

**COPING WITH JOB STRESS: A SOCIAL EXCHANGE
PERSPECTIVE**

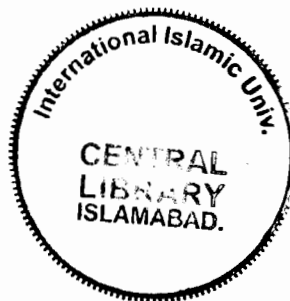
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A thesis submitted in partial fulfillment of the requirements for the Degree of Masters of
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IN THE NAME OF ALLAH, THE MOST MERCIFUL AND BENEFICENT

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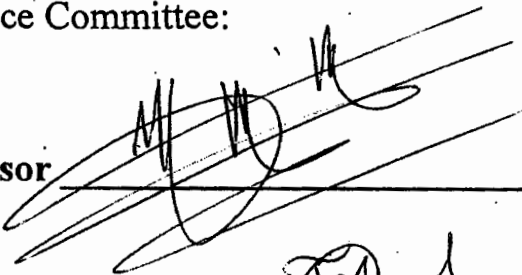
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ABSTRACT

This study applies a transactional model of stress to study the relationship between job stress, Perceived Organization Support (POS), coping techniques and work related outcomes for lower, middle and upper management level employees working in selected organizations in a developing country. In this research, the author tries to explore specific coping strategies that mediate the impact of job stress on outcomes as turnover intentions and affective commitment. Coping has acquired a fundamental importance in studies of work-related stress and hence it was operationalized in terms of factor-analytic strategies, namely, problem solving, social support and avoidance coping. Data was gathered through a structured questionnaire from 250 employees (53% male) working in telecommunication, banking, education, health care, construction and an FMCG multinational organization in Pakistan. Pearson correlation and mediated as well as moderated multiple regression analyses were used to analyze the data. Job stress, gauged in terms of anxiety dimension, was significantly associated with affective commitment and turnover intentions. It has been gathered that, on one hand, problem solving coping and avoidance coping act as partial mediators in the association between job stress and affective commitment. On the other hand, Social support coping and avoidance coping, partially mediate the connection between job stress and intentions to leave. Overall, the sample reported different coping strategies for anxiety related job stress; however the application of avoidance-focused coping strategies dominated over problem-solving and social support coping strategies for the selected sample.

Moderated multiple regression supported the function of perceived Organization Support (POS) as a moderator of the job stress-social support coping and job stress – avoidance coping relationships. These results have implications for designing intervention techniques that would help promote positive work outcomes.

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Forwarding Sheet

The thesis titled, "Coping with Job Stress: A Social Exchange Perspective", submitted by Ms. Sadia Ansari in partial fulfillment of M.S degree in Management Sciences with specialization in Management, has been completed under my guidance and supervision. I am satisfied with the quality of student's research work and allow him/her to submit this thesis for further process as per IIU rules and regulations.

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CHAPTER 1

INTRODUCTION AND RATIONALE OF THE STUDY:

1.1. Introduction

Literature pertaining to psychological stress is replete with the theme of stress casting a negative impact on individual attitudes and behaviors, along with physical and mental well-being. Even empirical research has clearly documented the detrimental linkage between contemporary work-related stress and workers' well-being (e.g., Daniels and Harris 2005; Keaveney and Nelson 1993; Moore and Mellor 2003). Job stress seems to be ubiquitous throughout organizations and has been linked with numerous individual and organizational outcomes which have a negative affect (Dollard & Winefield, 1998; Jones, Flynn, & Kelloway, 1995; Ulleberg & Rundmo, 1997). This concern has become all the more important as workplaces witness new and increased stressors instigate by mergers, increased workloads, organizational restructuring, workplace innovations, and changes in job responsibilities (Balkin, Tremblay, & Westerman, 2001; Sauter & Murphy, 1995).

Job stress affects physical and mental health directly, and is indirectly related to job dissatisfaction, absenteeism, loss of production, and high turnover rates. An understanding of its underpinnings is needed in order to reduce job stress and the devastating effects it has on modern working life (Geir Scott Brunborg, 2008). Therefore, researchers find it binding to focus their exploratory efforts on how people manage or cope with stress in different spheres of life (e.g., Lazarus & Folkman, 1984; Osipow & Davis, 1988; Roth & Cohen, 1986). Ineffective coping with workplace stressors may cause negative physical and psychosocial outcomes (Folkman, Lazarus, Gruen, DeLongis, 1986; Lazarus, 1995; Quick, Murphy, Hurrell, & Orman, 1992)..

This study observes the ability of individual coping styles to lessen and mitigate the negative impact of job stress. Several researchers have recommended that coping may act as a mediator between stress and outcomes (Grant et al., 2000; Boekaerts, 1996; Brodzinsky et al., 1992). Theoretical models of stress and coping describe how people cope with life stressors, in general, (e.g., Lazarus & Folkman, 1984; Roth & Cohen, 1986) and with organizational stressors, in particular (e.g., Beehr & Bhagat, 1985). The level of stress an individual comes across in his or her organizational context and the extent to which unfavorable effects (i.e., psychological and other strains) happen, depend on how efficiently he or she can cope with organizational situations which are stressful in nature. The magnitude and direction of consequences of job stress are partially resolved by the coping strategies available to the individual, Goolsby (1992). The transactional model of stress suggests that coping is a transactional process between an individual and the environment. It, therefore, begins when an individual evaluates a person-situation encounter through cognition (e.g., Cooper, Dewe, & O'Driscoll, 2001; Lazarus, 1991, 2001). As per the said model, cognitive appraisal mirrors an individual's perception of stressor (Beehr & Newman, 1998). Brief and George (1995) have reached the conclusion that transactional approach has the lead of understanding individual employee patterns in stress, over time, and across situations. A pertinent issue in transactional-oriented research is the role adopted by appraisal in the coping process. Researchers absorbed in the area of job stress have focused on the mannerism through which people cope (Kirmeyer and Dougherty, 1988; Latack, 1986; Schuler, 1985). The scrutiny of coping is significant to understand impact of stress on people (Skinner, Edge, Altman, & Sherwood, 2003), as the manner in which people cope can notably intensify or reduce the effects of stress on individuals as well as organizations. One cannot deny the importance of the situational context but a reflection of the coping combinations

is imperative in explaining the impact of work environment on employees' psychological distress. It is true that in the transactional model, coping holds a fundamental position in understanding job stress but still a lack of agreement persists on the relationship between core coping constructs (i.e., cognitive appraisals, emotions, and coping strategies) at a given point in time. Some controversy questions measurement of coping as a process or a personality style. This divergence results in a need to understand the specific coping strategy applied by employees who experience the anxiety related dimension of stress.

The situation specific and appraisal focused understanding of the coping process leads one to closely observe the organizational context. In these settings, the recourse to coping can be facilitated through relationships, which as research puts it, "are one key pathway through which work and nonwork domains influence one another" (e.g., Greenhaus & Powell, 2003). Maintenance of relationships is predicated on the reciprocation of valued resources (Blau, 1964; Gouldner, 1960). Positive social interactions are set apart by the pursuit of rewarding and desired outcomes, whereas negative social encounters are characterized by unwelcome and punishing outcomes (Reis & Gable, 2002). The focus on interactions has been described by Social exchange theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960) which are "used by organizational researchers to describe the motivational basis behind employee behaviors and the formation of positive employee attitudes" (Settoon et al., 1996: 219). POS, (Perceived Organization Support) is one such construct which assumes that if employees perceive that their organization values them, they would enhance their commitment to their organizations (Eisenberger et al., 1990). Moreover, "where the employee feels that the organization is committed to him, the organization's gain is more readily perceived as his gain" (Eisenberger et al., 1990, p. 57). Hence the concept of POS focuses on the perceived attitudes of the employer

toward the employee. It explicitly centers on the perception of support from the organization and hence increases affective commitment in reciprocation, Eisenberger and colleagues (1990).

It is important to mention that current literature on work stress is derived largely from studies carried out in Western countries. Distinct cultural nuances may alter the perception of an individual and hence bring about a change in his experience as well as response of work stress. For example, societies that are characterized by low uncertainty avoidance find people more tolerant of uncertainty and unpredictability. They may thus experience less stress at work, or foster some psychological alternatives to deal with stressful situations. These cultural differences question the generalizability of findings of work stress from one country to another country. However, current literature lacks this cultural focus as not much research has been conducted in the Asian context (e.g. Perrewe et al. 1995; Siu, 2002).

This research represents an important phase in the convergence of multiple realms of research by concurrently explaining coping with job stress moderated by perceived organization support in a developing country such as Pakistan. The present study augments the existing literature in two capacities. First, it is one of the few studies to explore the effect of perceived contextual factors (i.e., POS), on coping strategies applied by individual employees. Most of the earlier analyses have made use of individual factors as self efficacy; personality traits, to name but a few. Second, this study contributes to the literature by probing the mediating role of coping which ultimately affects outcomes such as intentions to quit and affective commitment. Specifically, I have tried to observe the adoption of specific coping strategy in the presence of a construct pertinent to social exchange, i.e., POS. I have also observed the relationship between job stress and three coping strategies (CSI, Amir Khan 1990), namely problem solving, social support or avoidance coping and their resultant outcomes. Last but not the least; I examined two specific

work related outcomes: affective commitment and intent to turnover, which have relatively been less of a subject, under the context of coping with job stress.

1.2. Rationale for the study

Job stress, burnout, and job performance are some of the constructs that have been theoretically evolved and empirically tested in developed industrialized countries (Baba, Jamal, & Tourigny, 1998; Jex, 1998; Maslach, 2003). Despite repeated suggestions, the adaptability of such constructs in developing countries, has not been examined (Carr. & Pudelko, 2006; Foley, Hang-Yue, & Lui, 2005; Jamal, 2005). Job stress has particularly been studied in North America and the United Kingdom. Of late, it has been a subject of discussion in Northern and Western Europe (Glazer & Beehr, 2005) but it is a dichotomy that organizations are managing global operations in large numbers, yet, very few studies focus upon the impact of stress on employees' attitudes toward their jobs and their organizations, Jamal (1997). However, there are a few exceptions in the recent work of Glazer and Beehr, 2005 and Xie and Johns, 2000, (Addae, Helena M, Wang Xiaoyun, 2006). The present study tries to fill this gap and contributes to the cross-cultural management research by investigating the connection between job stress and coping strategies in a developing country. It tends to substantiate the cross-cultural diversity in employees' attitudes and behaviors (Hofstede, 2001).

The experience of stress and coping bring along changes in physiology, psychological well-being, somatic health, social functioning and work performance, yet, there are somewhat limited studies that have gauged the function of coping in these outcomes. The present research discusses pertinent coping strategies in dealing with job stress. Furthermore, it is a documented fact that fewer studies have directly evaluated the relationship between situational factors and

individuals' choice of coping strategies as individuals not only make out and interpret potentially stressful cues from the environment (Lazarus, 1991), but also evaluate the context in which stress is presented. The combination of both of these cues may then determine the choice of a particular coping strategy (Koeske et al, 1993; Palinkas and Browner, 1995). There is lack of evidence as to the fact that which specific coping strategy is adopted by employees when confronted with job stress in a developing country where economic conditions are tight and less exit options prevail. It is true that numerous studies have found problem-focused coping to be effective in the work setting (e.g., Latack, 1986; Parasuraman & Cleek, 1984), but there has been a little ambiguity in the helpful features of emotion-focused coping (Long, 1990). Some studies have established emotion-focused strategies to be less adaptive than problem-focused strategies (Latack, 1986; Zevon, Donnelly, & Starkey, 1990), while others have suggested it to be purposeful coping strategy (e.g., Parkes, 1990). Current literature further subdivides the emotion focused coping in to social support and avoidance coping. Some studies take up social support coping as a distinct strategy while others focus upon avoidance coping under the subhead of emotion focused coping. Regardless of their nomenclature, there is still a lot of controversy relevant to the function of problem solving coping or emotion focused coping which are perceived as two distinct measures. I intend to study the adoption of particular coping strategies in response to job stress and discuss their contribution in leading to specific outcomes as intentions to quit and affective commitment. A number of empirical studies have expressed the positive outcomes of social exchange relationships but none has captured the role of POS as a moderator variable in the connection between job stress and the three relevant coping strategies, problem solving coping, social support coping and avoidance coping. The present research tries to fill this gap by encapsulating the interaction of POS with job stress and discussing the possible espousal of any of the three

sub-coping strategies, namely, problem solving, social support or avoidance coping. Generally, research pertinent to job stress and coping techniques has drawn physiological and psychological symptoms such as negative mental health, anxiety, increased heart rate, etc. This study has the distinction of drawing out the following two specific work related outcomes which have earlier not been addressed in a similar context.

1.2.1. Intentions to Leave

The term turnover intention refers to an individual's readiness to leave an organization. It has been suggested as a plausible determinant of actual turnover (Jamal & Baba, 2000; Lepine et al., 2005). A high score for this construct predicts a large turnover. Intentions to leave is an attitude, therefore, it encompasses cognition as well as affect, and hence deserves special scrutiny for its part in turnover. Turnover critically affects the functioning of an organization in terms of costs and disruption of activities (e.g., Cascio, 1991) and is mostly tapped as an essential variable in several well-being studies (e.g., Spector & Jex, 1991). Although few studies (e.g., Spector & Michaels, 1986) have been unsuccessful in drawing a strong connection between stressful work and turnover, yet some other research stipulates stressful work as an antecedent of voluntary turnover (Bloom, Alexander, & Nichols, 1992; McFadden & Demetriou, 1993; Balfour & Neff, 1993; Todd & Deery-Schmitt, 1996; Arnold & Mackenzie Davey, 1999). Balfour and Neff (1993), for example, displayed that high psychological job demands, consequently projected turnover in nurses. Likewise, Todd and Deery-Schmitt (1996) and Arnold and Mackenzie Davey (1999) found in a study of hospital workers, high psychological job demands to anticipate voluntary turnover.

1.2.2. Affective Commitment

Affective organizational commitment mirrors the desire of an individual, to stay with the organization, to apply effort on the part of the organization, and believe in as well as accept the values and goals of the organization. It is a subcategory of Organizational commitment and the other two allied components are, normative and continuance commitment (Meyer et al., 2002). Meyer et al., 2002, have further drawn out an association between low levels of commitment and intentions to leave which ultimately lead to actual severance from the organization. This relationship is all the more significant when complemented with job stress arising out of the anxiety dimension of work.

1.3. Purpose of the study

This study aims to analyze job stress, POS, coping strategies as an antecedent to outcomes (intentions to quit and affective commitment) in an under-developed country such as Pakistan. Besides, it also investigates the mediating role of problem solving, social support and avoidance coping in the job stress and outcomes relationship. Specifically, I predicted mediation of problem solving, social support or avoidance coping in dealing with job stress and two outcomes, turnover intentions and affective commitment. I also predicted moderation of POS with job stress resulting in adoption of one of the three coping strategies, namely, problem solving, social support and avoidance coping.

This research contributes to the academic literature in several ways. I have tried to bring together the literatures on job stress, POS, problem solving coping, social support coping avoidance coping, intentions to quit and affective commitment. Each construct discretely explains the impact generated by cognitive and affective processes to influences inter organizational activity.

However, one critical gap in the literature is the absence of research that examines how these constructs, POS, job stress, problem solving coping, social support coping or avoidance coping, when explored concurrently, interrelate to account for work outcomes.

1.4. Statement of the problem

“To investigate the impact of Job stress, mediated by coping strategies (Problem Solving, Social Support, and Avoidance), moderated by Perceived Organization Support (POS), and ultimately leading to work related outcomes as Intentions to quit and Affective Commitment”.

1.5. Objectives of Research

This research aspires to achieve a number of objectives. The first objective of this study is to comprehend job stress in context of a developing country such as Pakistan. There is ample evidence of cross-cultural difference in response to work related stress. The present study would contribute in extending the research pertinent to Asia. The second aim of this paper is to examine the espousal of specific coping strategies in relation to anxiety feature of job stress. There are relatively a small number of studies which have observed these coping strategies in the context of developing countries where economic conditions and job markets are distinctive from that observed in the west. This study also expands the scope of job stress research which has mostly been confined to the education and the health sector in the West. The present study has captured a larger framework of organizations-public as well as private, which hail from the telecommunication, banking, education, construction and Consumer goods industry.

The third aim of this study is to attend to the interaction between job stress and POS which would lead to a choice of a particular coping strategy, namely, problem solving, social support or avoidance coping. Literature promotes that POS has largely been explored in the Western context but its pertinence to the Asian collective culture such as Malaysian employees still needs a lot to be desired, Tan (2008). This study can substantiate the unique role of social exchange in context of organizations in Asian cultures. The fourth goal of this study is to focus upon work outcomes of coping rather than physiological consequences or psychological symptoms.

1.6. Significance of Research

This study makes a significant contribution to the academic literature by deliberating upon the methods and focus of coping with Job Stress. First, Coping with job stress has mostly been linked to physiological effects and psychological symptoms. To date, a small number of studies have observed the outcomes of coping in terms of work related dimensions such as turn over intentions and affective commitment. I consider this to be a very important input in view of the fact that both affective commitment and intentions to quit are important individual level outcomes.

Secondly, the present study fills an important gap in research, by exploring the interaction of POS with job stress and leading to either one of coping strategies, namely, problem solving, social support or avoidance coping. Moreover, this is one of the minority studies which has examined the role of Problem solving, social support or avoidance coping as mediator variables in the correlation between job stress and work related outcomes.

Lastly, research pertaining to job stress has mostly been carried out in the education or health care sector. This research is significant from the perspective that it expands the scope by examining the service sector, namely telecommunication and banking along with education, healthcare, FMCG, construction industry, in an under-developed country such as Pakistan.

1.7. Research questions

This research study evolves a framework that deals with the following important issues.

Q1. First, does the anxiety feature of job stress relate to outcomes such as intentions to quit or affective commitment?

Q2. Second, is the job stress resolved by problem solving, social support or avoidance coping, particularly in the context of an under- developed country?

Q3. Third, out of problem solving coping, social support or avoidance coping, which one acts as mediator between job stress and outcomes(intentions to quit, affective commitment)

Q4. Fourth, does Perceived Organization Support lead to work outcomes as intention to quit and affective commitment?

Q5. Fifth, does the interaction of job stress and POS lead to choice of problem solving, social support or avoidance coping.

Chapter 2

LITERATURE REVIEW

2.1. Job Stress

Stress is conceptualized as a two-dimensional construct consisting of time pressure and anxiety dimensions. Time pressure conveys employees' perception of inadequate time to carry out the demands of their job. The feature of anxiety is an unpleasant emotional state that either has adaptive or unadjusted consequences. Anxiety is specifically suffered by employees on account of their job requirements. It is context-related and should not be confused with trait anxiety (Rafferty, Smith, & Ptacek, 1997), which is an inherent feature irrespective of the situation or context. Factor Analysis has shown that time stress and anxiety are empirically distinct dimensions (Melamed et al, 1991; Xie and Johns, 1995). The present study applies the anxiety perspective of job stress. Job stress is construed as the result of an interaction among the work environment, the person, and strain (e.g., Maslach and Leiter, 1999; Van Harrison, 1978).

Job stress can be described as the reaction of an individual to features of the work environment that seem to threaten an employee either in an emotional or physical way (Jamal, 2005). It indicates a mismatch between the resources of an employee and his or her work environment such that he or she is incapable to deal with a particular situation (Jamal, 1985). Generally, the disparity between the demands of work and the individual's abilities is positively related to stress experienced by an employee (Jamal, 2005). From a cognitive perspective, stress is conceptualized as "a relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and as endangering his or her well-being" (Folkman, 1984, p. 840). It is a complicated process which involves inputs, outputs along with

the mediation of appraisal and coping (Lazarus, 1990; Lazarus, DeLongis, Folkman, and Gruen, 1985).

Stress research has mostly been associated with two major areas: the behavioral approach and the medical approach. Behavioral approach elaborates upon the psychological effects of stress, while the medical approach investigates the physiological impact of stress. The behavioral outcomes tap job and life satisfaction, performance, and absenteeism which are different from the physiological outcomes that take account of changes in serum cholesterol, triglycerides, blood pressure, and adrenal hormones.

Human Resource Management has long been confronted with the challenge of mitigating work stress for employees. The impact of job stress is all-pervading as it results from three main sources such as intra organizational, extra organizational and individual factors. Hence, it casts a harmful effect on the mental as well as physical health of employees at the individual level and on job performance and employee turnover at the organizational level (Kahn and Byosier. 1992; O'Driscoll and Beehr. 1994; Schaubroeck etai, 1989; Viator. 2001). Stress also directly affects job satisfaction which further leads to attitude such as turnover intentions.

Rationale for Hypotheses:

2.2.1. Job stress-intentions to quit relationship.

Several stress models tap the turn over intentions of an individual employee (Ivancevich, Matteson, & Preston, 1982; Kemery, Mossholder, & Bedian, 1987). Besides, the correlation between stress and intention to leave is also influenced by some other variables, such as job satisfaction, organizational commitment, and POS. These specific variables have been found to mediate the relationship between stress and turnover intentions (Villanueva, D and Djurkovic, N,

2009). A number of studies suggest a negative connection between occupational stress and job satisfaction (Cooper, Sloan, & Williams, 1988; Sullivan & Bhagat, 1992) as the job satisfaction experienced by any employee fluctuates as per the variation in his work environment. For instance, Jackson (1983) projected that role ambiguity and role conflict had a direct effect on job stress and job satisfaction, and an indirect impact on intentions to leave by way of job satisfaction. Occupational stress strongly influences employees' retention or turn over intentions (Layne, Hohenshil, & Singh, 2004). Specifically, I propose the following hypothesis:

H1 (a): Job stress is positively related with intentions to quit.

2.2.2. Job Stress- affective commitment relationship.

Affective commitment conveys the emotional attachment that employees develop with their organization. It is a subcategory of the multidimensional construct, organizational commitment which is further subdivided in to affective, normative and continuance commitments (Meyer & Allen, 1997). In the context of my research, I am primarily interested in affective commitment to the organization which is defined as "the relative strength of an individual's identification with and involvement in a particular organization" (Mowday et al., 1979).

The occupational stress experienced by employees affects their affective commitment with their organization. Research has consistently shown that those individuals who are highly committed to their organization will be less inclined to leave it (DeCotiis & Summers, 1987; Iverson & Buttigieg, 1999; Jaros, 1997; Mathieu & Zajac, 1990; Mowday et al., 1979). In fact, it has been suggested that the connection between organizational commitment and turnover intentions may be strongest near the beginning of career when commitment is still being shaped up (Cohen, 1991; Meyer & Allen, 1988). This research specifically focuses upon affective commitment in

contrast with continuance or normative commitment, which are the other two forms of organizational commitment. This is primarily due to the fact that affective commitment has generally been described to have a stronger correlation with intention to leave than the other two forms of commitment (e.g., Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Moreover, affective commitment has also been established as a mediating variable between perceived organizational support and employee turnover (Rhoades, Eisenberger, & Armeli, 2001). Hence, as job stress results due to a poor match between the person and his environment, so, affective commitment which promotes emotional attachment might be disturbed by it. Specifically, we may hypothesize the following:

H1 (b): Job Stress is negatively related with affective commitment.

2.3. Coping

In the year 1967, the term “coping” first came into view in Psychological Abstracts and there has been an increment of interest in the concept ever since that time (Coyne & Racioppo, 2000). Later, in the 1980s, a large number of work stress researchers carried out studies either from personality trait perspective or from context/situation specific point of view. Both these perspectives differ in the way in which respondents were asked to fill out coping questionnaires, as defined: “When assessing a dispositional coping style, the items are framed in terms of what the person usually does when under stress. When assessing situational responses, the items are framed in terms of what the person did (or is doing currently) in a specific coping episode or during a specific period of time” Carver et al. (1989, p. 270)

Coping research is important because it may help clarify why some people deal with stress in a better manner than their counterparts. The level of stress a person goes through, and the

magnitude of harmful effects, depends on the coping ability of a person in stressful situations. Coping theory as promoted by Lazarus and Folkman (1984) has therefore traditionally focused on coping processes that help mitigate stress. According to their model, people are constantly appraising their transactions with their environment and a tense situation requires coping to normalize distress through emotion-focused coping or manage the source of anguish as problem focused coping. Appraisal-focused coping which evaluates the potential for threat from a situation, has been found to explain significant variance in psychological distress symptoms (Folkman et al., 1986).

2.4. Coping Theories:

Job stress and research pertinent to coping has been influenced by altogether, the following prominent frameworks: “(1) transactional approach on stress and coping; (2) job demand-control stress model; (3) the person-environment (fit or misfit) stress model; (4) the cybernetic approach of stress; (5) proactive theories on stress and coping; (6) conservation of resources approach; (7) behavioral self-regulation model; (8) social cognitive theory; (9) attribution theory of motivation and emotion; (10) salutogenic model; (11) psycho analytical oriented approaches”.

Transactional stress viewpoint finds great application in work stress research domain and also serves as the theoretical blueprint of this research. It corresponds to the well-recognized model promoted by Lazarus (1991; 1995), which is a repeatedly utilized framework in the work stress research. Basically, a transaction between the person and his/her work environment causes distress only when it is appraised by the employee as harm, threat, or challenge to his/her well-being. That is, “the experience of stress relies on subjective judgments, which establish a balance between environmental demands, constraints, and resources and the capability of individuals to cope with demands”.

2.5. The Unique role of Coping

Coping has generally been engaged as a mediator variable between stress and adaptation (e.g., Amirkhah & Greaves, 2003; Lazarus & Folkman, 1984; Lozano, Pastor, & Dolz, 2005; Sinha & Watson, 2007). Coping can facilitate in a number of ways, for instance, it can directly affect well-being, alter personal characteristics, help reinterpret information, devalue incongruity between desires and perceptions, or divert attention away from discrepancies thus lessening the overall impact on well-being. Academic literature cites a diverse array of coping responses that range from finding expression for emotions to accepting responsibility (Li, 2006).

Coping cannot be labeled as efficient or useless, without taking in to consideration, the context in which it is applied. The life-stress literature promotes that in order for particular coping type to be more or less effective; it has to have a “goodness of fit” with the kind of stressor (Forsythe & Compas, 1987; Terry, 1994; Vitaliano, DeWolfe, Maiuro, Russo, & Katon, 1990; Weisz, McCabe, & Dennig, 1994). Much like its counterpart, coping with occupational stress also takes in to account, the situation in which specific coping strategies are made use of to counteract the negative impact of job stress. It is generally believed that the type of coping strategy a person utilizes influences the impact of work-related stress on that individual (Leiter 1991; Porter, Kraft, and Claycomb 2003; Rijk et al. 1988; Srivastava and Sager 1999).

Coping can take the form of cognition (mental strategies and self-talk) or behavior (taking action or doing something). For instance, emotion-focused coping can try to visualize the positive side of things through cognition (Billings and Moos, 1981). In the same vein, it can even perceive the stressful situation as an opportunity (Latack, 1986). Likewise, behavioral approach can apply problem-focused coping through an effort to find out more about the context (Billing and Moos, 1981). Some authors are of the view that individual coping efforts cannot lessen the harmful

effects of occupational stress, by citing the viewpoint that most work-stress factors are beyond an individual's control (Menaghan & Merves, 1984; Pearlin & Schooler, 1978) yet, it has been proved time and again that individual coping efforts do cast an impact. The magnitude of such an impact is another debate but at least research documents a positive outlook about the nature of their contribution.

As a person's coping response will depend on his/her perception of stress (Lazarus and Launier, 1978; Lazarus, Averill and Opton, 1974; Lazarus, Cohen, Folkman, Kanner and Shaefer, 1980; Weir, 1980)' so researchers have evaluated coping from two comprehensive dimensions. One of these is the focus of coping that might be the problematic situation at hand or the emotional reactions of an individual. The other one is the method of coping that decides between the applications of cognitive or behavioral approach applied by a person so as to deal with stress.

Over the years, coping has been defined in a variety of conceptions which present divergent view points (Schwarzer & Schwarzer, 1996). One such significant scale in the occupational stress domain is the "Ways of Coping Questionnaire (WCQ)" developed by Folkman and Lazarus (1988). Another coping scale of importance is that developed by Latack (1986) who developed control, escape, and symptom management as three measures to counteract job stress. Further evolution of coping scales worked towards the enhancement of psychometric properties of the existing scales. The Proactive Coping Inventory (PCI) of Greenglass, Schwarzer, and Taubert (1999), and the Strategic Approach to Coping Scale (SACS) developed by Hobfoll (1998) are some of the instruments that help conduct research at the level of working individuals and organizations.

This research applies the "Coping Strategy Indicator(CSI; Amirkhan, 1990)" which is a 33-item questionnaire based on the original "Ways of Coping Questionnaire" of Lazarus and

Folkman(1984).It has been used to determine the degree to which participants used each of the following three coping strategies as problem solving coping, Coping through seeking social support and avoidance coping. Problem solving coping is “an instrumental, problem-oriented strategy through which stressors are actively managed” while social support seeking involves a strategy of actively turning towards others for comfort, advise, help, or human contact. Lastly, avoidance coping is a strategy of physical and/or psychological withdrawal, for example through fantasy or distraction. The CSI has demonstrated high internal consistency and test-retest reliability (Amirkahn 1990, 1994) along with sufficient convergent and discriminant validity (Amirkhan, 1990, 1994; Ptacek, Smith, Espe, & Raffety, 1994).

2.5.1. Problem Solving Coping-Intentions to leave relationship

Problem-focused coping centers around cognitive and problem-solving efforts, information-seeking efforts, and behavioral efforts made to decrease or manage emotional distress (Bhagat et al., 1991; Folkman & Lazarus, 1980). This form of coping has been related to positive affect at work, thus promoting more interest and enthusiasm within the work setting. Bhagat et al. (1991) confirmed that problem-focused coping as compared to emotion focused coping, moderated personal life stress to a larger extent and led to positive affect rather than negative effect, as observed in case of avoidance coping. Previous researches have highlighted the use of problem-focused coping, as “very effective” in situations that were under wide-ranging control of individuals. In another context, resources (such as income and education) predicted more problem-directed responses.

Problem-solving or Control coping consists of both actions and cognitive reappraisals that are proactive, take-charge in tone, (Latack, 1986: 378).Practical examples of problem solving coping

include plan of schedules, lay out of priorities, and request for qualified assistance. Research that has a focus upon the effectiveness of coping, has found that, in most cases, control oriented or problem focused coping is more effective in reducing stress as compared to escapist coping (e.g. Billings and Moos, 1984; Latack, 1986) . Further confirmation lies with the observation that control-oriented strategies act as buffers to work stress. Finally, individuals who have a propensity to use avoidant or escapist strategies report elevated levels of burnout, job dissatisfaction, physical symptoms, and intentions to quit (Koeske et aL, 1993). Out of the above mentioned results, Intentions to quit are one of the selected outcomes of this study. In a number of research models, this variable has been the antecedent of turnover (e.g., Hom, Caranikas-Walker, Prussia, & Griffeth, 1992; Mobley, 1977), and refers to the inclination of an individual to leave an organization. On the basis of the very definition of problem solving coping, I can envision that employees who utilize problem solving coping strategy, basically operate on a proactive basis and feel in command of the situation, hence, would be involved in their work. Hence, employees who take on control coping are more likely to engage rather than avoid work which implies that their quit intentions would decline. Therefore, the following hypothesis is proposed:

H2 (a): Problem solving coping is negatively related to intentions to quit.

2.5.2. Problem Solving Coping-Affective Commitment relationship

Lazarus and Folkman (1984) depicted problem-focused coping as a protection against environmental stressors. They observed that it primarily aims at spotting problems, creating choice of solutions, carrying out a cost/benefit analysis of alternatives and deciding about the appropriate choice and finally executing it. Research that focused upon coping and its allied

affect on a daily basis among university students found that problem-focused coping was positively linked with positive affect (e.g., Dunkley, Zuroff, & Blankstein, 2003; Gunthert, Cohen, & Armeli, 2002; Park, Armeli, & Tennen, 2004), along with other approaches such as cognitive management (Gunthert et al., 2002). In a sample of myocardial infarction (MI) patients (Lowe, Norman, & Bennett, 2000), it was found that problem-focused coping was positively related to positive affect (mood), whereas social/ emotion-focused and avoidant coping were related positively to negative affect. The prime purpose of coping is “to initiate, maintain and modulate the affective responses”, Lazarus (1999). Under this arrangement, problem-focused coping has been established as the most effective and best way to deal with controlled stressful encounters and has been found to be linked with positive outcomes. In contrast, some researchers view avoidance coping as the least effective coping mode (e.g., Carver et al., 1989; Wadsworth, Raviv, Compas, & Connor-Smith, 2005), as it inhibits the person from trying to resolve the problem and obstructs his or her understanding that the situation may take a turn for the better.

There are some studies which even report problem focused coping to be positively associated with negative affect (e.g., Anshel & Anderson, 2002; Park et al., 2004) or not associated with any contribution to positive affect (e.g., Ben-Zur & Debi, 2005). It has mostly been pointed out that specific coping modes, such as problem-focused coping, may be less effective in uncontrollable, chronic, or overwhelming loss occurrences.

The problem-focused coping may show the way to solving the problem/changing the situation. Chronic illness is one such uncontrolled situation where problem focused coping may support by changing the meaning of the situation and instead, focus attention on specific goals so that the individual feels in charge of the situation. Thus, problem-focused coping is a vigorous and task-

oriented approach which leads towards positive reinterpretation (e.g., Carver et al., 1989). Active coping and positive reinterpretation may mutually reinforce each other in terms of situational outcomes and lead to psychological attachment with the organization. A strong affective commitment makes an employee stay with the company because he or she perceives his/her goals and values to be in line with that of the organization. An employees who adopts control coping, is prone to develop an emotional attachment with the organization: consequently, I expect his/her problem solving coping strategy to be positively related to affective commitment. Specifically, I propose the following hypothesis:

H2 (b): “Problem solving coping is positively related to affective commitment”.

2.5.3. Coping through seeking social support- Intentions to quit relationship

The transactional model stresses that coping resources precisely have some bearing on an individual’s cognitive evaluation about a situation. One such coping resources include social support (Scheck & Kinicki, 2000) which is defined as, “Social support can assist coping and exert beneficial effects on various health outcomes. It has been defined in various ways, for example, as resources provided by others, as coping assistance, or as an exchange of resources intended to enhance the well-being of the recipient. Several types of social support have been investigated, such as instrumental support (e.g., assist with a problem), tangible support (e.g., donate goods), informational support (e.g., give advice), emotional support (e.g., give reassurance), among others”. Schwarzer and Gutiérrez-Doña (2000, p. 458)

Chay (1993) conducted a study to see if social support and personality factors act as moderators of job stress in the workplace. The findings of the study substantiated the buffering hypothesis by observing that social support enhanced well-being by moderating the effects of work stressors.

Likewise, Van Der Pompe and De Heus (1993) compared the role played by social support in lessening the effects of work stress among male and female managers and found the following: (a) indirect effects via work stress for both work and life support; (b) direct (main) effects of work support on job dissatisfaction, depression and perceived health problems...; (c) buffering effect of life support on experienced health problems. (Van Der Pompe & De Heus, 1993, p. 224).

The emergence of seeking social support as an independent strategy suggests that human contact is valued for reasons apart from either instrumental or palliative aid. This is consistent with conceptualizations of social support, as is the implication that people actively recruit, rather than passively await, such contact (Heller & Swindle, 1983). The pattern of significant correlations between strategies of coping and that of social support, suggest that social support is more apt to be linked with a control strategy than an escape or symptom-management technique. This association, irrespective of the situation, further augments the fact that individuals adopting a control strategy are less likely to report job-related anxiety, job dissatisfaction and turnover intentions. They form a contrast with those adopting escape or symptom-management strategies that are more likely to report psychosomatic complaints.

The most common elements of social support refer to behaviors by others that are directed at enhancing a person's feelings of self-esteem, reducing negative effect, communicating belongingness, validating attitudes, and providing tangible aid (Kahn & Antonucci, 1981). In other words, Social support may directly improve well-being through boosting self-esteem and morale, or minimally providing a sense of being associated and cared for (Heller, Swindle and Dusenbury, 1986). Thus we may hypothesize the following:

H 3(a): "Coping through seeking social support is negatively related to intentions to quit."

2.5.4. Coping through seeking social support-Affective Commitment relationship

Social Support refers to the function and quality of social relationships, such as perceived availability of help, or support actually received. Social support occurs through an interactive process and can be related to altruism, a sense of obligation, and the perception of reciprocity (Schwarzer & Leppin, 1991).

Social support plays a vital role in the stress and coping process. The transactional stress theory (Lazarus & Folkman, 1984) places social support as one of the resource factors that have an effect on the cognitive appraisal of stressful events. The aforementioned evaluation through cognition is basically the essence of the coping process and it further leads to various adaptational outcomes. Better coping is facilitated by more support. A multitude of findings have confirmed the above mentioned three-step approach of social support leading to cognitive appraisal which further shows the way to outcomes. For instance, social support coping has been found to help patients deal with severe health conditions, such as myocardial infarction, cancer and during the recovery phase. In another study by Holahan, Holahan, Moos, and Brennan (1997) on psychosocial adjustment in cardiac patients, it was observed that those who had a feeling of support were more likely to opt for active coping strategies, which resulted in lesser depressive indications. Furthermore, observation about medication adherence in HIV-positive patients proved that social support was negatively related to avoidant coping (Luszczynska, Mohamed, & Schwarzer, 2005). Social support, in terms of its functional value, has been found to have a main effect on various outcomes; else it has also been revealed to interact with the incidence of stress. Another theory in this area pertains to the stress-buffering effect which postulates that social support acts to buffer the ill effects of stress, therefore, might act as a moderating variable only in times of distress.

Thoits (1986) explores several possible manners in which social support can act as a coping resource in organizational settings. Social support can help an employee exercise control of the situation through the stipulation of influential help and may also give suggestion about alteration of the distressful situation. Social support can turn away an employee's focus away from forceful stressors and also assist an employee to reappraise taxing circumstances so that they appear less intimidating. Lastly, social support entails a caring or understanding feedback from supporters, which may again mitigate the distress experienced from job stress. Employees, who enjoy a good quality of relationship at work, resultantly receive social support and hence may feel in charge of adequate coping resources (Thoits, 1986). To sum it up, social support implies the degree to which individuals are socially embedded and have a sense of belonging, obligation, and intimacy. Hence, one might expect this coping behavior to lead to the formation of affective commitment. Thus on the basis of the aforesaid arguments, the following hypothesis might be proposed:

H 3(b): Coping through seeking social support is positively related to affective commitment

2.5.5. Avoidance Coping-Intentions to quit relationship

Avoidance coping involves cognitive and behavioral efforts oriented toward denying, minimizing, or otherwise avoiding dealing directly with stressful demands and is closely linked to distress and depression (Cronkite & Moos, 1995; Penley, Tomaka, & Wiebe, 2002). Escapist or avoidance coping dwells on the individual in dealing with stressors and avoids the source of stress so the process misses proactive behaviors that may try to change the stressor. Hence the stressor persists to produce negative affect for the individual.

Individuals, who exclusively apply avoidant or escapist strategies, demonstrate elevated levels of harmful consequences, such as burnout, job dissatisfaction, negative physical symptoms, and

intentions to quit (Koeske et al., 1993). Research has also substantiated a relationship between escapist coping behaviors and intentions to quit, mediated by job dissatisfaction and strain (Zellars, Liu, Bratton, Brymer and Perrewe 2004). Specifically, turnover intentions are a cognitive depiction of avoidance coping, and layoff survivors who applied escape coping had stronger turnover intentions (Armstrong-Stassen, 1994).

Latack and Havlovic, (1992) do not perceive escapist coping as a negative strategy. For instance, studies (Howard et al., 1975; Seiler and Pearson, 1984) suggest exercise and relaxation techniques are helpful in the overall coping process. Additionally, cognitive approaches to escapist coping may be valuable in situations where the individual is not ready to actively undertake the problem or where the situation is resistant to change (Buunk and Ybema, 1995; Latack and Havlovic, 1992; Lazarus and Folkman, 1984).

Some discussions have disqualified escapist strategies from the definition of coping (e.g., Goldstein, 1959) but the utility of avoidance coping strategies has been brought out, particularly in situations that cannot be altered (Gal & Lazarus, 1975; Lazarus, 1979). The additive effects of stress have been recognized in studies which document that at higher stress levels, individuals leave problem-solving coping and focus upon emotion-focused coping strategies (Anderson, 1976, 1977). For short-term periods (Carver et al., 1989) or in the case of uncontrollable stressors (Lazarus, 1983), disengagement strategies such as denial may be helpful in distracting the person from the stressful encounter, thus allowing him or her time to rest and/or think about and embark upon other tasks.

An employee might perceive work related stress as uncontrollable in view of the tight economic conditions and the ensuing recession, hence, it is plausible to have the following hypothesis:

H 4(a): Avoidance Coping is negatively related to intentions to quit.

2.5.6. Avoidance Coping-Affective Commitment

Avoidance coping refers to coping arrangements that suggest an escapist approach that tries to evade a situation. Intention of staying away from the stressor reflects the course of coping adopted by the individual (Begley, 1998). Such type of coping includes efforts to block out the feelings caused by the stressor, and also avoiding the focus of stressor from one's mind (Begley, 1998). Hence escapist coping is diametrically opposite to problem-solving coping, as on one hand, it excludes any attempts to alter or adapt to the stressor. On the other hand, it involves engagement in fantasy and “emotional adjustment”, or making an effort to stay away from the situation that stimulates stress through passive behavioral, cognitive and/or emotional responses. As an unreceptive coping strategy, escapist coping focuses on the self in dealing with stressors and leaves the source untouched. Individuals, who are apt to adopt avoidance coping strategies, fail to address the stressor and hence experience negative emotions in a cyclical manner which tends to repeat itself at every unsuccessful effort with escapist coping. For instance, an employee who has a problem with drinking, may avoid job stress for a limited period of time, but eventually has to face the “negative emotions” as soon as the effect of alcohol wears out. As this coping method leaves the stressor unaltered which emits pessimistic feelings, it may cause a decline in an individual's self-esteem and self-efficacy and negatively influence job performance (Mangione et al, 1998). Employees may then perceive less coping effectiveness, associate harmful effects with the work environment (Ames, 1992) and experience less satisfaction with their jobs. Hence, escapist coping may promote negative affects which may further lead to dissatisfaction with job. Parasuraman and Hansen (1987) substantiated that escapist coping strategies such as emotion-focused and self-protective behaviors were associated with decreased job satisfaction and increased felt stress.

Increased stress levels force individuals to dwell on less objective information and rely more on harmful signals conveyed by the situation (Staw et al., 1981). In such circumstances, negative emotions, such as anxiety and fear, emerge, further motivating avoidance thoughts and actions in individuals (Spector and Fox, 2002; Scheck and Kinicki, 2000). Research cites evidence of the fact that feelings of helplessness will, in reciprocation, encourage individuals to find a manner of coping that refurbishes a sense of cognitive and emotional balance.

Avoidance coping (an emotion-focused strategy) has been connected with negative work affect, implying that the application of avoidance strategies may increase the risk for aversive atmosphere at work. Long (1993) found that disengagement coping was a significant moderator of the relationship between the use of resources at work (power and work support) and the prevalence of psychosomatic symptoms. Escape-oriented behavioral strategies, as their nomenclature suggests, are not problem-focused because they intend to get the person away from the situation. Sears et al. (2000) further supported this observation by proposing that employees who used an emotion-oriented coping strategy to deal with work-related stress exhibited high levels of depression. Escapist coping, to a great extent, is taken as an insufficient way of coping since it is directly and positively related to both physical and mental dysfunction (De Jong and Emmelkamp, 2000), increased burnout, and leaving one's profession (Anshel, 2000; Leiter, 1991). Consequently, I might hypothesize a negative relationship between avoidance coping and affective commitment. Affective commitment involves emotional attachment that might not be possible as one engages in escapist coping and consequently experiences negative emotions on that account. Hence, one might propose the following hypothesis:

H 4(b): Avoidance Coping is negatively related to affective Commitment

2.6. Job Stress – Coping Relationship

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Parkes (1990) proposed that the link between work stress and mental health outcomes would be moderated by direct coping (a form of problem focused coping), whereas suppression (a form of emotion-focused coping) would show an overall effect on outcome. Coping has been defined in a number of manners (Latack & Havlovic, 1992). The most widely accepted definition of coping states that it is the “cognitive and behavioral efforts to manage specific external and/or internal demands (and conflicts between them) that are appraised as taxing or exceeding the resources of a person”, (Lazarus 1991, p. 112). Hobfoll (1998) described coping as the things that people do to combat stress, their thought and behavioral reactions, and particularly their guarding, investing and building of resources (pp. 121–122). Further researchers delineate upon coping as consisting of efforts to deal with the emotions resulting from stressors and developing a sense of control (Cox & Ferguson, 1991; Dewe, Cox, & Ferguson, 1993).

There exist a number of varied classifications of coping, yet problem-focused, or active, coping and emotion-focused coping are the two major strategies (Latack & Havlovic, 1992; Parker & Endler, 1996). On one hand, problem-focused coping is described as efforts to change the situation (e.g., “Got the person responsible to change his or her mind”; “Made a plan of action and followed it”). On the other hand, emotion-focused coping is distinguished as efforts to reduce or manage emotional distress (e.g., “Looked for the ‘silver lining’”; “Tried to forget the whole thing”).

Stress and coping are dynamic processes that entail four important components as environmental stressors (i.e., demands, constraints, and opportunities), a cognitive appraisal, stress level experienced psychologically, physiologically and behaviorally; and coping behaviors or coping approaches. Hence, coping is recognized as a response to uncertain conditions that carry

important consequences. Each individual responds to stress in a different manner due to the variation in cognition. Variation in coping choice may come from each stage of the appraisal process: from differences in assessments of threat or resources for dealing with threat, or in the weighing of threats against resources (Brody, 1988).

2.6.1. Job Stress-Problem Solving Coping Relationship

Problem-focused coping consists of efforts undertaken to manage or alter objective conditions that are the source of stress. In contrast, emotion-focused coping consists of efforts undertaken to regulate stressful emotions by the use of mechanisms that avoid direct confrontation with the stressor. Putting it differently, problem-focusing coping aims at changing the person-environment transaction while emotion-focused coping refers to efforts focused at modifying the emotions.

The transactional model puts emphasis on the significance of cognitive evaluation of stressful situations so as to determine the preference for and efficacy of coping mechanisms. More specifically, it is proposed that (a) problem-focused coping is most effective with stressors perceived as controllable (i.e., as being possible to ameliorate by action), whereas (b) emotion-focused coping is most useful in situations that largely have to be accepted. Thus, perceived stressor controllability is suggested as a critical situational variable that should be considered in coping research (Reicherts, 1999; Reicherts & Pihet, 2000).

Parkes (1986) figured out that a disparity between the use of problem solving and emotion-focused approach was linked to the conditions of work-demand, with problem-focused approach of coping more readily utilized under moderate conditions of work-demand and emotion-focused strategies more frequently used under high work-demand conditions. Furthermore,

research has time and again established that well-being is positively linked with problem-focused coping, but negatively associated with emotion focused coping (Semmer, 2003).

Furthermore, it has long been assumed that the success of coping attempts depends on situational characteristics, most notably controllability, that is, the opportunity to change a situation. Problem-focused coping is more effective when controllability is high, and emotion-focused coping is more advantageous when controllability is low (Folkman, 1992; Lazarus, 1999). However, the relationship between the form of coping and controllability of situation cannot be generalized as it takes in to account only one condition or major stressor that people described, and the outcome variable was not specifically linked to the situation, but pertained to overall well-being (Vitaliano, Dewolfe, Maiuro, Russo, & Katon, 1990). Lastly, there is some empirical evidence for the fact that individuals having higher optimism are expected to use problem-focused coping (Strutton & Lumpkin, 1992; Scheier, Weintraub, & Carver, 1986).

In consistence with the anticipation, problem-solving strategies have been found to be linked with efficient coping only in case of high control episodes which implies that nurses took problem solving to be helpful only for work situations that seem to mould themselves with change. Indeed, problem solving may produce frustration when used in situations perceived as not amenable to change because of the individual's failure to alter or have an impact on the source of stress in some positive way (Collins et al., 1983). In summary, an individual's choice of occupational coping strategies is related to stressor controllability, by providing direct evidence that problem-solving efforts are, in fact, perceived to be effective only for occupational situations amenable to change (Parkes, 1984). In view of the above mentioned, the following might be hypothesized:

H5(a): Job stress is negatively related to problem solving coping

2.6.2. Job Stress-Social support coping Relationship

Quick, Quick, Nelson, and Hurrell (1997), postulate that there is a variety of organizational demands and stressors that lead to a range of behavioral, psychological, or physical health affects through individual stress responses. Whether these outcomes are negative (distress) or positive (eustress) depends on the influence of various factors (e.g. social support or individual characteristics) that may modify the individual stress response.

Sidney Cobb defined social support as information leading people to believe that they are cared for and loved esteemed and valued, and that they belong to a network of communication and mutual obligation (Cobb, 1976). Cobb reviewed an extensive body of research showing that social support protects from health consequences of stress promoting that social support is a valuable social commodity and those who are endowed with social support are better off in most instances than those who are not (Hobfoll & Vaux, 1993, p. 685).

Social support plays an important function in the stress and coping process. Transactional stress theory (Lazarus & Folkman, 1984) proposes that out of the motley of resources, social support is one important resource factor that has an effect on the cognitive evaluation of stressful encounters. Coping is actually the outcome of this cognitive appraisal and it enjoys a positive relationship with social support coping. Hence, more support facilitates better coping. Several cross-sectional studies confirm the observation that “greater perceived social support was related to lower levels of reported work stressors (Griffith et al., 1999; Jayaratne, Himle, & Chess, 1988; Kumari & Sharma, 1990; Pompe & Heus, 1993)”. Hence, the following might be postulated:

H5(b): Job stress is negatively related to social support coping

2.6.3. Job Stress-Avoidance Coping Relationship

A number of studies propose that avoidance coping may act to mediate the effects of stressors on symptoms. "First, higher stressor levels are positively related to increased use of avoidance coping strategies (Ingledeu et al., 1997). Second, there is also strong and consistent evidence from both cross sectional (Day & Livingstone, 2001; Felsten, 1998; O'Neill & Zeichner, 1985; Pisarski, Bohle, & Callan, 1998; Srivastava & Singh, 1988; Tyler & Cushway, 1995) and longitudinal (Aspinwall & Taylor, 1992; Ingledeu et al., 1997; Koeske et al., 1993) studies that avoidance coping is predictive of increased symptoms and poorer adjustment. Moreover, one study found that these effects were more likely to occur for those who used avoidance coping strategies predominantly or exclusively (Koeske et al., 1993).

The relative magnitude of the effects of avoidance coping on symptoms is quite substantial in the cross-sectional model, and maintains a moderate level effect in the longitudinal model. Avoidance coping strategies may be utilized more often in situations that are viewed as uncontrollable. Lower scores on locus of control have been found to predict greater use of avoidance coping (Aspinwall & Taylor, 1992). Whether the use of these strategies is beneficial in situations where the individual has limited control is unclear, although prolonged use of avoidance coping under these circumstances is likely to be detrimental. This issue is of particular relevance to employee groups who have less control within their work settings (Karasek & Theorell, 1990; Karasek et al., 1987), such as the secretarial and clerical employees.

In a comparison of female managers and clerical workers, Long (1998) found that clerical workers had fewer coping resources, appraised stressful events as less controllable, experienced more work demands and less support, and used relatively less active coping. These findings suggest that the selected employee group is at particularly high risk for exhibiting psychological

symptoms, as would be individuals in other high-strain occupational roles where lack of control and other factors may foster the use of avoidance coping strategies.

The role played by avoidance coping, therefore, is consistent with a mediating amplification model (Sandler, Tein, & West, 1994) in which the mobilizing of avoidance coping strategies when confronted with increased pressures and adverse conditions serves to add to the negative effects of work stressors, further increasing the likelihood of negative consequences. We may thus hypothesize the following:

H5(c): Job stress is negatively related to avoidance coping.

2.7. Coping as Mediator between Job Stress and Outcomes

Folkman and Lazarus (1980) reported that their respondents coped with work-related events differently from health- or family related events. It is generally believed that the type of coping strategy a person utilizes influences the impact of work-related stress on that individual (Leiter 1991; Porter, Kraft, and Claycomb 2003; Rijk et al. 1988; Srivastava and Sager 1999). The appraisal of a situation or an event represents the key exogenous variable or driver of coping. Overall, Coping is viewed as influencing a variety of important individual and organizational outcomes, such as reemployment (Prussia, Fugate, & Kinicki, 2001), client engagement (Terry & Jimmieson, 2003), job performance (Judge, Thoresen, Pucik, & Welbourne, 1999), turnover (Begley, 1998), and psychological and physical measures of well-being (Penley, Tomaka, & Wiebe, 2002).

Parkes (1986) found that coping type varied across five different categories of stressful work episodes. When experiencing stress at work, most people drew on both active and palliative coping strategies. However, the palliative strategies were typically more strongly associated with

the development of strains, especially health problems. How employees cope with these demands or the level of support they receive may serve to increase or lower risk for negative health outcomes.

The nature of responses to stressors is influenced both by properties of the person (e.g. self-esteem and coping strategies) and properties of the situation (e.g. supervisor and co-worker social support). These and related models (Ivancevich, Matteson, Freedman, & Phillips, 1990; Moos & Swindle, 1990; Pearlin & Schooler, 1978) suggest that the study of the work stressor-health outcome relationship must examine the complex interplay of multiple factors, including social environmental factors and individual responses to stressors.

Coping is broadly categorized in to active versus passive coping, direct versus indirect coping. These concepts have been renamed and intertwined extensively. However, when one examines the operationalizations and the measurement scales underlying these various works, the similarities/ overlaps are undeniable. The problem-focused/ emotion-focused coping conceptualization has been used to examine stress in varied work environments. Lazarus and Folkman (1984) proposed two dominant forms of coping strategies—problem-focused coping and emotion-focused coping. Problem-focused coping involves purposefully confronting sources of stress, including attempts to actively solve the problem or alter the situation. Emotion-focused coping involves avoiding sources of stress, including withdrawal and escapism (e.g., fantasy, substance abuse).

Likewise, Parkes (1990) found that problem-focused coping buffered the negative effects of job stress on the emotional well-being of teachers. Koeske, Kirk, and Koeske (1993) found that problem-focused coping diminished the negative effects of job stressors on burnout among welfare case workers. And, both Etzion and Pines (1986) and Pines, Aronson, and Kafry (1981)

found that problem-focused coping strategies were associated with lower levels of burnout, while emotion-focused coping strategies were associated with higher levels of burnout—in samples of corporate managers and social service workers, respectively.

Few studies have tapped the role of coping as a mediator between job stress and work related outcomes. First, research provides a mixed evidence of coping acting as a mediator. Secondly, most of the studies have utilized either the problem solving coping, social support coping or avoidance coping as the focal variable and none have tapped all the three coping strategies in the role of a mediator, in a single study. Some studies revealed evidence for coping taking on a mediator status between personality factors and different outcome criteria. Evidence suggests that, above and beyond broad personality factors, coping remains an independent predictor with regard to affective states and changes in taxing situations. However, results have not been consistent. In some instances, coping was not found to be an independent predictor of emotional outcomes (McCrae & Costa, 1986) or failed to mediate the relationship between higher-order personality factors and affective adaptation to a stressful episode (e.g. Hemenhover & Dienstbier, 1998).

2.7.1. Problem Solving Coping as a mediator between job stress and outcomes

In a test of Thoits's (1986) coping-mediational model, Terry, Rawle, and Callan (1995) examined these propositions in the context of work stress among retail employees. These authors found that supervisor support was directly related to greater use of problem-focused coping, whereas coworker support was directly related to greater use of both problem-focused and emotion-focused coping. Problem-focused coping, in turn, reduced psychological symptoms (i.e., anxiety and depression), but emotion-focused coping increased psychological symptoms.

Additional, albeit less complete, support for Thoits's coping-mediational model can be found in studies focusing on psychiatric workers (Ingledeu, Hardy, and Cooper 1997), manufacturing plant employees (Heaney et al. 1995), and female secretarial workers (Snow et al. 2003).

Specifically, I may hypothesize the following:

H6 (a): Problem Solving Coping mediates the relationship between job stress and intentions to quit

H 6(b): Problem Solving Coping mediates relationship between job stress and affective commitment

2.7.2. Social support coping as a mediator between job stress and outcomes

Apart from problem solving and escape/ avoidance coping, there is a third dimension i.e., Work-related social support that operates as a protective factor in two ways. Following Thoits' (1986) notion of social support as coping assistance, work-related social support enhances the use of active coping strategies and also negatively relates to work stressors. Further evidence of a bi-directional relationship between social support and coping is found in a study of male and female postal workers (Monnier, Stone, Hobfoll, & Johnson, 1998).

In the study by Heaney et al. (1997) of manufacturing workers, organizational and social coping resources were found to increase the subsequent use of active, problem solving coping. Employees who saw themselves as richer in social resources perceived themselves as under less demanding, conflicting, and adverse conditions. This finding is consistent with other research involving various samples of female employees (Jayaratne et al., 1988; Pisarski et al., 1998; Pompe & Heus, 1993). The sense of being embedded in a social context with potentially helpful

resources and/or the actual, ongoing utilization of these resources may account for this relationship.

Work-related social support has been found to have a protective influence in relation to psychological symptoms through its positive effect on work stressors. Social support and coping strategies may have the potential to attenuate the detrimental effects of work-related stress and employee burnout (Wilk and Moynihan 2005). These potential buffering effects have been proposed in the psychology, sociology, and occupational literatures (i.e., Terry, Rawle, and Callan 1995; Thoits 1986, 1995). We may therefore, hypothesize the following:

H7 (a): Social support Coping mediates relationship between job stress and intentions to quit

H 7(b): Social Support Coping mediates relationship between job stress and affective commitment

2.7.3. Avoidance coping as a mediator between job stress and outcomes

Lu et al. (1999) demonstrated that internal control (which has been conceived as a coping resource) is positively related with higher levels of job satisfaction as well as positive mental health outcomes. In addition to these results, they also provided evidence for the assumption that positive work experiences are function of problem-focused coping, whereas negative work experiences are conceived to be predicted by emotion-focused coping. The following hypothesis may be given:

H8 (a): Avoidance Coping mediates relationship between job stress and intentions to quit

H8 (b): Avoidance Coping mediates relationship between job stress and affective commitment

2.8. Perceived Organizational Support (POS) and Outcomes

Research has demonstrated that individual-level coping behaviors generally are most effective when these efforts are supported by supervisors and coworkers (Leiter 1991). Moreover, employees who perceived their supervisors and co-workers as more supportive were more likely to increase their utilization of that support when confronted with stress in the workplace. Monnier et al. (1998) found that supervisor and co-worker support predicted greater use of prosocial coping at Time 1 that, in turn, predicted greater social support at Time 2. Employees who perceived greater availability of support for work-related problems from supervisors, co-workers, spouse, family, and friends reported significantly greater use of active coping strategies. Thoits' (1986) conceptualization of social support assumes congruence between the methods used by those in the social environment to give assistance and the coping methods utilized by the individual. This congruity fosters the use of active coping strategies.

Perceived organizational support (POS) is defined as the extent to which ".....employees perceive that their organization values their contributions and cares about their well-being" (Eisenberger, Huntington, Hutchison, & Sowa, 1986, p. 501). Typically associated with Blau's (1964) social exchange theory, POS signals an employer's commitment to employees, whereby employees reciprocate with increased efforts to help the organization reach its goals (Aselage & Eisenberger, 2003). "Social Exchange is premised on a long-term exchange of favors that precludes accounting and is based on a diffuse obligation to reciprocate [forming the basis of] the conceptual underpinnings of research on work attitudes and behaviors", Aryee et al. (2002: 267-8). Eisenberger et al. (1986) suggested that perceived support is influenced by various aspects of an employee's treatment by the organization, such as the organization's likely reactions to, for example, the employee's mistakes, performance, suggestions, and illnesses.

Gouldner (1960) has the unique view point that social exchanges are dependent on actors orienting themselves towards a general norm of reciprocity, or the pattern of exchange through which the mutual dependence of people, brought about by the division of labor, is realized (Gouldner, 1960: 169). Social exchange might be directed against individuals or organization. In case of organizations, employees tend to take a long-term approach to social exchange relationships at work and the pattern of reciprocity determines the perceived balance in exchanges (Blau, 1964; Rousseau, 1989). Such reciprocity may represent an important influence on the appraisal of job stress and its related coping strategy.

It is suggested that employees view actions by agents of the organization, such as those of managers or directors, as actions of the organization itself. The results of several studies indicate the utility of POS as a mediator or a moderator variable. For example, POS was found to significantly mediate the relationship between organizational justice and both organizational commitment and intention to leave (Loi, Hang-Yue, & Foley, 2006). Likewise, POS acts as a key moderator of the relationship between empowerment and employee outcomes. Specifically, high POS should strengthen the relationship between empowerment and employee outcomes (job satisfaction, organizational commitment, job performance, and job stress) because the institutional efforts to positively engineer the workplace are aligned with employees' positive perceptions of the organization (e.g., Stamper & Johlke, 2003).

Wayne, Shore, and Liden (1997) argue that employees who perceive their organizations to be providing low organizational support are more inclined to leave their organization in search of an employer that offers higher levels of organizational support. Researchers have not widely examined the role of POS in employees' experience of stress, with the exception of a small

number of studies (e.g., Cropanzano, Howes, Grandey, & Toth, 1997; Jahawar, Stone, & Kisamore, 2007; Stamper & Johlke, 2003) where utility of POS has varied.

Using a social exchange framework, Eisenberger and his colleagues argued that employees who perceive a high level of organizational support are more likely to feel an obligation to "repay" the organization in terms of affective commitment (Eisenberger et al., 1986) and work-related behavior (Blau, 1964; Eisenberger, Fasolo, & Davis-LaMastro, 1990; Eisenberger et al., 1986). POS was also found to significantly mediate the relationship between organizational justice and both organizational commitment and intention to leave (Loi, Hang-Yue, & Foley, 2006). Specifically, the following might be hypothesized:

H9 (a): POS is negatively related to intentions to quit.

H9(b): POS is positively related to affective commitment

2.9. POS as moderator in Job Stress –coping strategies Relationship

Eisenberger, Huntington, Hutchison, & Sowa (1986) operationalized the concept of social exchange in organizations through the concept of perceived organizational support (POS) construct, which is defined as employees' general perception as to how an organization values their contributions and concerns their well-being (Eisenberger, Cummings, Armeli, & Lynch, 1997; Eisenberger, et al., 1986). POS affects employees' behaviors through their innovativeness and sense of responsibility to their jobs (Eisenberger, et al., 1986). In addition, employees with high POS are more likely to demonstrate higher work performance, thus reducing the likelihood of absenteeism and the propensity to leave (Mathieu & Zajac, 1990; Meyer & Allen, 1997; Mowday, Porter, & Steers, 1982; Rhoades & Eisenberger, 2002). Stamper and Johlke (2003: 572) promoted the links between perceived organizational support and stressors stating

organizations that care about employees would be 'more likely to reduce unnecessary work complications and distractions', and hence there exists a negative relationship between stress and perceived organizational support (Jones et al., 1995).

Settoon et al. (1996: 219) propose that '... positive, beneficial actions directed at employees by the organization and/or its representatives contribute to the establishment of high quality exchange relationships that create obligations for employees to reciprocate in positive [and] beneficial ways'. For instance, it has been observed that where organizations invest in individual training and development programmes, employees reciprocate through desirable work-related behaviors (Haas and Deseran, 1982; Wayne et al., 1997; Moorman et al., 1998).

High levels of POS foster feelings of obligation through commitment and reciprocation. For instance, employees not only feel that they ought to be committed to their employers, but also figure themselves indebted to return the employers' commitment by engaging in behaviors that support organizational goals. High exchange relationships will be mutually beneficial to organizations and workers as the level of reciprocation will be a function of the extent to which the recipient values the exchange. Employees working in 'low' or 'negative' exchange organizations will experience greater work related stress in comparison with those working in 'high' exchange organizations. Hence, employees seek a balance in their exchange relationships with organizations by having attitudes and behaviors in proportion with the degree of employer commitment to them as individuals.

Research has shown that POS is positively related to conscientiousness in performing job responsibilities and to commitment and innovation (Eisenberger, Fasolo, & Davis-LaMastro, 1990). Perceptions of being valued and cared about by an organization through informal emoluments (e.g., praise, mentoring) or formal rewards (promotions, salary increases) enhance

employees' trust about the organization fulfilling its exchange obligations. A meta-analysis of POS found it to be a major predictor of job-related outcomes, as organizational commitment, job satisfaction; turnover intentions and performance (Rhoades and Eisenberger, 2002).The following hypotheses may pertain to POS:

H10 (a): POS will moderate the relationship between job stress and problem solving coping such that the negative relationship between job stress and problem solving coping is stronger when POS is high relative to when POS is low.

H10 (b): POS will moderate the relationship between job stress and Social Support coping such that the negative relationship between job stress and social support coping is stronger when POS is high relative to when POS is low.

H10 (c): POS will moderate the relationship between job stress and avoidance coping such that the positive relationship between job stress and avoidance coping is stronger when POS is low relative to when POS is high.

Theoretical Framework

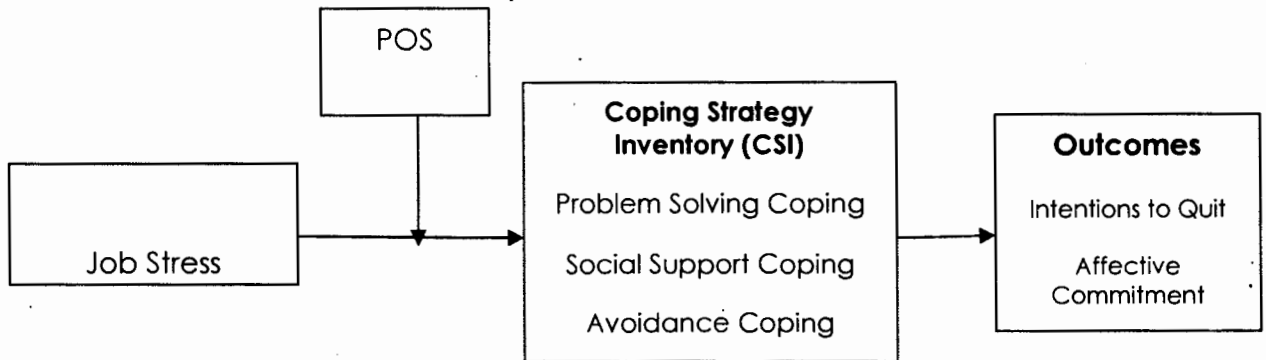


Figure1: Job stress, mediated by Coping strategies (Problem Solving, Social Support, Avoidance), moderated by Perceived Organization Support (POS), leading to work related outcomes (Intentions to quit, Affective Commitment).

Chapter 3

RESEARCH METHODOLOGY

3.1. Sample and Data Collection:

A field survey was conducted to gather data across various organizations. It was personally administered by the author to employees working in entry, middle and high level cadres. The sample consisted of employees serving in 13 well established, public and private sector organizations in Rawalpindi and Islamabad, twin cities of Pakistan. For example, four of the organizations were the leading cellular service providers in the telecommunication sector. Three leading banks dealing with consumer banking were also part of the sample. Moreover, three leading public universities were also included in sample. An eminent hospital, international construction firm and a multinational firm dealing in fast moving consumer goods (FMCG) was also chosen for the sample.

This study has been cross sectional in nature with data collected over a span of three months at a singular point in time. The questionnaire had an attached cover letter which guaranteed secrecy to the respondents by elaborating upon the purpose and scope of the research. The participants volunteered for filling in the questionnaire. A total of 350 questionnaires were distributed out of which 250 utilizable responses were returned yielding a response rate of 71%. The sample represented a wide range of occupations varying from professional engineers, IT professionals, accountants, administrators, educationists, telecom, human resource, finance, marketing, customer service, Sales/Dist/Commercial, consumer banking, doctors and health care specialists. A large segment of sample i.e. 68.8% hailed from the low and middle managerial, technical and professional positions. On the average, 53% of the respondents were male. having mean age of 31.5 years (SD=7.7). Approximately 30% of the respondents had a bachelor's degree, 58% had a

master's degree and 12% had MPhil or higher degrees. Mean tenure was 3.5 years (SD=4.9) with the current organization and the total tenure was 6.5years (SD=6.9).

3.2. Measures:

All measures were taken from "self report" questionnaire as self reporting is considered appropriate for these measures. Except for Coping scale, all measures were anchored on a five point Likert scale which ranged from strongly disagree (1) to strongly agree(5) to indicate agreement with each statement and high variable scores indicate high levels of the construct in question. All of the instruments have been used in various studies pertaining to work environment and have demonstrated adequate validity (construct or concurrent validity) and reliability (Cronbach's coefficient alpha range from .0.663 to 0.857).

Internal consistency estimates of reliability (Cronbach's coefficient alpha) were computed for each of the instruments used in this study. The values for coefficient alpha were 0.70, 0.83, 0.71, and 0.66 for Job Stress (JS), the POS Scale (POS), the Intentions to Quit Scale (Q) and Affective Commitment(C) respectively. The alpha values for the three sub-scales of the Coping Strategy Indicator (CSI) were 0.83 (problem-solving coping), 0.86 (coping through seeking social-support), and 0.82 (avoidance coping).

The research design of this study was a correlation design with one independent (predictor) variable and two dependent variables. The independent variable was job stress while the dependent variables were Affective Commitment(C) and Intentions to Quit (Q). This research design consisted of two separate multiple regression procedures that were used to test the proposed model in types of stressful situations. Following scales were used for the collection of data.

3.2.1. Independent Variable

3.2.1.1. Job Stress:

Job stress was assessed by applying the anxiety dimension of job stress within the 13-Item scale (Parker and Decotiis, 1983). This instrument consists of 8 time stress items and 5 anxiety items. Factor Analysis has shown that time stress and anxiety are empirically distinct dimensions (Melamed et al, 1991; Xie and Johns, 1995). The co-efficient alpha values for this scale range from .71 to .82 (Jamal, 1990; Xie and Johns, 1995).

3.2.2. Dependent Variables

3.2.2.1. Intent to turnover:

Organizational turnover intentions would be assessed with a three-item scale developed by Cammanan, Fichman, Jenkins & Klesh (1982) and having an alpha reliability of 0.82 (“Are you presently looking for another job?”; “How likely is it that you will quit your present job?”; “How frequently do you think about leaving your present job for good?”). Responses to the three items are indicated by referring to a 5-point Likert-type response format. The reason for including this variable is because organizational turnover is a probable outcome of experiencing job-related stress (Jackson & Schuler, 1985).

3.2.2.2. Affective Commitment.

Affective commitment was measured using a six-item scale, developed by Meyer and Allen (1997). Examples of items used to measure affective commitment include “I would be very happy to spend the rest of my career in this organization” and “I really feel as if this organization’s problems are my own.” Employees responded to these items on a 5-point scale ranging from strongly disagree (1) to strongly agree (5). The internal reliability (Cronbach’s alpha) of the affective commitment scale was .78.

3.2.3. Moderating Variable

3.2.3.1. Perceived Organization Support:

Perceived organizational support was measured using a nine-item scale—the short version of the Survey of Perceived Organizational Support (SPOS; Eisenberger et al., 1986). It is capable of measuring the extent to which individuals perceive the organization as caring for their well being. The coefficient alpha values for the scale range from 0.74 to 0.95 (Cropanzano, Howes, Grandey, & Toth, 1997). Examples of items used to measure POS include “This organization shows very little concern for me” and “Help is available from this organization when I have a problem.” Employees responded to these items on a 5-point scale ranging from strongly disagree (1) to strongly agree (5).

3.2.4. Mediating Variable

3.2.4.1. Coping Strategy Indicator:

The Coping Strategy Indicator (CSI) is the only coping questionnaire that has entirely been empirically derived. A long list of possible coping responses was administered to a large and diverse community sample, and respondents indicated stressors and their treatment in their own lives. Exploratory and confirmatory factor analyses, performed on community-based data (final $n = 952$), identified three major strategies to characterize coping, and helped to eliminate extraneous items. The resulting CSI (Amirkhan, 1990) is 33 items long, with three scales of 11 items each.

The first scale assesses Problem Solving, an instrumental approach involving the planning and implementation of steps to remediate the problem (e.g., “Brainstormed all possible solutions before deciding what to do”). The Seeking Social Support scale measures attempts at human

contact, not necessarily for help in resolving the problem, but simply for the comfort such contact provides (e.g., "Confided your fears and worries to a friend or relative"). The last scale, Avoidance, reflects tendencies to escape the problem, both by means of physical and psychological withdrawal (e.g., "Avoided being with people..." and "Buried yourself in a hobby..."). These scales tap the "common denominators of coping", strategies common to a wide diversity of people dealing with a broad range of problems. Also, although they may seem mutually exclusive, the scales are in fact orthogonal--an asset in correlational analyses, for multicollinearity concern is avoided.

Despite its brevity, the CSI is psychometrically superior to other coping questionnaires. Even in community samples, its scales are internally consistent (with alphas ranging from .84 to .93), and yield stable scores (with test-retest correlations averaging .82 across 4 to 8 week spans). Convergent validity has been demonstrated, both in terms of convergence with existing measures of coping; personality, and pathology, and in terms of non-co variation with social desirability indices. Criterion validity is evidenced by the CSI's ability to predict actual coping responses made in both laboratory simulations and real-world settings (Amirkhan, 1994). Internal consistency of the CSI proved equivalent (Beckham & Adams, 1984) or superior (Aldwin & Revenson, 1987; Folkman & Lazarus, 1980; Miller, 1987; Salisbury, 1985; Sidle et al, 1969; Vitaliano et al, 1985) to that found for other coping questionnaires. This result was clearly due to the evolutionary method of scale construction, which allowed only the strongest strategy indicators to survive to the final protocol.

3.3. Control Variables:

Table 1. One Way analysis of variance for all dependent variables across organizations

		Sum of Squares	df	Mean Square	F	Sig.
Intentions To Quit	Between Groups	36.912	10	3.691	4.659	.000
	Within Groups	189.355	239	.792		
	Total	226.267	249			
Affective Commitment	Between Groups	10.219	10	1.022	2.384	.010
	Within Groups	102.457	239	.429		
	Total	112.676	249			

Organization was used as a control variable, as shown in Table 1, the one-way analysis of variance revealed significant differences across organizations in intentions to quit ($F=4.66$, $p<0.0001$) and affective commitment ($F=2.38$, $p<0.05$).

The reliabilities of the seven constructs were fairly good and found applicability even in an underdeveloped country such as Pakistan. This overcame their basic inherent limitation of being developed in the Western world and applied in Eastern contexts. Furthermore, the organizations were not localized in one sector but were quite scattered in education, construction, healthcare

and Consumer Goods Company. Lastly, in addition to the above mentioned factors, time constraint did not allow for carrying out a pilot study for the purpose of this research.

3.4. Procedure

3.4.1. Sampling

The sampling technique that has been made use of in this research study was random sampling.

3.4.2. Data Analysis Tools

The software utilized for data analysis was SPSS 15(Trial Version). Data was analyzed by using descriptive statistics, correlation and linear regression analysis. Descriptive statistics were obtained for description of samples. Correlation Analysis was conducted to find the inter-correlations among study variables. Simple linear regression analysis and mediated as well as moderated regression analysis was conducted to test the hypotheses. Frequencies with mean, median, mode and standard deviation were run. Histograms and bar charts were displayed for all the major items.

Two procedures of multiple regressions were applied to test the main hypotheses pertaining to mediation and moderation. The step-wise method was used because the available literature does not provide direction as to how the variables in this study should be entered into a multiple regression equation. By using the step-wise method, the researcher allowed the computer to select the model with the best statistical "fit." Correlations among predictor variables and between predictor variables and the dependent variable were examined in order to meet the requirements of multiple regressions. The normality of the data was checked by drawing Q-Q plots.

Moderated regression analysis was used to examine the interactional effects of the job stress and Perceived Organization Support on intentions to quit and affective commitment. Following the procedures recommended by Baron and Kenny (1986), control variables were entered in to the equation first. In the next step, the one independent variable, i.e., job stress and the moderating variable, POS was entered. On the third step, the cross products of job stress with POS were added one by one for each dependent variable. For all significant interaction terms, interaction plots were made. Out of the total interaction terms, interaction terms were significant and the plots were made for each of the significant interaction terms. The size of the significant interaction effects were between 1-3%. As interaction effects are difficult to detect and 1% of the variance should be considered important because most field studies in social science research have only accounted for 1-3% of the variance (Champoux and Peters, 1987).

Table 2: Means, Standard Deviations, correlations, and reliabilities for the main variables of interest in this study

	Mean	SD	1	2	3	4	5	6	7
1.Job Stress	2.75	.81	(0.70)						
2.POS	3.37	0.68	-0.10	(0.83)					
3.Intentions To Quit	2.83	.95	0.35**	-0.47**	(0.71)				
4.Affective Commitment	3.37	0.67	-0.23**	0.41**	-0.64**	(0.66)			
5.Problem solving Coping	1.53	.41	0.01	-0.11	0.11	-0.24**	(0.83)		
6.Social Support Coping	1.90	.43	-0.19**	0.03	-0.17**	0.07	0.15*	(0.86)	
7.Avoidance Coping	2.11	.43	-0.27**	0.14*	-0.25**	0.16*	0.003	0.52**	(0.82)

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

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

Chapter 4

4.1. HYPOTHESES:

On the basis of above discussion, the following may be hypothesized:

H1 (a): Job stress is positively related with intentions to quit.

H1 (b): Job Stress is negatively related with affective commitment.

H2 (a): Problem solving coping is negatively related to intentions to quit.

H 2(b): Problem solving coping is positively related to affective commitment.

H 3(a): Coping through seeking social support is negatively related to intentions to quit.

H 3(b): Coping through seeking social support is positively related to affective commitment.

H 4(a): Avoidance Coping is negatively related to intentions to quit.

H 4(b): Avoidance Coping is positively related to affective Commitment.

H 5(a): Job stress is negatively related to problem solving coping

H 5(b): Job stress is negatively related to social support coping

H5(c): Job stress is negatively related to avoidance coping

H6 (a): Problem Solving Coping mediates the relationship between job stress and intentions to quit

H 6(b): Problem Solving Coping mediates the relationship between job stress and affective commitment

H7 (a): Social support coping mediates the relationship between job stress and intentions to quit.

H 7(b): Social Support Coping mediates the relationship between job stress and affective commitment.

H8 (a): Avoidance Coping mediates the relationship between job stress and intentions to quit.

H8 (b): Avoidance Coping mediates the relationship between job stress and affective commitment.

H9 (a): POS is negatively related to intentions to quit.

H9 (b): POS is positively related to affective commitment

H10 (a): POS will moderate the relationship between job stress and problem solving coping such that the negative relationship between job stress and problem solving coping is stronger when POS is high relative to when POS is low.

H10 (b): POS will moderate the relationship between job stress and Social Support coping such that the negative relationship between job stress and social support coping is stronger when POS is high relative to when POS is low.

H10(c): POS will moderate the relationship between job stress and avoidance coping such that the negative relationship between job stress and avoidance coping is stronger when POS is high relative to when POS is low.

4.2. Factor Analysis of CSI:

CSI scales tap dispositional responses to threat, specifically those of fight, flight, and affiliation. These dimensions have long been recognized in the field of personality as fundamental to human behavior. At various times, terms such as repression-sensitization approach-avoidance, monitoring-blunting, like Problem Solving and Avoidance on the CSI have been used to distinguish propensities to confront versus escape. The crucial importance of human contact, reflected in Seeking Social Support on the CSI, has been addressed in the literature by such dispositional constructs as the "need for belonging-" (Fromm, 1941) and the "need for security" (Sullivan, 1953). The behavioral taxonomy of Karen Horney 1945, in particular presaged CSI

scales by identifying stable tendencies to "move against" confront, "move away(withdraw), or ' move towards" (seek out others) all for the purpose of alleviating anxiety. It may be, then, that the dimensions of coping tapped by the CSI represent not the more universal, but also the more consistent of human responses to stress-a contention supported by the high test-retest reliability of CSI scales, Amirkhan, J.H,1994.

4.3. Bivariate Correlation Analysis

Job stress was found to have a significant positive correlation with intentions to leave($r = 0.35$, $p < 0.01$) and significant negative correlation with affective commitment($r = -0.23$, $p < 0.01$). Problem solving coping was found to have a non-significant positive correlation with intentions to leave ($r = 0.11$, $p > 0.05$) and a significant negative correlation with affective commitment($r = -0.24$, $p < 0.01$). Coping through seeking social support was found to have a significant negative correlation with intentions to leave ($r = -0.17$, $p < 0.01$) and a non-significant positive relationship with affective commitment($r = 0.07$, $p > 0.05$). Avoidance Coping was found to have a significant negative correlation with intentions to leave($r = -0.25$, $p < 0.01$) and a positive correlation with affective commitment($r = 0.16$, $p < 0.05$). Problem solving coping has a positive relationship with social support coping($r = 0.15$, $p < 0.05$) and a non-significant relationship with avoidance coping ($r = 0.003$, $p > 0.05$). Coping through seeking social support has a significant positive relationship with avoidance coping($r = 0.52$, $p < 0.01$).

Job stress has a positive but non-significant correlation with problem solving coping ($r = 0.11$, $p > 0.05$), a significant negative correlation with social support coping($r = -0.19$, $p < 0.01$) and a significant negative correlation with avoidance coping($r = -0.27$, $p < 0.01$). Job stress even enjoys a non-significant negative relationship with POS ($r = -0.10$, $p > 0.05$). POS has a non-significant

negative relationship with problem solving coping($r = -0.112, p >0.05$), social support coping ($r = 0.03, p >0.05$) and a positive relationship with avoidance coping ($r = 0.14, p <0.05$). Perceived Organization Support has a significant negative relationship with Turnover intentions ($r = -0.47, p <0.01$) and a significant positive relationship with Affective Commitment($r = 0.41, p <0.01$).

All dependent variables were significantly correlated with each other as well. Intentions to leave has a significant negative correlation with affective commitment($r = -0.64, p <0.01$). The bivariate correlation among the variables as shown in the correlation matrix indicate provisional support for all “main effect” dealing with job stress and outcomes, coping strategies and outcomes, job stress and coping strategies. The only exception lies with problem solving coping which does not have a significant correlation with job stress, POS or one of the outcome, intentions to leave. Social support coping is also unrelated to the outcome of affective commitment. Job stress and POS do not enjoy a significant correlation. However, one interesting observation lies in the common mean and standard deviation values for Perceived Organization Support (POS) and Affective Commitment(C) which lends credibility to the fact that POS and C are strongly correlated.

4.4. Regression Analysis:

I performed several hierarchical regression analyses to test coping types and job stress as predictors of outcome variables, intentions to quit and affective commitment. Regressing each of the two outcome variables on the problem solving coping, coping through seeking social support avoidance coping, Perceived Organization Support(POS) and job stress resulted in nine regression equations. Hypotheses 1a,1b,2a,2b, 3a, 3b,4a, 4b and 5a, 5b, 5c, 6a, 6b, 7a, 7b, 8a, 8b, 9a, 9b, were tested using hierarchical multiple regression analyses. The first step of the

regression analysis consisted of entering all of the control variables in to the model. The second step of the analysis consisted of entering the independent variable in to the model.

4.4.1. Job Stress and Outcomes

Hypothesis 1(a) predicted that job stress will be positively related to intentions to quit. Hypothesis 1(b) predicted that job stress is negatively related to affective commitment. To test these predictions, I regressed the outcome variables intentions to quit and affective commitment one by one on the job stress. The results of these regression analysis for the main effect of job stress on intentions to quit and affective commitment are shown below in table 3 and 4 respectively.

Table 3. Regression analysis showing the main effects of job stress on intentions to quit

Predictors	β	R^2	ΔR^2
Step 1: Controls		0.02*	
Step 2: Job Stress	0.36***	0.14***	0.13***

Note: N = 250; Control variables is Organization.

*p <.05,

**p <.01,

***p <.001

Table 4. Regression analysis showing the main effects of job stress on affective commitment

Predictors	β	R^2	ΔR^2
Step 1: Controls		0.00	
Step 2: Job Stress	-0.23***	0.05***	0.05***

Note: N = 250; Control variables is Organization.

***p <.05, **p <.01, ***p < .001**

The results of the regression analysis revealed that job stress was a significant positive predictor of intentions to leave ($\beta=0.36$, $p<0.001$) and negative predictor of affective commitment ($\beta= -0.23$, $p<0.001$) confirming hypothesis 1(a) and 1(b). The result of the regression analysis revealed that job stress was a significant predictor of intentions to quit and affective commitment.

Therefore as all the results are significant and in the predicted direction, hypothesis 1a and 1b is strongly supported. Job stress explains 13% variance in intentions to quit and 5% variation in affective commitment.

4.4.2. Problem Solving Coping and Outcomes

Hypothesis 2(a) and 2(b) predicted that problem solving coping will be negatively related to intentions to quit and positively related to affective commitment. To test these predictions, I regressed the outcome variables, intentions to quit and affective commitment one by one on problem solving coping. The results of these regression analyses for the main effect of problem

solving coping on intentions to quit and affective commitment are shown below in table 5 and 6 respectively.

Table 5. Regression analysis showing the main effects of problem solving coping on intentions to quit

Predictors	β	R^2	ΔR^2
Step1: Controls		0.02*	
Step 2: Problem Solving Coping	0.10	0.03	0.01

Note: N = 250; Control variables is Organization.

* $p < .05$, ** $p < .01$, *** $p < .001$

Table 6. Regression analysis showing the main effects of problem solving coping on affective commitment

Predictors	β	R^2	ΔR^2
Step1: Controls		0.00	
Step 2: Problem Solving Coping	-0.24***	0.06***	0.06***

Note: N = 250; Control variables is Organization.

* $p < .05$, ** $p < .01$, *** $p < .001$

The results of the regression analysis revealed that problem solving coping has a non significant relationship with intentions to quit. It has a significant relationship with affective commitment

but in a negative direction. The hypothesis 2(a) has not been confirmed where as hypothesis 2(b) is confirmed with a negative direction. Problem Solving Coping explained 6% variance in affective commitment but in a negative direction. Therefore as half of the results are significant, the hypothesis 2 is half supported.

4.4.3. Social Support Coping and Outcomes

Hypothesis 3(a) and 3(b) predicted that social support coping will be negatively related with intentions to quit and positively related to affective commitment. To test these predictions, I regressed the outcome variable intentions to quit and affective commitment one by one on social support coping. The results of these regression analyses for the main effect of social support coping on intentions to quit and affective commitment are shown below in table 7 and 8 respectively.

Table 7. Regression analysis showing the main effects of social support coping on intentions to quit

Predictors	β	R^2	ΔR^2
Step 1: Controls		0.02*	
Step 2: Social Support Coping	-0.16*	0.04*	0.03*

Note: N = 250; Control variable is Organization.

*p <.05, **p <.01, ***p < .001

Table 8. Regression analysis showing the main effects of social support coping on affective commitment

Predictors	β	R^2	ΔR^2
Step 1: Controls		0.001	
Step 2: Social Support Coping	0.07	0.007	0.005

Note: N = 250; Control variables is Organization.

* $p < .05$,

** $p < .01$,

*** $p < .001$

The results of the regression analysis revealed that social support coping has a significant negative relationship with intentions to quit. It has a non significant relationship with affective commitment. The hypothesis 3(a) has been confirmed where as hypothesis 3(b) has not been proven. Social support coping explained 3% variance in intentions to quit. Therefore as half of the results are significant, the hypothesis 3 is half supported.

4.4.4. Avoidance coping and Outcomes

Hypothesis 4(a) and 4(b) predicted that avoidance coping will be negatively related to intentions to quit and positively related to affective commitment. To test these predictions, I regressed the outcome variables intentions to quit and affective commitment one by one on avoidance coping. The results of these regression analyses for the main effect of avoidance coping on intentions to quit and affective commitment are shown below in table 9 and 10 respectively.

Table 9. Regression analysis showing the main effects of avoidance coping on intentions to quit.

Predictors	β	R^2	ΔR^2
Step 1: Controls		0.02*	
Step 2: Avoidance Coping	-0.24***	0.07***	0.06***

Note: N = 250; Control variables is Organization.

*p <.05, **p <.01, ***p <.001

Table 10. Regression analysis showing the main effects of avoidance coping on affective commitment

Predictors	β	R^2	ΔR^2
Step 1: Controls		0.001	
Step 2: Avoidance Coping	0.157*	0.03*	0.03*

Note: N = 250; Control variables is Organization.

*p <.05,

**p <.01,

***p <.001

The results of the regression analysis revealed that avoidance coping has a significant negative relationship with intentions to quit. It has a significant positive relationship with affective commitment. Both hypothesis 4(a) and 4(b) have been confirmed. Avoidance coping explained 6% variance in intentions to quit and 3% variance in affective commitment. Therefore as both of the results are significant, the hypothesis 4 is significantly supported by data.

As CSI has in totality, three dimensions, namely, problem solving coping, social support coping and avoidance coping, so the overall coefficient of determination enjoyed by coping with outcomes is 18% with a degree of significance. The overall results of the regression analysis depict that all coping strategies except problem solving coping have a negative relationship with intentions to quit. Problem solving coping has a significant relationship with affective commitment but in a negative direction. It explained 6% variance in affective commitment. Social support coping has a significant negative relationship with intentions to quit. It explained 3% variance in intentions to quit. Social Support Coping does not enjoy any relationship with affective commitment. Another dimension, avoidance coping has a significant negative relationship with intentions to quit and a significant positive relationship with affective commitment. The avoidance coping explained 6% of the variance in intentions to quit and 3% variance in affective commitment.

4.5. Job Stress and Problem Solving Coping:

Hypotheses 5(a), 5(b) and 5(c) predicted that job stress is negatively related to problem solving, social support and avoidance coping. To test this prediction, I regressed the outcome variable problem solving coping on job stress. The result of this regression analysis for the main effect of job stress on problem solving coping is shown below in table 11.

Table 11: Regression analysis for the main effects of job stress on problem solving coping

Predictors	β	R^2	ΔR^2
Step1: Controls		0.003	
Step 2: Job Stress	0.011	0.003	0.000

Note: N = 250; Control variables is Organization

***p <.05,**

****p <.01,**

*****p < .001**

Table 12: Regression analysis for the main effects of job stress on social support coping

Predictors	β	R^2	ΔR^2
Step1: Controls		0.013	
Step 2: Job stress	-0.202**	0.054**	0.041**

Note: N = 250; Control variables is Organization

***p <.05,**

****p <.01,**

*****p < .001**

Table 13: Regression analysis for the main effects of job stress on avoidance coping

Predictors	β	R^2	ΔR^2
Step 1: Controls		0.002	
Step 2: Job stress	-0.271***	0.074***	0.073***

Note: N = 250; Control variables is Organization

*p <.05,

**p <.01,

***p < .001

The results of the regression analysis revealed that job stress does not have a significant relationship with problem solving coping ($\beta=0.011$, $p>0.05$). Although the relationship between job stress and problem solving coping was positive but it was not significant. Thus hypothesis 5(a) has not been supported. The results of the regression analysis revealed that job stress has a significant negative relationship with social support coping ($\beta= -0.202$, $p<0.01$). Therefore hypothesis 5(b) was strongly supported. The results of the regression analysis further revealed that job stress has a significant negative relationship with avoidance coping ($\beta= -0.271$, $p<0.001$). Therefore, hypothesis 5(c) has been strongly supported. Last but not the least; job stress explained a variance of 4% in social support coping and 7% in avoidance coping, thus confirming hypotheses 5(b) and 5(c) respectively.

4.6. Mediation Regression analysis:

To test the hypotheses 6(a),6(b), 7(a), 7(b) and 8(a),8(b), this research study has adhered to the mediation regression method proposed by Baron and Kenny (1986). According to Baron and Kenny (1986), there are three conditions for determining a mediation relationship. Firstly, the independent variable must act as a significant predictor of dependent variable. Secondly, the independent variable must act as a significant predictor of mediator variable. Thirdly, when dependent variable is regressed on both the independent and mediating variable, the mediating variable must act as a significant predictor of the dependent variable. Mediation exists when all three requirements are fulfilled. Full mediation is established if the independent variable is non-significant when the mediator variable is entered in the equation and partial mediation is established if the effect of independent variable is lesser when the mediator variable is entered in the equation.

4.6.1. Problem Solving Coping as a mediator between Job Stress and Outcomes

Hypothesis 6(a) and 6(b) predicted that problem solving coping will mediate the relationship between job stress and intentions to quit, affective commitment. The results of the regression analysis for hypothesis 1(a) and 1(b) as shown in tables 3 and 4 revealed that job stress is a significant predictor of intentions of leave and affective commitment. But the results of hypothesis 5(a) shown in table 11 reveal that job stress was found to have a non significant relationship with problem solving coping. Hence, as per the second conditionality of mediation, problem solving coping violates the necessary condition for the mediation to take place. Problem solving coping, therefore, does not mediate the relationship between job stress and outcomes.

4.6.2. Social Support coping as a mediator between Job Stress and Outcomes

Hypothesis 7(a) and 7(b) predicted that social support coping will mediate the relationship between job stress and intentions to quit, affective commitment. The results of the regression analysis for hypothesis 1(a) and 1(b) as shown in tables 3 and 4 revealed that job stress is a significant predictor of intentions of leave and affective commitment. Moreover, hypothesis 5(b) as shown in table 12 revealed job stress as a significant predictor of social support coping.

In order to check for the mediation effects of social support coping, I regressed the two outcome variables on the job stress and social support coping together. The result of this regression analysis for the mediation effect of social support coping in the relationship between job stress and intentions to leave and affective commitment is shown below in table 14, 15 respectively.

Table 14: Regression Analysis showing the mediation effects of Social Support coping in the relationship between job stress and intentions to quit.

Predictors	β	R^2	ΔR^2
Step 1: Controls		0.016*	
Step 2: Social Support Coping		0.040*	
Step 3: Job Stress	0.338***	0.150***	0.110***

Note: N = 250; Control variables is Organization

*p <.05, **p <.01, ***p < .001

Table 15: Regression Analysis showing the mediation effects of Social Support coping in the relationship between job stress and affective commitment.

Predictors	β	R ²	ΔR^2
Step 1: Controls		0.001	
Step 2: Social Support Coping		0.007	
Step 3: Job Stress	-0.225***	0.055***	0.049***

Note: N = 250; Control variables is Organization

*p <.05,

**p <.01,

***p < .001

4.6.3. Avoidance coping as a mediator between Job Stress and Outcomes

Hypothesis 8(a) and 8(b) predicted that avoidance coping will mediate the relationship between job stress and intentions to quit, affective commitment. The results of the regression analysis for hypothesis 1(a) and 1(b) as shown in tables 3 and 4 revealed that job stress is a significant predictor of intentions of leave and affective commitment. Moreover, hypothesis 5(c) as shown in table 13 revealed job stress as a significant predictor of avoidance coping.

In order to check for the mediation effects of avoidance coping, I regressed the two outcome variables on the job stress and avoidance coping together. The result of this regression analysis for the mediation effect of avoidance coping in the relationship between job stress and intentions to leave and affective commitment is shown below in table 16 and 17 respectively.

Table 16: Regression Analysis showing the mediation effects of avoidance coping in the relationship between job stress and intentions to quit.

Predictors	β	R^2	ΔR^2
Step 1: Controls		0.016*	
Step 2: Avoidance Coping		0.074***	
Step 3: Job Stress	0.314***	0.166***	0.091***

Note: N = 250; Control variables is Organization

*p <.05,

**p <.01,

***p < .001

Table 17: Regression Analysis showing the mediation effects of avoidance coping in the relationship between job stress and affective commitment.

Predictors	β	R^2	ΔR^2
Step 1: Controls		0.001	
Step 2: Avoidance Coping		0.026*	
Step 3: Job Stress	-0.203**	0.064**	0.038**

Note: N = 250; Control variables is Organization

* $p < .05$,

** $p < .01$,

*** $p < .001$

As mentioned earlier, as per the CSI scale, the three dimensions of coping are problem solving coping, social support coping and avoidance coping. Of these three dimensions, job stress was found to be a non-significant predictor of problem solving coping and since it violates the necessary condition for the mediation to take place, it was found that problem solving coping does not act as a mediator in the relationship between job stress and outcomes. Therefore the following discussion talks about the results of mediation analyses for social support and avoidance coping in the relationship between job stress and outcomes.

When social support coping was entered in the equation as a mediator, reduction in the effect size of job stress was observed for intentions to quit (from $\beta=0.36$, $\Delta R^2 = 13\%$, $p<0.001$ to $\beta=0.34$, $\Delta R^2 = 11\%$, $p<0.001$) and marginal reduction was observed for affective commitment

(from $\beta = -0.23$, $\Delta R^2 = 5.3\%$, $p < 0.001$ to $\beta = -0.22$, $\Delta R^2 = 4.9\%$, $p < 0.001$) supporting hypotheses 7(a) and 7(b). These results suggest that social support coping partially mediates the relationship between job stress and outcomes (intentions to leave and affective commitment).

Similarly, when avoidance coping was entered in the equation as a mediator, reduction in the effect size of job stress was observed for intentions to quit (from $\beta = 0.36$, $\Delta R^2 = 13\%$, $p < 0.001$ to $\beta = 0.31$, $\Delta R^2 = 9\%$, $p < 0.001$) and marginal reduction was observed for affective commitment (from $\beta = -0.23$, $\Delta R^2 = 5.3\%$, $p < 0.001$ to $\beta = -0.20$, $\Delta R^2 = 3.8\%$, $p < 0.01$) supporting hypotheses 8(a) and 8(b). These results suggest that avoidance coping also partially mediates the relationship between job stress and outcomes (intentions to leave and affective commitment).

4.7. Moderated Regression analysis

Hypothesis 9(a) predicted that POS is negatively related to intentions to quit while hypothesis 9(b) predicted that POS is positively related to affective commitment. To test these predictions, I regressed the outcome variables intentions to quit and affective commitment one by one on the POS. The results of these regression analysis for the main effect of POS on intentions to quit and affective commitment are shown below in table 18 and 19 respectively.

Table 18. Regression analysis showing the main effects of POS on intentions to quit

Predictors	β	R^2	ΔR^2
Step 1: Controls		0.02	
Step 2: POS	-0.47***	0.23***	0.22***

Note: N = 250; Control variables is Organization.

*p <.05, **p <.01, ***p <.001

Table 19. Regression analysis showing the main effects of POS on affective commitment

Predictors	β	R^2	ΔR^2
Step 1: Controls		0.002	
Step 2: POS	0.42***	0.18***	0.17***

Note: N = 250; Control variables is Organization.

*p <.05,

**p <.01,

***p <.001

The results of the regression analysis revealed that POS was a significant negative predictor of intentions to leave ($\beta = -0.47$, $p < 0.001$) and positive predictor of affective commitment ($\beta = 0.42$,

p<0.001) confirming hypothesis 9(a) and 9(b). The results of the regression analysis revealed that POS was a significant predictor of intentions to quit and affective commitment. As all the results are significant and are in the predicted direction, hypothesis 9 is strongly supported. POS explains 22% variance in intentions to quit and 17% variation in affective commitment.

Hypothesis 10(a) predicted that POS will moderate the relationship between job stress and the problem solving dimensions of coping. The analysis confirmed that interaction of POS with job stress was not significant for problem solving coping as depicted in table 20.

Table 20. Regression Analysis showing the moderating effects of POS in the relationship between Job Stress(S) and Problem solving coping

Predictors	β	R ²	ΔR^2
Step 1: Controls		0.003	
Step 2: Job Stress, POS		0.015	0.012
Step 3: Job Stress X POS	0.366	0.019	0.004

Note: N = 250; Control variable is organization.

†p<0.10, *p<.05, **p<.01, ***p<.001

Hypothesis 10(b) predicted that POS will moderate the relationship between job stress and social support coping. The analysis revealed that POS was significant for social support coping such that POS significantly interacted with job stress ($\beta = -0.97$, p, <0.01) to predict social

support coping. The interaction explained 2.7% of the variance ($\Delta R^2 = 2.7\%$, $F = 7.173$, $p < 0.01$) in social support coping as given in table 21..

Table 21 .Regression Analysis showing the moderating effects of POS in the relationship between Job Stress(S) and Social Support Coping

Predictors	β	R^2	ΔR^2
Step 1:			
Controls		0.01†	
Step 2:			
Job Stress, POS		0.05**	0.04**
Step 3:			
Job Stress X POS	-0.97**	0.08**	0.027**

Note: N = 250; Control variable is organization.

† $p < 0.10$

* $p < .05$,

** $p < .01$,

*** $p < .001$

Figure 1 shows the significant interaction plots between job stress and social support coping for both high POS and low POS. As predicted the negative association between job stress and social support coping was stronger for individuals who had high Perceived Organization Support

whereas in case of low POS, this relationship was positive and weaker. Therefore, hypothesis 10(b) was supported for social support coping.

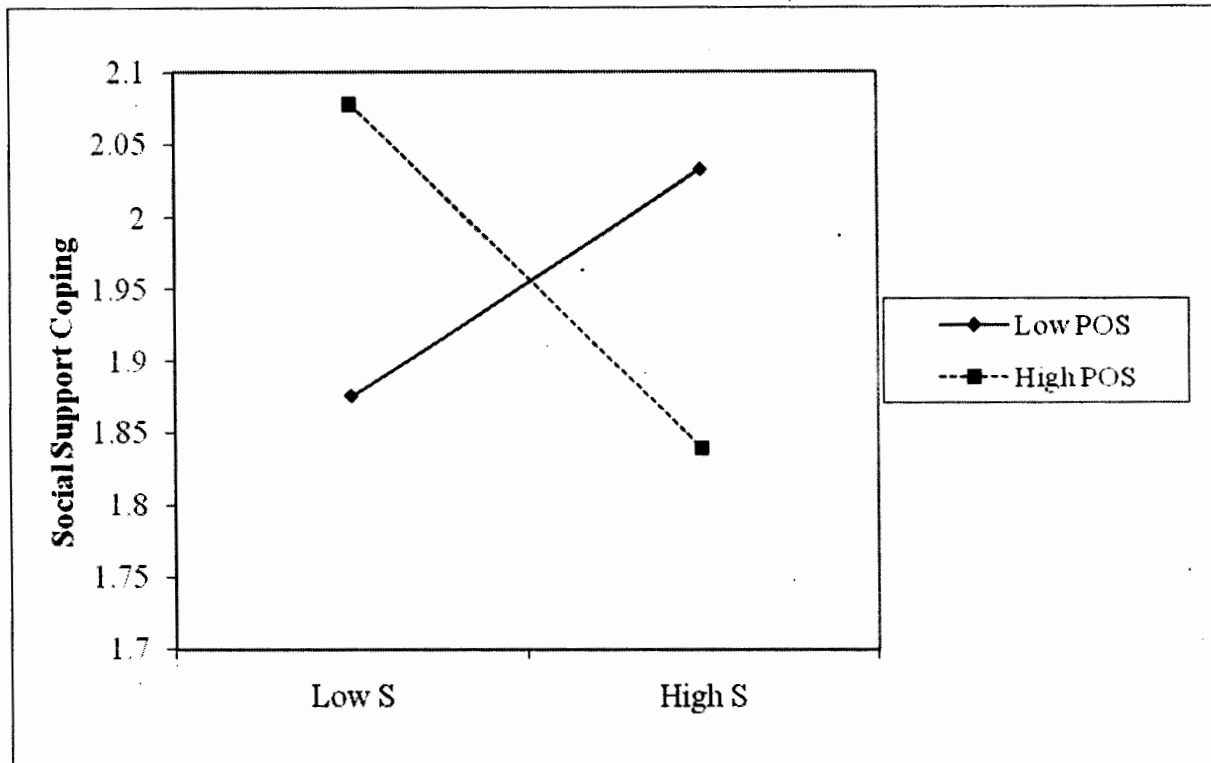


Figure 1: Interactive effects of Job Stress and Perceived Organization Support on Social support Coping

Hypothesis 10(c) predicted that POS will moderate the Job Stress- avoidance coping relationship such that it will be stronger when POS is low. Results revealed that interaction of POS with Job Stress proved to be significant ($\beta = -0.661$, $p < 0.1$) to predict avoidance coping. The interaction explained 1.3% variance in avoidance coping ($\Delta R^2 = 0.013$, $F = 3.41$, $p < 0.1$). So hypothesis 10(c) was confirmed.

Table 22. Regression Analysis showing the moderating effects of POS in the relationship between Job Stress(S) and avoidance coping

Predictors	β	R^2	ΔR^2
Step 1: Controls		0.002*	
Step 2: Job Stress, POS		0.087***	0.085***
Step 3: Job Stress X POS	-0.661†	0.099†	0.013†

Note: N = 250; Control variable is organization.

†p<0.10

*p <.05,

**p <.01,

***p <.001

Figure 2 shows the significant interaction plots between job stress and avoidance coping for both high POS and low POS. As predicted the negative association between job stress and avoidance coping was stronger when Perceived Organization Support was high. Therefore, hypothesis 10(c) was supported for avoidance coping.

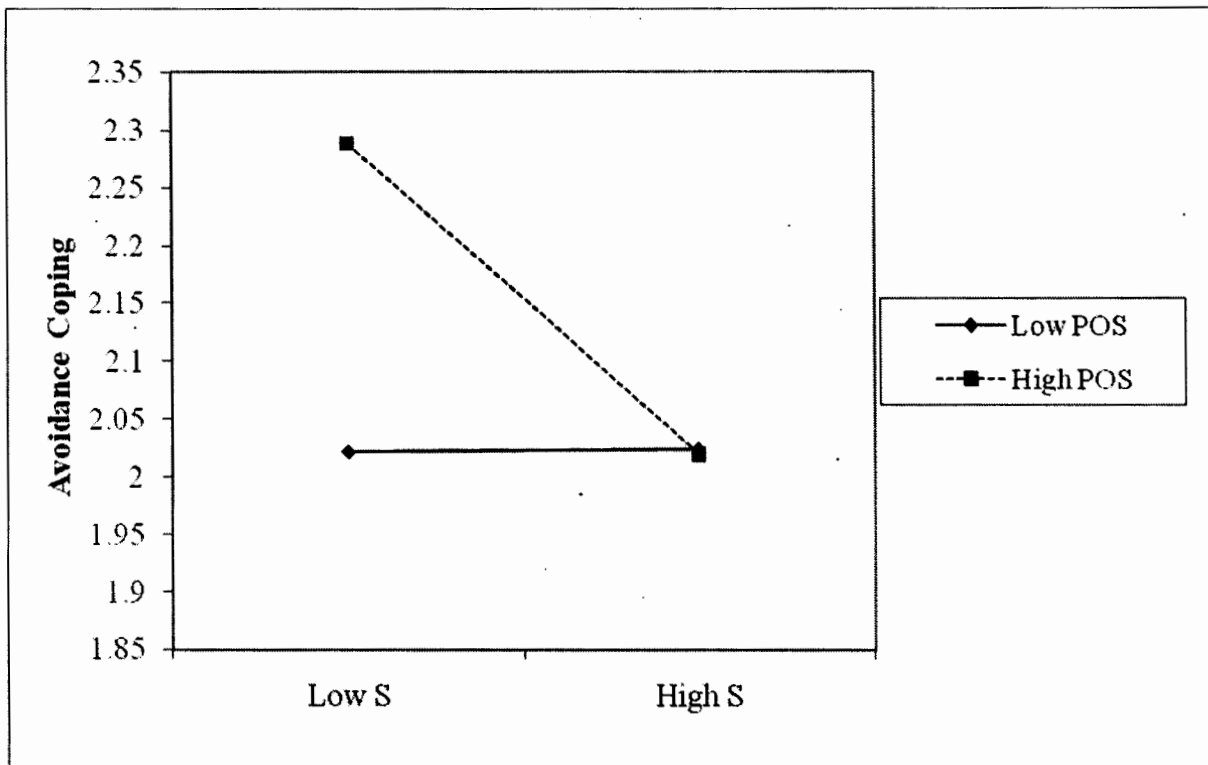


Figure 2: Interactive Effects of Job Stress and POS on Avoidance Coping

Chapter 5

DISCUSSION

5.1. Major Findings

The present study operates within the purview of the transactional model of stress and focuses on three basic coping responses, namely, problem solving, social support seeking, and avoidance (Amirkhan, 1990), which eventually lead to specific work related outcomes. A relevant aspect in transactional-oriented research is the role played by appraisal in coping process. In other words, coping responses are influenced by cognitive appraisal which might vary according to contexts, thus rendering an individual's coping responses as flexible, rather than fixed.

This research study has been very successful in answering a number of critical questions which were developed through the literature review and theoretical framework of this study. The first research question asked in this study was that if the anxiety features of job stress lead to specific outcomes. This research has fully answered this question by finding out that job stress leads to distinct outcomes as intentions to quit and affective commitment. The findings of this study report that job stress has a positive relationship with intentions to quit and negative relationship with affective commitment.

The second research question asked in this research study was that if job stress has an association with coping strategies, namely, problem solving coping, coping through social support and avoidance coping, in the context of an under-developed country such as Pakistan. This question is made all the more pertinent on account of two main reasons. First, most of the work stress research has been conducted in Western contexts. Secondly, individuals may perceive job stress differently due to difference in value systems as characterized, for instance, by Hofstede's Uncertainty avoidance where people are generally more tolerant of unpredictability. This

research study has fully answered this question by generalizing that job stress has a significant negative relationship with social support coping and avoidance coping. However, job stress was found to have a positive but non-significant relationship with problem solving coping.

The third research question asked in this study was if problem solving coping, social support coping or avoidance coping act as mediators between job stress and outcomes (intentions to quit, affective commitment). The findings of this study reported that only social support coping and avoidance coping mediated the relationship between job stress and outcomes (intentions to quit, affective commitment).

The fourth research question asked in this study was that if the perceived organization support in an employee leads to specific outcomes. This research has fully answered this question by finding out that POS leads to distinct outcomes as intentions to quit and affective commitment. The findings of this study report that POS has a negative relationship with intentions to quit and positive relationship with affective commitment.

The fifth and last research question asked in this study was if Perceived Organization Support (POS) would act as a moderator in the relationship between job stress and problem solving coping, social support coping or avoidance coping such that their relationship would be stronger for employees with high or low POS. Analysis suggests that POS moderated the relationship between job stress and social support coping and between job stress and avoidance coping. However, POS failed to moderate the relationship between job stress and problem solving coping.

5.2. Findings and Discussion

I have found a good support for a number of hypotheses proposed in this study. This study has found a consistent support for the favorable impact of Perceived Organization Support on the relationship between job stress and social support coping and between job stress and avoidance coping. It has also found favorable impacts for social support coping in promoting negative turn over intentions and for avoidance coping in leading to both negative turn over intentions and affective commitment. This study has also found an unfavorable impact of problem solving coping on affective commitment.

Hypothesis 1a suggests a positive relationship between job stress and intentions to quit and hypothesis 1b predicts a negative association between job stress and affective commitment. Thus hypothesis 1 is fully supported as job stress explains positive variation with intentions to quit and negative association with affective commitment.

Hypothesis 2 a, b predicts a relationship between problem solving coping strategies and outcomes (intentions to quit, affective commitment). It finds that, on one hand, problem solving coping has a positive but non-significant relationship with intentions to quit. On the other hand, problem solving coping enjoys a negative but significant relationship with affective commitment. Therefore, hypothesis 2 is partially supported. This result is consistent with previous studies (Parasuraman and Hansen, 1987) which found that the beneficial effects of problem-solving coping were operative only when the perceived severity of stressors was low. Few studies have taken in to account the specific relation of stressor controllability to the effectiveness of coping strategies within the workplace. Problem solving coping, normally is taken to be an active and task-focused style where by its components are related to positive reinterpretation (e.g., Carver et al., 1989). Active coping and positive reinterpretation then reinforce each other in their effects on

situational outcomes as expressed by high positive affect and low negative affect. Hence, by its very definition, problem solving coping should have been positively associated with affective commitment but the present study highlights a negative relationship of problem solving coping to affective commitment. The justification might be drawn from literature which promotes that specific coping modes, such as problem-focused coping, may be less effective in uncontrollable, chronic, or overwhelming loss occurrences, Ben-Zur, 2009. Employees working in the corporate sector might perceive the source of job stress to be out of their control and thus form a negative emotional attachment through problem solving coping. Likewise, they might also not use problem solving coping to lessen turn over intentions.

Hypothesis 3 a, b propose an association between social support coping and outcomes (intentions to quit, affective commitment). Analysis reveals that social support coping has a significant negative relationship with intentions to leave, thus confirming hypothesis 3a. However, hypothesis 3b is rejected as social support coping enjoys a positive but non-significant relationship with affective commitment. Hence, hypothesis 3 is also partially supported. Social support is a significant feature of an individual's social environment and varying levels of support will be perceived as available to the individual in times of need. It may operate in the stress process to reduce the perception or experience of work stressors and, therefore, indirectly reduce the likelihood of negative outcomes such as psychological symptoms. This has also been acknowledged by the present study which has found that social support does not lead to affective commitment, but only buffers the negative impact of job stress in the shape of negative turn over intentions.

Hypothesis 4 a, b propose a relationship between avoidance coping and outcomes (intentions to quit, affective commitment). Analysis reveals that avoidance coping has a significant negative

relationship with intentions to leave, thus confirming hypothesis 4a. Avoidance coping also enjoys a significant positive relationship with affective commitment, confirming hypothesis 5b. Hence, as both sub hypotheses 5a and 5b are accepted so hypothesis 5 is fully supported. To sum up, of all the coping strategies, problem solving coping has a negative relationship with affective commitment where as avoidance coping has a positive relationship with affective commitment. Both social Support Coping and avoidance coping also enjoy a negative association with intentions to leave.

Hypothesis 5 a, b, c propose that job stress would negatively lead to problem solving, social support or avoidance coping. The findings reveal that job stress has a negative but non-significant relationship with problem solving coping which leads to rejection of hypothesis 5a. This specific finding might be justified by the reasoning that problem focused coping, by definition, is aimed at altering the source of the stressor or changing elements of the problem. However, job stress might not be perceived by the employees as subject to alteration which may depict the absence of problem solving coping. Further analysis depicts that job stress has a significant negative relationship with social support coping and avoidance coping. Hence, hypothesis 5b and 5c are supported.

In this study, I also examined the role of coping strategies as mediators in the relationship between job stress and outcomes. For examining this mediation analyses, I tested three hypotheses 6, 7 and 8 respectively. Hypothesis 6a proposed that problem solving coping would mediate the relationship between job stress and intentions to leave. As problem solving coping does not fulfill the basic condition of mediation, i.e. job stress (independent variable) is not related to problem solving coping (mediator), therefore, it fails to mediate the relationship between job stress and turn over intentions as well as affective commitment. This finding is

surprising since problem-focused coping, is considered the most effective and best way to deal with controlled stressful encounters and is correlated with positive outcomes—namely, more positive affect and less negative effect. It is consistent with previous studies (Anderson, 1976, 1977) showing that in more stressful situations individuals may abandon problem-solving coping strategies. Its justification might be sought of by thinking about job stress as an uncontrollable situation which seems to be out of bound for an employee. He might feel helpless in dealing with such situation. An analogy of such situation can be drawn from previous literature which promotes that problem-focused coping, may be less effective in uncontrollable, chronic, or overwhelming loss occurrences. Hence, Hypothesis 6 promoted the mediation of problem solving coping between job stress and intentions to quit and between job stress and affective commitment which has not been proven right. Thus, in the light of the present study, it may be said that problem solving coping does not act as a mediator between job stress and outcomes.

Hypothesis 7a depicts Social Support Coping to mediate the relationship between job stress and intentions to leave which has been supported. In work-related situations, those who hold a positive attitude toward social interactions (i.e., high levels of secure attachment) tend to actively cope with work-related situations. It seems that when individuals are in the initial stage of coping with a work-related stressful situation, the more they believe they can get along well with people in the workplace, the more they become willing to take action to deal with the situation. This attitude might encourage them to develop negative turn over intentions which mean that they may be willing to stay on with their organization. Hypothesis 7b elaborates upon the mediation of social support coping between job stress and affective commitment which has been proved with this sample. Employees who use social support coping find themselves as more secure, under less demanding, conflicting and adverse conditions. In line with this argument, Allen and

Meyer (1990) found that affective commitment was best predicted by work experiences that promote feelings of comfort in the organization (e.g., organizational dependability) and personal competence (e.g., job challenge), which explains the relationship between social support and affective commitment. Hence, social support mediates between job stress and affective commitment.

Hypothesis 8a, b proposes that avoidance coping mediates the relationship between job stress and turnover intentions, job stress and affective commitment. Both these hypotheses have been proven right which elaborates upon the efficacy of avoidance coping in our sample. Avoidant coping strategies are indirect methods of dealing with stressors and can include behavioral disengagement, denial, or premature resignation from dealing with the problem. These strategies seem useful as they may reduce stress and prevent anxiety from becoming crippling. There is evidence to support the hypothesis that avoidance is better if the situation is uncontrollable (Roth & Cohen, 1986). This uncontrollability of the situation might be the reason why employees in my selected sample utilized avoidant coping and ignored problem solving coping. It also substantiates the findings of previous research which contends that the way workers conceptualize stress affects their perception of the many events that happen at the workplace.

The same result has been inferred from several studies which indicate that avoidance coping may serve to mediate the effects of stressors on symptoms. First, higher stressor levels are positively related to increased use of avoidance coping strategies (Ingledeu et al ., 1997; Koeske et al ., 1993; Shinn et al ., 1989). Second, there is also strong and consistent evidence from both crosssectional (Day & Livingstone, 2001; Felsten, 1998; O'Neill & Zeichner, 1985; Pisarski, Bohle, & Callan, 1998; Srivastava & Singh, 1988; Tyler & Cushway, 1995) and longitudinal (Aspinwall & Taylor, 1992; Ingledeu et al ., 1997; Koeske et al ., 1993) studies that avoidance

coping is predictive of increased symptoms and poorer adjustment. Moreover, one study found that these effects were more likely to occur for those who used avoidance coping strategies predominantly or exclusively (Koeske et al., 1993). The results of these studies strongly suggest that avoidance coping operates as a mediator in the stressor- symptom relationship, (D. L. Snow et al, 2003).

Hypotheses 9 a and b propose that POS is negatively related to turnover intentions and positively related to affective commitment which has been proven right. This is in consonance with the previous research which proposes that employees who are emotionally committed to the organization show heightened performance, reduced absenteeism, and a lessened likelihood of quitting their job (Mathieu & Zajac, 1990; Meyer & Allen, 1997; Mowday, Porter, & Steers, 1982). Moreover, the employees in my sample display affective commitment which again confirms to the earlier reasoning that POS should also increase affective commitment by fulfilling such socio emotional needs as affiliation and emotional support (Armeli et al., 1998; Eisenberger et al., 1986). Such need fulfillment produces a strong sense of belonging to the organization, involving the incorporation of employees' membership and role status into their social identity.

Hypothesis 10(a) proposes that a high POS moderates the negative relationship between job stress and problem solving coping. This relationship has not been proved which implies that employees in my sample do not display a propensity to use problem solving or active coping.

Hypothesis 10(b) proposes that a high POS moderates the negative relationship between job stress and social support coping. The results of my research support this hypothesis, showing that employees in my sample are inclined towards social coping dimension whereby perceived organization support (POS) plays a vital role in strengthening this connection.

Hypothesis 10(C) proposes that a high POS moderates the negative relationship between job stress and avoidance coping. My research findings confirm this assertion which shows that employees in my sample display a proclivity to use emotion-focused coping along with POS which helps manage emotional consequences emanating from a stressor. Literature also supports the findings that POS could decrease employees' general level of stress at both high and low exposure to stressors (cf. Viswesvaran, Sanchez, & Fisher, 1999). This is in contrast with the problem solving coping which instead targets the stressor and is perceived as effective only for situations amenable to change.

5.3. Limitations:

Any interpretation of the results of this study must take its limitations into consideration.

One such limitation relates to the fact that the findings are based on subjective measures and are potentially influenced by self-report bias. Another limitation of this study is the somewhat small sample size; studies employing larger samples would be useful to test the robustness of the findings reported. A further limitation of this study is the cross-sectional research design, as such a design does not allow for an assessment of causality. In particular, when collecting self-report data on stress and coping, the respondent may give a socially desirable rather than an honest response about coping behaviors in order to enhance self-image. How one copes with stress is a relatively personal issue. Our confidence in measures of coping would be enhanced if coping can be distinguished from social desirability effects.

As I have studied a convenience sample of workers in one area of Pakistan, my findings can be generalized only with caution and need to be confirmed both in Pakistan and in other contexts.

5.4. Implications for Research:

This study makes numerous contributions to the existing body of knowledge on interaction of POS with job stress, coping techniques and work related outcomes. Firstly, this study brings to light work related outcomes of job stress which is unique, as most of the existing studies deal with either psychological or psychosomatic symptoms of job stress. Secondly, this is one of the few studies which have exclusively examined interaction of POS with anxiety dimension of job stress and the relevant coping strategies applied by a sample of employees working in organizations in a developing country. Thirdly, this research fills an existing gap in the literature by expanding the scope of job stress research which has mostly been confined to health care or the education sector. I have tried to include services, banking, and consumer product companies as some of the new sectors which will surely add to the knowledge base. A further important contribution of the present study also lies in exploring the consequences of POS which has mostly been studied in the western context. Last but not the least, this research gives prominence to the role of social dimension as well as escape oriented coping which have been made use of by the sample in my study.

5.5. Future Research Directions:

A number of important research directions can be implied from this study. Past research has demonstrated that factors influencing employee well-being can have a substantial impact on the financial health and profitability of an organization (Cooper and Cartwright, 1994; Danna and Griffln, 1999). The accumulated knowledge from risk and protective factor research in the workplace, particularly those studies pertaining to work stressors, coping, and social support,

such as the present study, could lead to the design and testing of a number of workplace preventive interventions.

The results of my study suggest that situational conditions may significantly influence employees' coping strategies. Thus, managers have a strong incentive to identify factors in the organization environment that may contribute to employees' perceptions of organization support prior to investing in any training. Finally, these findings imply that managers may be able to better predict and prevent employee turnover by monitoring employees' perceptions of organization support and taking appropriate actions to improve these perceptions. Management must increase POS as a means of potentially reducing and even preventing turnover associated with occupational stress. This can be achieved through the implementation of principles that have the potential to increase POS.

5.6. Conclusion

This study provides a significant contribution by theoretically and empirically integrating POS, Job Stress, Coping strategies and work outcome literature. Earlier, the interrelationships among perceived organization support, coping strategies, and job stress-related outcomes such as affective commitment and turn over intentions, have not been examined concurrently, rather the discrete relationships among sets of various constructs have been investigated.

This study has identified a positive relationship between job stress and intentions to quit and a negative association between job stress and affective commitment. Findings revealed that job stress leads an individual employee to adopt any of any three coping strategies, namely, problem solving coping, social support coping or avoidance coping. Problem solving coping has a positive but non -significant relationship with intentions to quit while it enjoys a negative but

significant relationship with affective commitment. Furthermore, social support coping has a significant negative relationship with intentions to leave, yet a positive but non-significant relationship with affective commitment. Lastly, avoidance coping has a significant negative relationship with intentions to leave, and a significant positive relationship with affective commitment. To sum up, of all the coping strategies, problem solving coping has a negative relationship with affective commitment where as avoidance coping has a positive relationship with affective commitment. Both social Support Coping and avoidance coping also enjoy a negative association with intentions to leave.

The analysis further reveals that job stress has a negative but non- significant relationship with problem solving coping, a significant negative relationship with social support coping as well as avoidance coping. Thus on one hand, Problem solving coping fails to mediate the relationship between job stress and outcomes (turn over intentions as well as affective commitment) where as on the other hand, both Social Support Coping and avoidance coping mediate the relationship between job stress and outcomes(intentions to leave and affective commitment).

POS has been found to be negatively related to turnover intentions and positively related to affective commitment which substantiates the literature. As POS does not moderate the negative relationship between job stress and problem solving coping, it implies that employees in my sample do not display a propensity to use problem solving or active coping. On the contrary, a high POS moderates the negative relationship between job stress and social support coping. The results of my research support this hypothesis, showing that employees in my sample are inclined towards social coping dimension whereby perceived organization support (POS) plays a vital role in strengthening this connection.

Likewise, a high POS even moderates the negative relationship between job stress and avoidance coping. My research findings confirm this assertion which shows that employees in my sample display a proclivity to use emotion-focused coping along with POS which helps manage emotional consequences emanating from a stressor. Results of the study not only expand knowledge about coping but also provide useful information for researchers to help clients deal with stressful situations. Such a study may also be utilized to discover how job stressors might be utilized for improved performance, as well as general well-being of employees.

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Appendix

Questionnaire

Custom Table

Q-Q Plots



International Islamic University
Faculty of Management Sciences



Department of Business Administration

Dear Participant,

Thank you for agreeing to fill out this questionnaire.

I am a visiting faculty member and student of MS Leading to PHD, FMS, International Islamic University, Islamabad.

I am conducting a study on Job Stress. My research objective is to find out your thoughts about how you manage stress in work setting. You could help me in my research by filling out this questionnaire. I assure you that your responses will be held in strictest anonymity and resulting data will be summarized on a general basis.

Please read the instructions carefully and answer all the questions. There are no “trick” questions, so it is important that all questions be answered.

I once again thank you for your cooperation.

Sincerely,

Sadia Jahanzeb

Please read each item and then circle the appropriate answer given next to each statement. Indicate to what extent you generally feel about your job. Use the following scale to record your answer.

1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

1.	I have felt fidgety or nervous as a result of my job.	1	2	3	4	5
2.	My job gets to me more than it should.	1	2	3	4	5
3.	There are lots of times when my job dives me right up the wall.	1	2	3	4	5
4.	Sometimes when I think about my job I get a tight feeling in my chest.	1	2	3	4	5
5.	I feel guilty when I take time off from job.	1	2	3	4	5
6.	The organization strongly considers my goals and values	1	2	3	4	5
7.	Help is available from the organization when I have problem	1	2	3	4	5
8.	The organization really cares about my well being	1	2	3	4	5
9.	The organization is willing to extend itself in order to help me perform my job to the best of my ability	1	2	3	4	5
10.	Even if I did the best job possible, the organization would fail to notice	1	2	3	4	5
11.	The organization cares about my general satisfaction at work.	1	2	3	4	5
12.	The organization shows very little concern for me	1	2	3	4	5
13.	The organization cares about my opinions	1	2	3	4	5
14.	The organization takes pride in my accomplishments at work	1	2	3	4	5
15.	I often think about leaving the organization.	1	2	3	4	5
16.	It is highly likely that I will look for a new job in the next year.	1	2	3	4	5
17.	If I may choose again, I will choose to work for the current organization.	1	2	3	4	5
18.	I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
19.	I really feel as if this organization’s problems are my own.	1	2	3	4	5

20.	I do not feel like "Part of the family" to this organization.	1	2	3	4	5
21.	I do not feel "emotionally attached" to this organization.	1	2	3	4	5
22.	This organization has a great deal of personal meaning for me.	1	2	3	4	5
23.	I do not feel a strong sense of belongingness to my organization.	1	2	3	4	5

Listed below are several possible ways of coping. Please indicate to what extent you use each of these coping methods.

1=A lot 2=A little 3=Not at all

1	Describe your feelings to a friend	1	2	3
2	Rearranged things so your problem could be solved	1	2	3
3	Thought of many ideas before deciding what to do	1	2	3
4	Tried to distract yourself from the problem	1	2	3
5	Accepted sympathy and understanding from some one	1	2	3
6	Did all you could to keep others from seeing how bad things really were	1	2	3
7	Talk to people about the situation because talking about it made you feel better	1	2	3
8	Set some goals for yourself to deal with the situation	1	2	3
9	Weighed up your options carefully	1	2	3
10	Day dreamed about better times	1	2	3
11	Tried different ways to solve the problem until you found one that worked	1	2	3
12	Talked about fears and worries to a relative or friend	1	2	3
13	Spent more time than usual alone	1	2	3
14	Told people about the situation because talking about it helped you come up with solutions	1	2	3
15	Thought about what needs to be done to straighten things up	1	2	3
16	Turn your full attention to solving the problem	1	2	3
17	Formed a plan in your mind	1	2	3
18	Watched television more than usual	1	2	3
19	Went to someone friend or professional to help you feel better	1	2	3
20	Stood firm and fought for what you wanted in the situation	1	2	3
21	Avoided being with people in general	1	2	3
22	Buried yourself in a hobby or sports' activity to avoid the problem	1	2	3
23	Went to a friend to help you feel better about the problem	1	2	3
24	Went to a friend for advice about how to change the situation	1	2	3
25	Accepted sympathy and understanding from friends who had the same problem	1	2	3
26	Slept more than usual	1	2	3
27	Fantasized about how things could have been different	1	2	3
28	Identified with characters in movies or novels	1	2	3
29	Tried to solve the problem	1	2	3
30	Wished that people would just leave you alone	1	2	3
31	Accepted help from a friend or relative	1	2	3
32	Sought reassurance from those who know you best	1	2	3
33	Tried to carefully plan a course of action rather than acting on impulse	1	2	3

Please circle the appropriate response or fill in the blanks.

1. Gender Male Female
2. Marital status Single Married Divorced Widowed
3. Age _____
4. What is the name of organization you are currently working in? _____
5. What department are you currently working in? _____
6. What is your current designation / grade? _____
7. Education (highest degree or certificate attained) _____
8. Area of specialization _____
9. How long have you been working with your present organization? _____
10. Total working experience? _____

Table 1: Segregation of Sample on the basis of Gender and Marital Status

		Marital status					
		single		married		Total	
		Count	Column N %	Count	Column N %	Count	Column N %
Gender	Male	70	46.7%	63	63.0%	133	53.2%
	female	80	53.3%	37	37.0%	117	46.8%

Table 2: Gender and Age

	Gender	
	Male	female
	Mean	Mean
Age	31.54	27.26

Table3: Break up of Organizations

		Count	Column N %
org	mobilink	24	9.6%
	telenor	59	23.6%
	iiui	25	10.0%
	Ufone	6	2.4%
	StChartered	5	2.0%
	FJWU	26	10.4%
	ABL	31	12.4%
	Unilevers	51	20.4%
	Al Mustafa Trust Hospital	3	1.2%
	CMPak	6	2.4%
	aiou	14	5.6%
	Total	250	100.0%

Table 4: Break up of Departments

		Count	Column N %
Dept	HRM	4	1.6%
	Mrktg	10	4.0%
	Education	75	30.0%
	Admn	34	13.6%
	Accounts	14	5.6%
	Engineering/IT	21	8.4%
	Sales/Dist/Commercial	40	16.0%
	finance	46	18.4%
	consumer banking	3	1.2%
	Health care	3	1.2%
	Total	250	100.0%

Table 5: Break up of Designation

		Count	Column N %
Grade	UM	12	4.8%
	MM	77	30.8%
	LM	95	38.0%
	BPS17	39	15.6%
	BPS18	21	8.4%
	BPS19	5	2.0%
	BPS20	1	.4%
	Total	250	100.0%

Table 6: Break up of Education

		Count	Column N %
Education	Graduate	74	29.6%
	Masters	146	58.4%
	MPhil	25	10.0%
	PhD	5	2.0%
	Total	250	100.0%

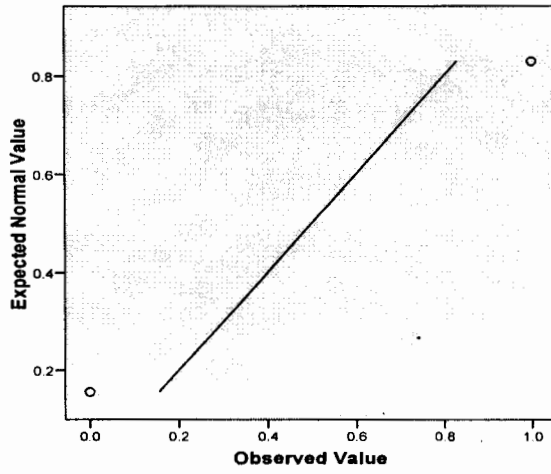
Table 6: Break up of Area of Specialization

Specialization	Count	Column N %
social sciences/education	33	13.2%
finance	14	5.6%
management	62	24.8%
physical sciences	52	20.8%
telecommunication	59	23.6%
software development	24	9.6%
sales and distribution	3	1.2%
medicine	3	1.2%
Total	250	100.0%

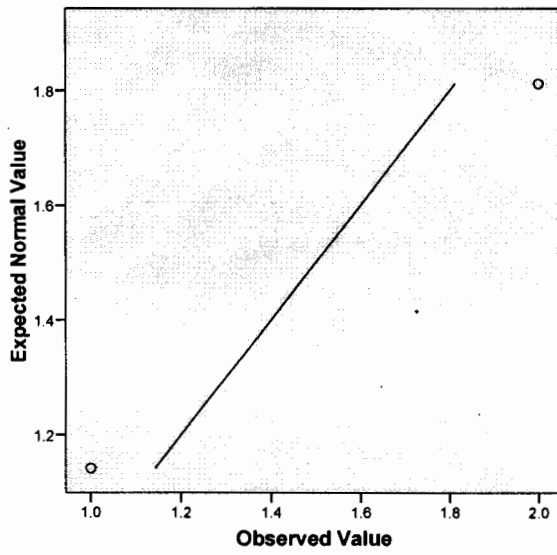
Table 7: Average Organization and Work Exp.

Gender		Mean
Male	Org exp	4.51
	Work exp	8.33
female	Org exp	2.49
	Work exp	4.48
Total	Org exp	3.57
	Work exp	6.53

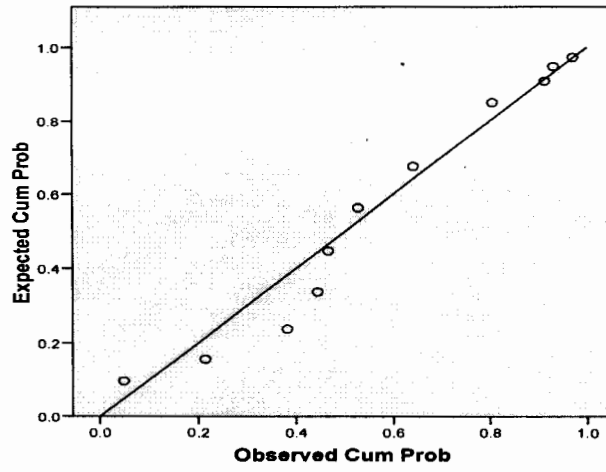
Normal Q-Q Plot of Gender



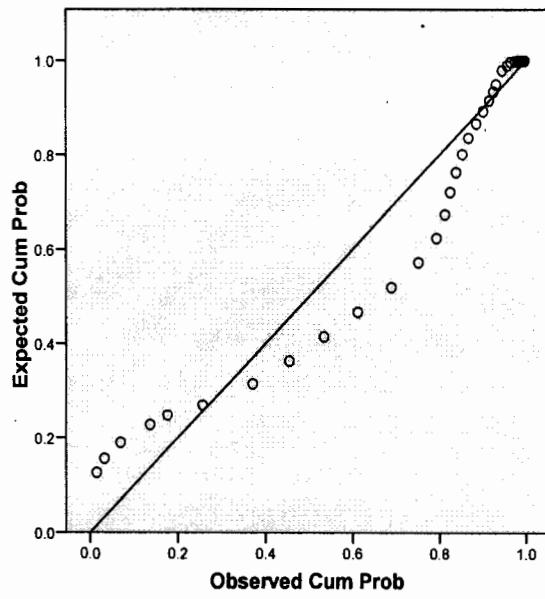
Normal Q-Q Plot of Marstatus



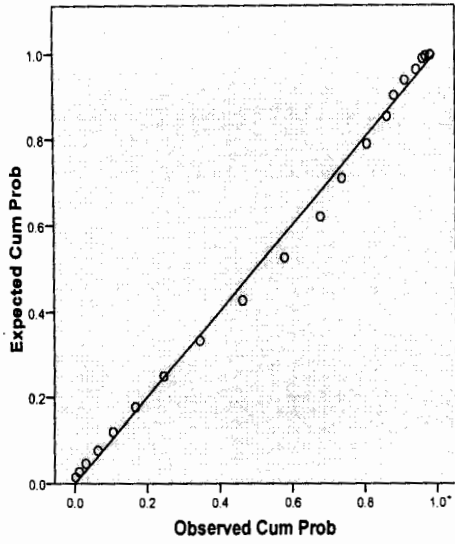
Normal P-P Plot of org



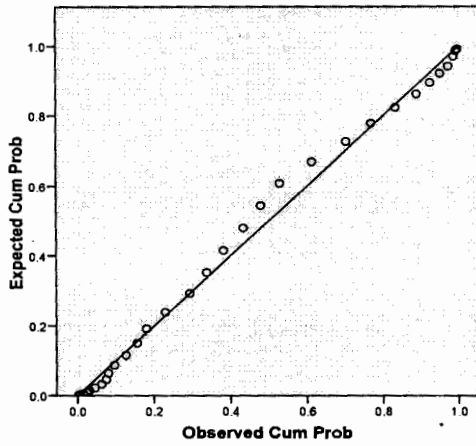
Normal P-P Plot of Age



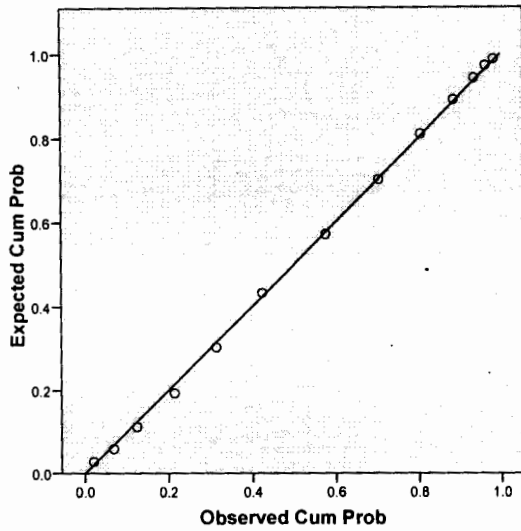
Normal P-P Plot of Job Stress



Normal P-P Plot of Perceived Organization Support



Normal P-P Plot of Intentions To Quit



Normal P-P Plot of Avoidance Coping

