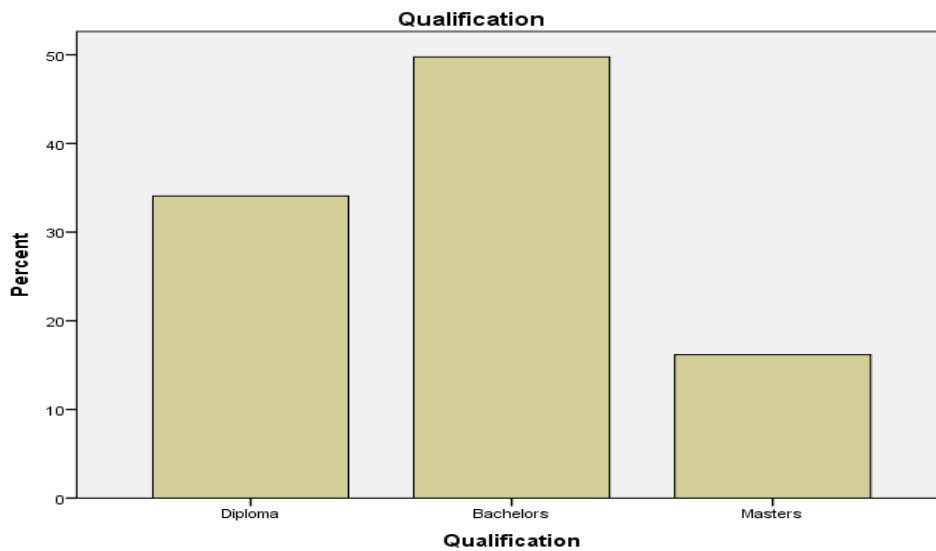
The reliability test revealed that the Cronbach's alpha = 0.78, which is greater than the 0.7 and thus the items on the scale are reliable. In other words, there is internal consistency among the items on the scale.

##### *Demographic variables*



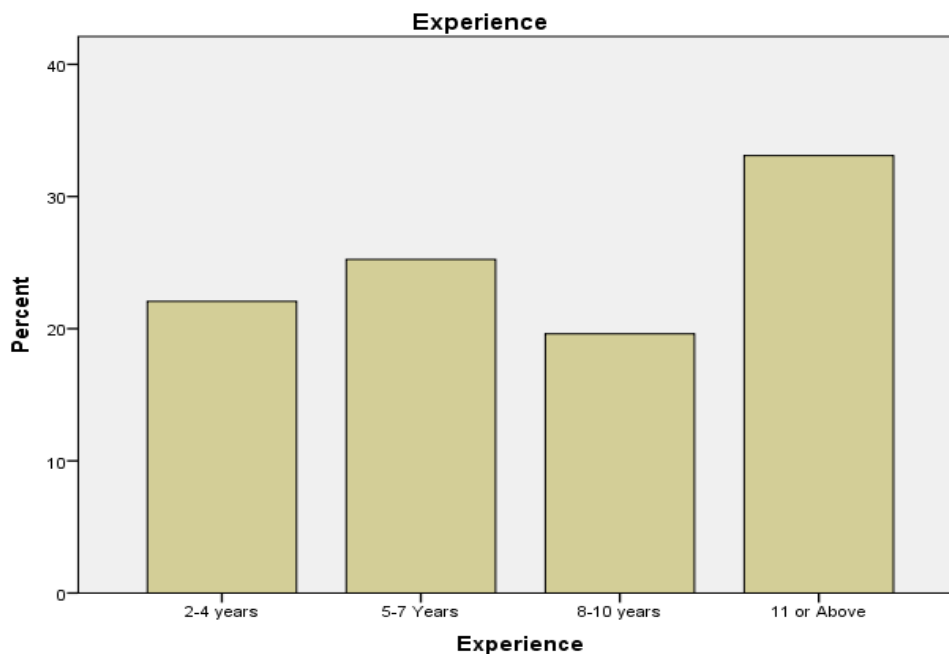
**Figure 4.1: Gender representation in this research.**

The above bar diagram reflects the 50% from each gender. It was ensured that the respondents have equal representation in the survey.



**Figure 4.2:** *Qualification proportion*

The above figure reflects that the majority of the employees working at the LYC hold bachelors’ degree (49.5%), while diploma holders are 35% and Masters only 19.6%.



**Figure 4.3:** *Experience proportion*

In the above figure, it is evident that the majority of the workers in the LYC fall into the bracket of 11 or above (37%), followed by 5-6 years (28%), 2-4 years (22%), and lastly 8-10 years (19%).

**Normality Test:****Table 4.2:** Tests of Normality

Item	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Organisational Stressors	.107	38	.124	.963	38	.230

a. Lilliefors Significance Correction

To select between the parametric and non-parametric test, researcher used the test of normality to decide between the two options. Shapiro-Wilk test results are considered to assess the normality assumption. Since, the vast literature suggest that Shapiro-Wilk test is more adequate than any other normality test hence researcher preferred it (Walliman, 2001; Sekaran & Bougie, 2012; Haque & Aston, 2016; Zahid, Sheikh, & Zehra, 2017; Nair et al., 2017). The results revealed that the sig-value is greater than the alpha value therefore the normality assumption is satisfied ( $=0.23 > 0.05$ ,  $p > \alpha$ ). Hence, researcher used parametric test because the data is normally distributed. Thus, Pearson's Correlation (parametric) is used instead of Spearman's correlation (non-parametric).

**Correlation:****Table 4.3:** Correlation between variables of interest

Correlation Variables	Pearson Correlation	Sig Value	Results	Interpretation
Organisational Stressors & Affective Commitment	0.42**	0.03	$P < \alpha$	*
Organisational Stressors & Normative Commitment	0.91**	0.000	$P < \alpha$	****
Organisational Stressors & Continuance Commitment	0.56**	0.002	$P < \alpha$	**

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

The above table indicate that organisational stressors have statistically significant positive correlation with all three dimensions of the organisational commitment. Considering two-tail (\*\*), the Pearson Correlation for the organisational stressors and normative commitment is strong positive. In other words, the correlation between these two is uphill and close to the perfect relation. Additionally, the sig-value is extremely statistically significant because obtained value is significantly lower than the alpha value ( $=0.0000 < 0.05$ ,  $p < \alpha$ ). Furthermore, the correlation between the organisational commitment and continuance commitment is also evident to be statistically highly significant however the relation is positive but moderate as it is just over 0.5. Nevertheless, the correlation is statistically highly significant as there is upward slope and the sig-value is lower than the alpha value ( $=0.002 < 0.05$ ,  $p < \alpha$ ). This indicates that

the value lies in the critical region. Lastly, the organisational stressors have positive weak correlation with the affective commitment (0.42). Again, the sig-value is less than the alpha thus there is statistically significant relationship ( $=0.03 < 0.05, p < \alpha$ ). To large extent this study confirms the correlation between the variables of interest and therefore supports the work of Haque & Aston (2016). Furthermore, all three dimensions of the organisational commitment are positively correlated with the organisational stressors thus the study opposes the work of Cecie (2012) and Somers (2009) in this regard.

### ***Independent t-test:***

In order to test the research hypothesis, the researcher ran two independent t-tests for males and females. Since, the results from the Levene's test revealed that the equality variances criteria have been obtained therefore only the results from the equality of variances are stated below.

**Table 4.4:** Independent Samples Test for Males

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Organisational Stressors	Equal variances assumed	1.051	.000	11.140	37	.000	.761	.105	.245	.373
Affective Commitment	Equal variances assumed	2.135	.000	5.573	37	.0031	.241	.132	.283	.455
Normative Commitment	Equal variances assumed	1.231	.001	8.4216	37	.000	.625	.171	.588	.777
Continuance Commitment	Equal variances assumed	2.206	.001	3.568	37	.002	.447	.113	.150	.298

From the above table, it is evident that organisational stressors affect the male employees' affective, normative, and continuance commitment in a statistically significant manner. Additionally, it is evident that the organisational stressors most significantly affect the

normative commitment of male employees ( $=0.000 < 0.05, p < \alpha$ ). This reflects that normative commitment of the male employees is extremely significantly affected by the types of organisational stressors. Thus, this study confirms the previous empirical studies of Hemdi (2009), Haque & Aston (2016), and Haque et al., (2017) while oppose to some extent the work of Hemdi (2009), Somers (2009), Cecei (2012), and Haque & Yamoah (2014). Furthermore, the test also revealed that the affective and continuance commitment of the male employees are also affected significantly to certain extent ( $AC=0.031 < 0.05, p < \alpha$ , ( $CC=0.02 < 0.05, p < \alpha$ ). Hence, the present findings are aligned with the work of Somers (2009), Cecei (2012), Haque & Yamoah (2014) whereas partially differs with the work of Haque & Aston (2016), Haque et al., (2017), and Zehra & Faizan (2017).

**Table 4.5:** Independent Samples Test for Females

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Organisational Stressors	1.034	.000	13.440	37	.001	.316	.106	.225	.353
Affective Commitment	.043	.001	7.476	37	.001	.122	.112	.053	.521
Normative Commitment	1.289	.003	1.262	37	.116	.170	.109	.494	.486
Continuance Commitment	2.506	.001	1.142	37	.023	.824	.108	.610	.481

Considering female respondents, the results revealed that the organisational stressors affects the affective commitment to some extent but does not affects the normative and continuance commitment. The sig-value for the affective commitment and continuance commitment are lower than the alpha value, which reflects that the value lies in the critical region ( $AC=0.001 < 0.05, p < \alpha$ ,  $CC=0.023 > 0.05, p > \alpha$ ). Thus, considering the gender perspective, it is confirmed that the organisational stressors affect the affective commitment and continuance commitment

of males and females in a statistically significant way. Therefore, these results support the work of Ceicei (2012) while differs with the work of Haque & Aston (2016) and Haque et al., (2018). Additionally, the normative commitment does not lie into critical region therefore the organisational stressors do not affect it in a statistically significant way. In other words, the organisational stressors non-significantly affect the females' NC ( $=0.116 > 0.05$ ,  $p > \alpha$ ) at the London City Airport. Interestingly, this indicates that the present findings are significantly different from the work of Haque & Yamoah (2014) and Zehra & Faizan (2017). Additionally, in the light of the statistical results, there is strong evidence against null hypothesis hence the null hypothesis is rejected.

### Funnel Approach:

The researcher adapted the Haque et al., (2017) funnel approach to examine the variation within the types of organisational stressors among the contrasting gender working at the LYC.

**Table 4.6:** Funnel Approach - Type of organisational stressors

Organisational Factors	Males	Females
Task demands	43%	13%
Role demands	9%	11%
Organisational structure	3%	4%
Leadership style	22%	6%
Life-cycle of the organisation	15%	9%
Interpersonal relations	8%	57%

It is evident from above table that the types of organisational stressors vary for contrasting gender. Task demand is the most frequently cause of stress for the male employees while interpersonal relationship causes higher stress to females (43% against 57%). Thus, this study supports the findings of Haque & Aston (2016), Haque et al., (2017), Nair et al., (2017), Zehra & Faizan (2017), and Haque et al., (2018).

**Table 4.7:** Funnel Approach - Consequences of Stress

Organisational Factors	Males	Females
Behavioural	42%	28%
Physical	31%	18%
Psychological	27%	54%

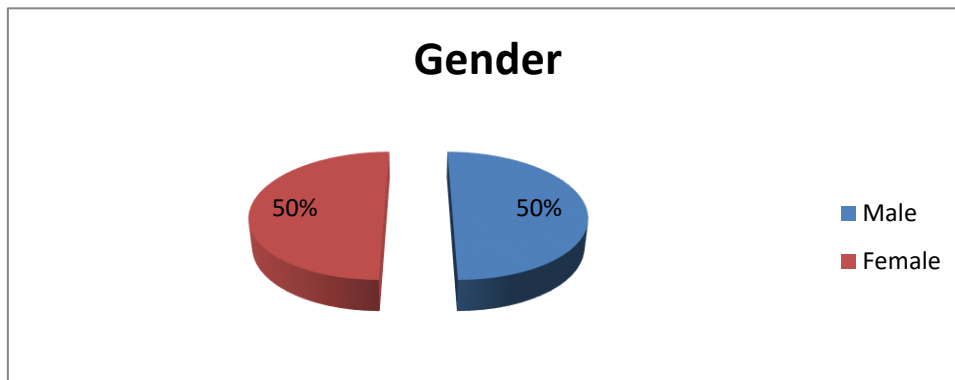
Interestingly, the results showed that the organisational stressors lead to demonstrate contrasting consequences. As evident, the effect of stress among the males drive them to exhibit more the behavioural consequences (42%), followed by physical symptoms (31%), and lastly psychological effects (27%). On the other hand, females due to stress show higher psychological symptoms (54%), followed by behavioural (28%) and physical symptoms (18%). Thus, the present findings to large extent confirm the findings of Haque & Aston (2016) and

Haque et al., (2018).

***Interview Findings and Discussions:***

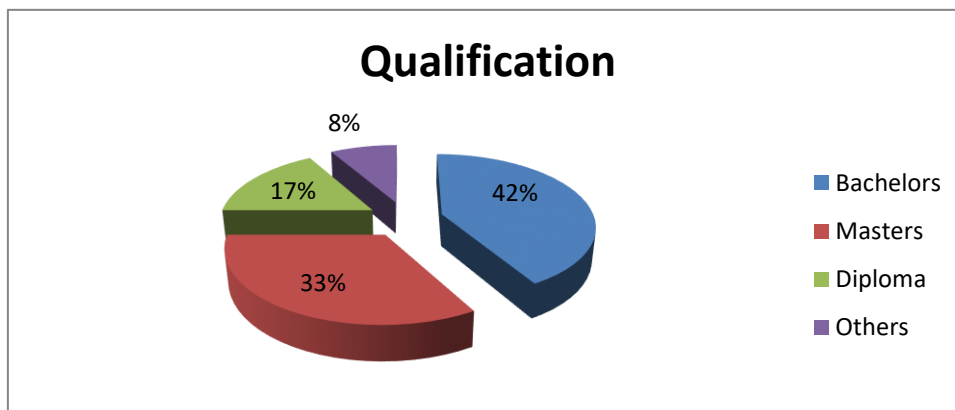
The researcher reached the point-of-saturation after commencing 12 interviews with the middle level employees. The researcher used thematic analysis by labelling, coding, frequency distribution, and drawing the proportional analysis on the MS. Excel 2010. The reason for commencing interview was to explore the variations in more depth after the attainment of expressing the relationship in numeric. The results are shown through pie-chart and bar diagrams in this section.

***Demographic variables:***



**Figure 4.4:** *Gender - proportion*

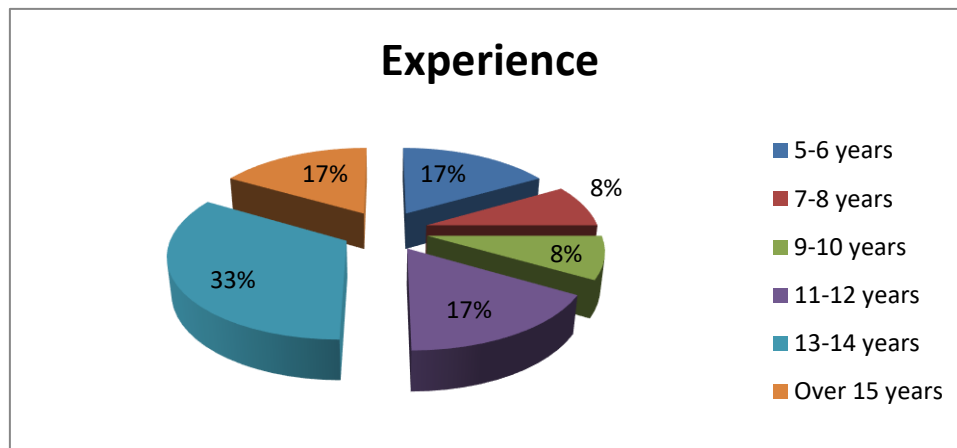
Since the researcher opted for the equal split using quota sampling therefore 50% each males and females were considered for the interviews.



**Figure 4.5:** *Qualification - proportion*

It is evident that in the research, the majority of the employees in the middle management hold bachelors' degree (42%), followed by Masters (33%), and all other constitute remaining.



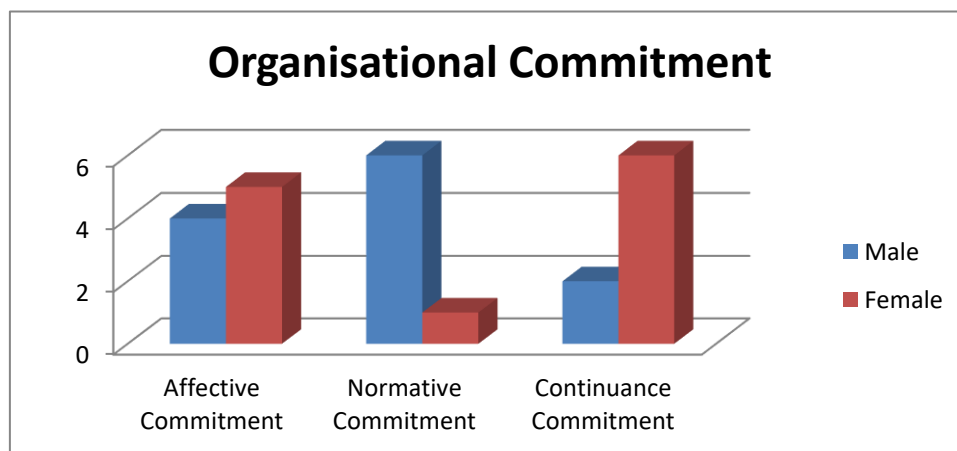


**Figure 4.6:** Experience - proportion

The middle management is highly rich in terms of experience as evident that one-third (33%) of the participants have 13-to-14 years experience whereas there is equal 17% on both sides of it (11-12 years experience = 17% and over 15 years experience = 17%). Thus, it can be said that the sample is highly experienced in the aviation sector.

#### ***Attitudinal and Behavioural findings and discussion:***

The participants were asked about their opinion regarding the existing stress inside the organisation and the aviation sector as whole. Interestingly, results showed that irrespective of the gender, the majority of the respondent confirmed that the aviation sector has relatively higher stress but at the LYC still it is relatively lower (82% against 18%). On exploring the question further, it is learnt that the airport follows restricted times, which gives the employees enough time to spend with their families (65%).



**Figure 4.7:** Organisational commitment among contrasting gender

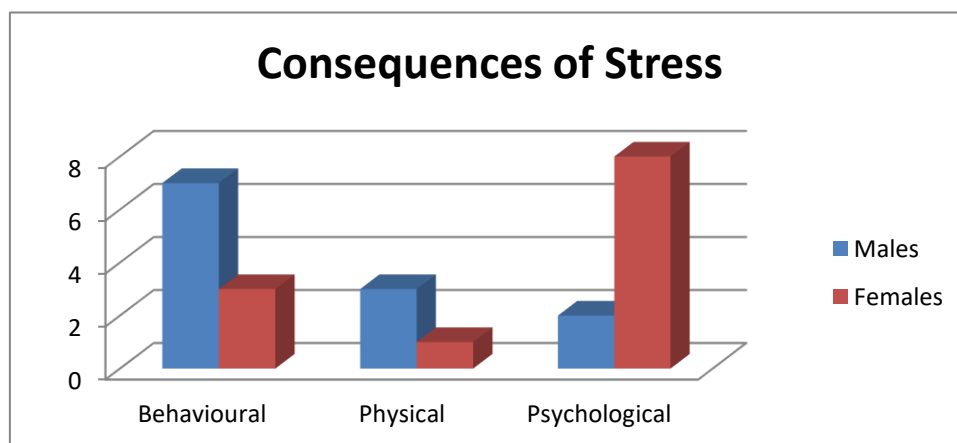
Furthermore, the researcher explored the antecedents of the organisational commitment within the contrasting gender and results showed that males have higher normative commitment while females have higher continuance and affective commitment. Considering normative commitment, this study supports the findings of the Haque & Aston (2016) while partially support the same authors work in the affective and normative commitment. Nevertheless, the

study of Haque & Aston (2016) found those traces in the developing country's IT sector while here the findings are from the developed country's aviation sector.



**Figure 4.8:** *Types of Organisational stressors affecting contrasting gender*

The findings are consistent with the survey results. It is evident that females have higher stress caused by interpersonal relationship (50%) whereas males experience higher stress due to task demands (33%). Therefore, the present findings are aligned with the previous studies of Haque & Aston (2016), Haque et al., (2017), Nair et al., (2017), Zehra & Faizan (2017), and Haque et al., (2018). On probing further, it is evident that those males having prolong working hours and excessive workload considered task demand while females working in close collaboration with other females have higher personality clashes. Interestingly, this means that the current findings support the work of Haque et al., (2017) and Haque et al., (2018).



**Figure 4.9:** *Consequences of stress affecting contrasting gender*

The above figure showed that the females working at the managerial level considers the psychological symptoms higher (66%) whereas males confirmed behavioural symptoms (58.3%). Thus, the present findings are aligned with the quantitative findings. Moreover, this also shows that the present findings (quantitative as well as qualitative) findings support the work of Haque & Aston (2016) and Haque et al., (2016). On exploring the aspect, it is learnt that females have higher psychological issues because of the extra workload; especially single

mothers have family issues that leads to develop psychological (cognitive and emotional) symptoms. Again, the present study supports the work of Haque & Aston (2016), Haque et al., (2016), and Haque et al., (2018).

## 5. Conclusion

The correlation between the organisational stressors and the dimensions of organisational commitment has been confirmed by this study. Interestingly, the nature of relationship is positive but stronger between the organisational stressors and normative commitment (0.91), moderate between organisational stressors and continuance commitment (0.56) while weak positive relationship between organisational stressors and affective commitment (0.42). Nevertheless, the correlation is statistically significant as all of them have sig-value lower than the alpha value ( $NC=0.0000 < 0.05, p < \alpha$ ,  $CC=0.002 < 0.05, p < \alpha$ , and  $=0.03 < 0.05, p < \alpha$ ). Hence, the study supports the work of Haque & Aston (2016) while contradicts the work of Cecie (2012).

Based on the results, it is concluded that the organisational stressors affect the overall organisational commitment of the employees working at the London City Airport (LYC).

Additionally, the quantitative analysis confirmed that the males and females' organisational commitment is affected differently by the different types of organisational stressors. The results confirmed that males have higher normative commitment while females have higher affective and continuance commitment. The statistical results showed that the organisational stressors affect the males' normative commitment extremely significantly ( $=0.000 < 0.05, p < \alpha$ ), which reflects that the findings are consistent with the work of Haque et al., (2017), Haque & Aston (2016), and Hemdi (2009) whereas contradict the work of Somers (2009) and Cecie (2012). In addition to that, males affective commitment ( $=0.031 < 0.05, p < \alpha$ ), and continuance commitment ( $=0.02 < 0.05, p < \alpha$ ) is also significantly affected by the organisational stressors. Hence, study is aligned with the work of Cecei (2012) and Haque & Yamoah (2014) while differs with the work of Zehra & Faizan (2017) and Haque & Aston (2016) in this regard. On the other hand, affective commitment and continuance commitment of females are statistically significant by ( $AC=0.001 < 0.05, p < \alpha$ ) and ( $CC=0.023 > 0.05, p > \alpha$ ) whereas there is no statistical evidence regarding the females' normative commitment affected in a significant manner by the organisational stressors. Thus, the study has striking difference with the work of Haque & Aston (2016) and Haque et al., (2018) while support the work of Ceicei (2012) to some extent.

Furthermore, it is evident that the males are highly affected by the task demands while females are mostly affected by the interpersonal relationships. In addition to that, the consequences of stress for males are mostly the behavioural whereas females largely demonstrate psychological symptoms. Lastly, the present study confirms that male employees at the LYC have higher normative commitment whereas females have higher affective and continuance commitment.

## Contribution:

This study contributes in several ways but the most important of all is that it contributes to enhance the body of knowledge. The literature related to the organisational stress and organisational commitment, especially in the aviation sector benefits from this study. Moreover,

the previous studies were largely quantitative in nature while this project considered mixed methodology. Thus, to some extent, this study robust the methodology and offers a new way to examine the variables of interest. Nevertheless, the most of the studies considered is from the recent years but this study further updates the literature by exploring the phenomenon in current year. Therefore, the study contributes to the literature, especially considering the DRIVE model in the complex business environment whereas previously there were no conclusive evidences regarding its usage in recent times.

### **Research Limitations:**

With the available time and resources this research was carried out in the best proportionate manner. However, with every research there are certain limitations. Nevertheless, the below identified limitation does not mean that the findings are inadequate but if those limitations are overcome there is the possibility of attaining most appropriate results with advanced approach.

Sample size is one of the limitations in this research. It is only 38 survey respondents and 12 interview participants. Considering the size of the aviation sector, this sample looks very insignificant. However, the employees working at the LYC is best covered through this sample. As a result, the findings of this study have limited generalization. The findings cannot be generalized to entire aviation sector of the UK but could be sufficient to generalized to the London City Airport. Another limitation is the research design, as the respondents were only contacted one time but there is likely possibility that in the different time lags there is higher, lower, or no variation in the responses. Moreover, the interviews were conducted one-to-one while the interviews with the experts from the industry were not considered and there is a chance that it might have offered more in-depth understanding about the research problem.

### **Recommendations:**

The recommendations part is divided into two as the first part contains the suggestions for the future researchers while the second contains the recommendations for the LYC to improve the organisational commitment of the workers and deal with the organisational stressors.

#### ***Recommendations for the future researchers:***

The some of the limitations identified in the above paragraphs are exactly the considerations that the future researchers shall consider while working on the similar topic. The future researchers shall consider increasing the sample size for their researches. Perhaps, the researchers can consider the different cases such as Gatwick, Heathrow, etc. This will also give the option of comparative analysis by comparing the research variables in the distinctive airports. Moreover, the future researchers shall consider the use of Delphi technique for the interviews. The panel interviews with the expert would further provide in-depth details about the research problem. Additionally, the researchers shall consider the use of longitudinal research design. Through this consideration, researcher will be able to investigate the research problem in two different time lags. Perhaps, this will help in understanding the research agenda in different times. The similar results would help the researcher in reaching concrete evidence while the variation will enable him/her to explore in more depth.

### ***Recommendations for the London City Airport:***

It is evident that there exist the organisational stressors that are affecting the organisational commitment of both; male and female employees. Thus, it is recommended that the organisation shall consider the professional services of the occupational therapist for helping the workers in releasing their work-related stress. Moreover, the LYC shall consider division of the task demands for the male staff as it is evident that males are highly affected by it. Furthermore, if it's possible the LYC shall make gender-diversified teams to execute daily operations as females are more comfortable while working with their counterparts because there are evidences of females experiencing stress due to personality clashes. Additionally, the LYC shall consider the workshops to educate and improve the organisational commitment of employees. Through such workshops, the professionals from the aviation sector shall be invited to brief the employees and motivate them further. This will also be effective in reducing the employee turnover, which automatically will indicate improvement in the continuance commitment of the employees. Lastly, the London City Airport shall consider the stress-management seminars and sessions in order to help the employees in dealing with different types of stressors at workplace. If these considerations are taken into account there is likely chance that the organisational commitment of the employees will further enhance.

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