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Keywords: autonomy; affective commitment; continuance commitment; normative commitment; work stress; workload.

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Abstract- The purpose of this study is to investigate the level of stress in Delta State Polytechnic, Ogwashi Uku as well as to establish the link between work stress and the three dimensions of employee commitment among the 256 permanent teaching staff of the Polytechnic. For this purpose, structured questionnaires were randomly sampled on 120 teaching staff of the polytechnic, out of which 110 were duly completed and returned. Results from the research questionnaires were analyzed using descriptive and regression analysis. The findings reveal that work stress is negatively related to all the three types of commitment, namely, affective, normative and continuance, which is in line with the existing literature. The result of this investigation gives an implication that teaching staff with low job stress will be more committed than those with a high level of stress. This therefore, underscores the relevance of managing stress by reducing workload and role conflict and increasing lecturer's autonomy. The paper offers practical suggestions of how the school management can reduce the level of stress among its teaching staff. This will in no small measure improve lecturers commitment and ultimately improve their performance at work towards raising the standard of the school graduates.

Keywords: autonomy; affective commitment; continuance commitment; normative commitment; work stress; workload.

I. Introduction

The fast changing business environment and tough global competition has made it extremely difficult for modern organizations to function at their optimum capacity (Gul, 2015). Employee commitment is one of the most research topics in organizational behavior and it is therefore considered a sine qua non for the effective boost of the productivity of all organization members (Amstrong, 2005). In other words, organizational leaders are devising various means and strategies aimed at increasing the commitment of their employees in order to boost their performances as well as their value chain. This is based on the fact that employee commitment has become one of the keys used by organization to sustain the success of all organizational outcomes as well as a tool of competitive advantage in a highly competitive business terrain. It has also been noted that the effect of downsizing has made it imperative for the few ones that are left to remain loyal and committed to their organizations; otherwise they will be shown the way out. This point is buttressed by a report by Business Week, on July 16, 2001, as cited in (Robbins, & Judge, 2009:12) which indicates that 54 percent of US employees feel overworked, 55 percent are overwhelmed by workload, 59 percent claim they do not have time for reflection, 56 percent says the time is not enough to complete their allocated tasks, while 45 percent says their jobs require too much multi tasking. Employees have different types of attitude regarding the job they do and the attitude to a reasonable extent, affect their behaviours at work and also determine how committed they are towards their work in particular and their organization in general. Employees' commitment connotes the degree to which an employee identifies with an organization and is committed to its goals and wishes to maintain membership of that organization (Igbinowanhia, 2011).

Furthermore, Health and Safety Executive has identified stress, as one of the main reported illnesses and other researchers have also pinpointed that stress that is related to work overload and conflict between office and home is closely linked to the risk of disease and ill health (HSE, 2001). It is also because of its impacts on organizational performance that it is a growing concern for organizational leaders.

Mullins (2007) explains that stress is one of the most pressing problems facing European companies and a major cause of adverse influences on the quality of work life and employee performance. No wonder The Health and Safety Executive (HSE) posits that intense stress can lead to mental and physical ill health such as depression, nervous breakdown, and other heart related illnesses. According to Fairbrother and Warn (2003) job stress has a strong and adverse relationship with job satisfaction and organizational commitment and can cause high employee withdrawal behavior and absenteeism. In fact, Khatibi, Asadi and Hamidi (2009) reveal that job stress and organizational commitment are negatively associated.

Stress is a special area that has been receiving increased attention in such areas as occupational health and industrial/organizational psychology in the last three decades due to consumers increased requirement for service enhancement and generalized product benefit satisfaction (Swanepoel, 2001). Stress has been

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conceptualized by Tsui, & Ajala, (2007) as the adverse reaction people have due to too much pressure in accomplishing their tasks. In the opinion of Omolara (2008), work related stress is an adverse mental and physical reaction which occurs in an individual which make them incapable of coping with the requirement of their tasks. Stress has both physical and psychological effect of employees.

Gharib, Jamil, Ahmad, and Ghouse (2016) wrote on the impact of stress on performance of academic staff of Dhofar University. They discovered that the level of stress was between low and medium and consequently, their performances at work were high. They also discovered that workload which is a major cause of job stress is positively correlated with performance. However, role conflict as a single variable has a negative impact on performance. In the same thinking, Li, Lui, Yuan, and Ju (2017) using structural equation model were able to discover that there is a negative significant correlations between occupational stress and both affective and continuance commitment when they conducted a study on the link between university faculties' job stress and organizational commitment in China. In fact, it is believed that stress is a major cause of absenteeism, aggravated organizational accidents, high rate of employee turnover, and high medical bills by organizations (Wahab, 2010). Job stress have been discovered to adversely affect individual employees by deepening unproductive work behaviour (Chraif, 2010) less than average performances at workplace (Pitariu, Radu & Chraif, 2009) and by extension, the organization as a whole (Ahmad, & Roslan, 2016). Health and Safety Executive (HSE) reported in November, 2012 that out of the over 27 million days that was lost in 2012, 10.4 million were due to work-related stress (Newcombe, 2012). It is in view of the aforementioned that management of organizations, including academic institutions, must find a way of minimizing stress.

Some organizations design jobs which places a much unrealistic demands on employees. Most of the demands cannot be matched with the employee's knowledge, skills and abilities. This often times places a high level of stress on the employee and may lead to job mobility, emotional burnout, poor work performance, and poor interpersonal relationship with other staff (Manshor, Rodrigue, & Chong, 2003). Work related stress has been linked to some factors such as role conflict, work over-load and lack of autonomy (Bashir & Ramay, 2010). This papers aims at establishing the relationship between organizational stress and employee commitment by looking at the work overload, role conflict and lack of autonomy as the antecedent of work related stress and the three dimensions of employee commitment: affective, continuous and normative. According to Riketta (2002), there is a modest positive relationship between organizational commitment and productivity. A recent review of 27 studies suggests that the relationship between organizational commitment and performance is very strong for new employees and it appears weaker for more experienced workers (Robbins, & Judge, 2009).

II. Significance of the Study

Studies have concluded that a significant proportion of stress experienced by academics is likely to emanate from the competing demands of career and family life, and long working hours (Sprcinelli & Gregory, 2007). Tertiary education teaching has traditionally been regarded as a low stress occupation. Although the remunerations are poor compared to their counterparts in the industries, academics have been envied because they enjoyed tenure, light work load, flexibility, 'perk' such as overseas trips for study and/or conference purposes and the freedom to pursue their own research interests. During the past fifteen to twenty years many of these advantages seems to have been eroded in Nigerian Polytechnics. Academic salaries have fallen in real terms in relation to current economic crises. There have been reported and unreported case of excessive workload placed on academic staff of Delta State Polytechnic, especially during examination periods.

During examinations, some students threaten lecturers who try to make them comply to examination rules and regulation. This is because there is no adequate security during such examinations. Lecturers are always mandated to set questions, supervise examination, mark and collate results within a very short period. This has resulted in making some lecturers choked up with responsibilities at some point in time and almost free at other period. Lecturers in Nigeria Polytechnics are expected to perform at very high level in the area of curriculum without the basic facilities for teaching, learning and research. Though the expectation is commendable, it is not always possible for lecturers to competently manage the diverse needs of students with the resource disabilities presently on ground in Nigerian Polytechnics without stress. Some lecturers do not even have an office and have to operate at home. In that case they only go to school when they have lectures. This situation needs to be addressed if Nigeria will advance technologically in this millennium and produce graduates that will be able to compete favourably with their counterparts anywhere in the world. The choked period gives them a lot of stress and most times reduce their commitment to the school. It is on the basis of the above that I undertake to study the level of work related stress in the Delta State Polytechnic, Ogwashi Uku. The study is also to determine the extent of the relationship between work stress and employee commitment at Delta State Polytechnic, Ogwashi Uku. The result of the study will help management of Delta State Polytechnic in planning their academic calendar as well as in allocation

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of courses to lecturers. The outcome can as well be applied to other Polytechnics in Nigeria.

III. Conceptual Review

a) Job Stress

According to Bashir and Ramay (2010), stress is the unfavourable reaction people have in connection to too much pressures or other type of demands placed on them both within the internal and external environment. From the foregoing, it is important to note that stress is not generally negative, because it has some positive implications when it is effectively managed. That is why Bashir and Ramay (2010) opines that stress do have some positive effect on employees of any organization up to a certain level where the employee can cope with. A little measure of stress is natural because nothing will ever get done without it (Engineering Employers Federation, 2001). This cannot be a perfect truth as most innovations were not created under stressful conditions. Furthermore, it is important at this point to distinguish clearly pressure from stress. In my opinion, there is no stress that is positive. Once it is called stress, it becomes dysfunctional. However, what is positive is moderate pressure. When pressure passes that moderate level, it becomes stress and from there, it carries its negative connotation.

b) Dimensions of work related stress

i. *Workload*

Workload refers to the concentration of huge amount of tasks, on an employee (Ali, Raheem, Nawaz & Imamuddin, 2014). This happens when individuals are unable to cope with tasks allocated to them (Idris, 2011). Workload arises when individuals are expected to do more than the available resources vis a vis time, and human or mental capabilities (Ammar, 2006).

ii. *Role Conflict*

When role requirements of an individual are irreconcilable, it creates a conflict. It can also occur when an individual faces many contradictory job assignments. It is a serious situation, because commitment to the role requirement makes it difficult to contribute adequately to the demands of job (Seller & Damas, 2002). Role conflict can be defined as when individuals perform different roles that conflict with one another.

iii. *Autonomy*

Autonomy is the extent to which employees are allowed to use their discretion in scheduling their work processes and procedure that will facilitate the achievement of a better performance. In the aspect of lecturing, teaching staff are expected to score high on autonomy because the methods of teaching and transmission of knowledge to students are independently determined by each lecturer. However, every other roles involving administration is being governed by administrative bureaucracy. According to Management Today (2006), a relative degree of autonomy has been found to be positively linked to job satisfaction, which invariably leads to employee commitment.

The extent to which different individuals react to stress differs according to their distinct personal characteristics such as life styles, emotional stability, economic status, life events; appraisal of the stressor, socio-demographic and occupational factors (Rollinson, 2005).

c) Other Potential Causes of Work related Stress

There are four major factors that are potential cause of job stress: Environmental factors; organizational factors, personal factors; and individual differences (Cooper & Payne, 1978). Economic uncertainty is a situation where people become anxious as a result of a contracting or depressing economy. People express fears and anxiety for fear of losing their jobs. Political uncertainty emanate when people become anxious as a result of a potential change in political leadership. It is indeed a common phenomenon in Nigeria that most employment in public institutions as politically influenced. It becomes a matter of anxiety for employees who are loyal to a particular political leadership when there is a potential change in leadership. Technological dynamism is another potential cause of stress among employees. As technology changes, some employees are seeing themselves as becoming jobless. Technological changes are therefore a major treat to many employees and these cause the stress. This may be due to the fact that some employees may not be able to learn at the speed of technological changes. Jobs that are designed to give the employee some measure of freedom will not cause as much stress as those that are low in terms of autonomy. Furthermore, jobs that have a lot of task varieties will pose less stress than those that are score low on task varieties. Furthermore, automated working environment will pose a lesser challenge in terms of stress than those tasks that are done manually. Research has found out that working in an overcrowded environment can lead to stress and distress (Glomb, Kammeyer-Muller & Rotundo, 2004). Furthermore, role conflict is another cause of stress because it creates too much expectation that will be difficult to meet. Role overload occurs when the employee is expected to do more than the time permits. For example, when lecturers are giving a deadline to mark and submit examination results within a time limit that appears too short to reconcile. Role ambiguity is created when employee job expectations are not clearly spelt out for him or her to understand. In other words, the employee is not very sure of what is expected of him or her. Personal factors include family pressures, economic problems and individual unique personality characteristics. In Nigeria

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for instance, where a lot is placed on an average Nigerian worker who has a lot of dependants. There is hardly any Nigerian worker that is not over stretching his or income on family demand or on extended family requirements. That is why research has it that most job stress symptoms actually had their origin from the individual personal characteristics. In other words, most stress at work is not job induced; rather they originate from the individual personal requirements or demands (Nelson, & Sutton, 1990). Furthermore, marital challenges may also account for some major job stress challenges in Nigerian organizations. Single parents find it harder to cope with the challenges of bringing up their children in a more responsible way.

On individual differences, it is important to note that people are different. Even identical twins have their distinct personal individual characteristics that make each different from the other. That is why some people can thrive of a moderate level of stress while others find it extremely difficult to cope even at a very minute stress level. Social support, perception, job experience and personality have been identified as one of the moderating variable on the relationship between potential stress condition and employee reaction to it (Robbins, & Judge, 2009). The way and manner individuals give meanings to things in their environment differs. Some may perceive a management action as a threat, while some may view it as an opportunity for them to expand their horizon. Moreover, social support through interpersonal helping from colleagues helps to reduce stress. There are other minor causes of stress like unclear job description, inability to get things done on time either due to lack of knowledge, poor time management, lack of interpersonal relationship and poor and ineffective communication (Michac, 2009).

d) Employee Commitment

Employee commitment remains a vital issue to be considered in academic institutions because with the presence of committed employees, absenteeism, delays and displacements and other negative behaviours that hamper productivity will be reduced if not completely eliminated (Alipour & Kamaee, 2015). Commitment is that thing that makes an employee to like the job he or she is doing and be willing to put in more efforts (Bashaw & Grant, 2004). Employee commitment is considered to be a psychological immersion of an individual with his place of work through a proper identification or personal alignment with the goals and objective of the organization (Dolan, Tzafrir & Baruch, 2005). Gbadamosi (2010) defines employee commitment as an individual attitude towards the organization and the individual acceptance of the goals of the organization as well as his readiness to exert more positive energy on behalf of the organization. Okpara and Wynn (2008) posit that employees' commitment is an employee disposition to subscribe the goals and missions of the organization and be eager to remain with that organization. Employee commitment has both positive and negative implications. An over committed employee may become overzealous which can result to dysfunctional behaviors leading to poor performances (Mowday, Porter, & Steers, 2002). There is also a situation where an employee may be committed to his job, without being committed to the organization. Arokiasamy and Nagappan argue that for the fact that employee commitment directly affect the quality of output of university lecturers, concerted effort must be made in treating it as an important factor by university management (As cited in (Zhuwao, Setati, Rachidi , & Ukpere, 2015).

Meyer, Allen and Smith (1993) further identified three distinct dimensions of organizational commitment. Affective commitment refers to an emotional attachment which an employee has towards the organization where he or she works and at the same time, has a strong belief in its values. There are a lot of reasons why an employee may have such kind of emotional attachment. The most important is a liking in the system of administration or the culture of the organization. It may not however, mean that the employee is satisfied with the job he is doing. According to Allen and Meyer (2000), affective commitment happens when the employee stays in the organization because he is willing to stay. This is in line with Dixit and Bhati (2012) description which says that affective commitment is seen as a relative strength of an individual employee identification with and involvement with a particular organization. That is why Herscovitch and Meyer (2002) posits that an individual with an affective commitment believes in the goals and values of the organization, put in maximum efforts towards achieving those goals and intend to stay with the organization. Employees who are affectively committed feel valued, act as ambassadors for their organization and are generally great assets for such organizations (Ahmad & Roslan, 2016).

Continuance commitment is when employee stays in the organization where he works because of the perceived economic benefits or remaining with the organization compared to leaving it. There are many reasons why this can happen. An employee has consciously examined the external environment and discovers that he will not get a job as pleasant as the place he works. For example, an employee may be committed to his employers because he is well paid, not because he likes the work, but because he is fully aware that he will not be able to get another job that will pay him that much. Continuance commitment reveals the deliberation on outcomes of action whether to remain in an organization or to leave. The cost associated with leaving the organization includes loss of attractive fringe benefits, wastage of time, disruption of personal relationships, loss of pension benefits and loss of status

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(Dixit & Bhati, 2012). When an employee thinks and considers the benefits that will elude him when he leaves the organization, he or she will be forced to remain with the organization. According to Somers (1995), continuance commitment can further be divided into two: high sacrifice continuance commitment, which is the personal sacrifices associated with leaving ones current employer; and low alternative continuance commitment, which he describes as limited opportunities for another employment is the external environment. An employed man married to an unemployed woman is bound to have continuance commitment because he knows that he cannot leave his present employment when his wife is presently unemployed.

Normative commitment is when an employee stays with an organization because he or she is morally or ethically bound to do so. A good example is when an employee just developed a new project which has cost the organization a huge sum of money. The employee will be morally bound to stay with the organization because he knows that leaving the organization will make the organization lose the investment. Normative commitment is the state in which an employee feels responsible to stay in an organization. Another good example is an employee who has been sponsored through school by the organization. It will be morally and ethically wrong for the employee to leave the organization after enjoying such scholarship. When something like this happens, the employee sees it as his moral duty to reciprocate this gesture by remaining with the organization and contribute to that organization. According to Igbinowanhia (2011), normative commitment is value-laden where similarity between employee values and organizational values take prominence.

IV. Research Methodology

This study is targeted at the teaching staff of Delta State Polytechnic Ogwashi - Uku. The population of study is the two hundred and fifty six permanent teaching staff of the polytechnic. The conceptual scope rests on three antecedents of work related stress: work overload, role ambiguity and lack of autonomy. The study also dwells on the dimensions of affective commitment, normative commitment and continuance commitment. The study covers the period between July and October, 2018. The operationalisation of employee commitment was with The Employee Commitment Survey that was developed by Meyer and Allen (2004) with a slight modification. Job Stress Scale (Crank, Regoli, Hewitt & Calberson, 1995) was used to measure the frequency with which employees were bothered by stressful occurrences. It contains five subscales that assess the extent of occupational stress due to job responsibilities, quality concerns, role conflict, job vs. non-job conflict and workload.

V. Research Design

This study adopted the survey research design whereby data was collected from only permanent academic staff of Delta state Polytechnic, Ogwashi Uku through the administration of questionnaires. This survey design is chosen by the researcher because it is relatively inexpensive to conduct and can accommodate large samples. Furthermore, many questions can be asked, yet flexibility in the analysis is feasible and a high degree of reliability is assured (Agbonifoh, & Yomere, 1999). Finally, the use of questionnaires is generally recommended because it facilitates comparison of themes.

a) Sources of data and Data Collection

The data for this study was collected using the questionnaire administered on 120 randomly selected teaching staff of Delta State Polytechnic, Ogwashi Uku. Out of the 120 questionnaires administered, 110 was duly completed and returned for analysis. This shows a response rate of 92 percent.

b) Reliability of Research Instrument

According to Zeller and Carmines (1979) the reliability of a research instrument is the degree to which the researcher can sufficiently depend on the data captured through employed to gather information for the study. It can also be defined as the degree to which an instrument produces similar outcomes when it is repeated. In carrying out the reliability test for this study, 20 questionnaires were administered to lecturers at Delta State Polytechnic, Ozoro, Delta State. This is another Polytechnic owned by Delta State Government. The data generated were subjected to a reliability test to determine its reliability. The result of the test using Cronbach Alpha method is 0.87.

VI. Data Analysis

Data was analyzed using both descriptive and inferential statistics

a) Level of Job Stress

These findings gave answer to research question one which is to examine the respondents' level of job stress. Table 1 shows the overall respondents' level of job stress. Based on the findings, majority of the respondents, that is 61.8% (n=68) reported of having high job stress while 29.1% (n=32) reported of having moderate job stress. Only 10 respondents, representing 9.1 % claimed that they experience low level of stress. This result indicates that less than 50 percent of the participants actually enjoy their job, judging from the angle of stress. The mean score for the level of job stress was 12.742 with the standard deviation of 3.126.

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Table 1: Overall Level of Job Related Stress

Stress level	Frequency (N)	Percentage %	Mean	Standard Error
High	68	61.8		
Moderate	32	29.1	12.742	3.126
Low	10	9.1		
Total	110	100.0		

Source: Author

Table 2 reveals the respondents' level of affective commitment. 39 respondent corresponding to 35% of the respondent are low in terms of affective commitment dimension of organizational commitment. 71 respondents, corresponding to 65 % have low affective commitment. A little over half (53.1%, n=139) of the respondents were categorized in low level and followed by 46.9% (n=123) in high level. The mean score for affective commitment in this study was 25.386 with the standard deviation of 1.847. The minimum score for level of affective commitment was 21 while the maximum score was 27. The analysis is shown in Table 2 below.

Table 2: Employee level of Affective Commitment

Level of affective commitment	Frequency	Percentage	Mean	Standard deviation
High	39	35		
Low	71	65	25.386	1.765
Total	110	100.0		

Min: 21
Max: 29

Source: Author

The result of continuance commitment reveals that 42 respondents scored high on continuance commitment. This number represents 38.2% of the respondents, while 68 respondents representing 61.8 % scored low on continuance commitment. The mean score for the continuance commitment dimension in this study was 27.437, with the standard deviation of 1.921. The minimum score for level of continuance commitment was 21 while the maximum score was 32. The analysis is shown in Table 3 below:

Table 3: Employee Level of Continuance Commitment

Level of continuance commitment	Frequency	Percentage	Mean	Standard deviation
High	42	38.2		
Low	68	61.8	27.437	1.921
total	110	100.0		

Min: 21
Max: 32

Source: Author, 2018

In the dimension of normative commitment, 25.45% (n=28) of the respondents were categorized in high level while 74.55% (n=82) in are at low level. The mean score for normative commitment in this study was 27.321 with the standard deviation 1.932. The minimum score for level of subjective happiness was 18 while maximum score scored by the respondent was 34. The analysis is displayed in Table 4 below:

Table 4: Employee level of Normative Commitment

Level of normative commitment	Frequency	Percentage	Mean	Standard deviation
High	28	25.45		
Low	82	74.55	27.321	1.861
Total	110	100.0		

Min: 19
Max: 36

Source: Author, 2018

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b) Relationship Between Job Stress and Employee commitment

These findings answer to the second objective of the study, which is to determine the relationship between job stress and organizational commitment. The correlation for all variables included in this study is presented in Table 5. The findings revealed that job stress were significantly related to organizational commitment of the respondents. As shown in Table 5, job stress was found to have a negative association with affective commitment (r=-.319, p=.000), continuance commitment (r=-.242, p=.010) and normative commitment (r=-.269, p=.000). This result is consistent with prior research suggesting that the higher stress experienced in work place by the workers, the lower will be their commitment to the organization Sue, 2004; Tytherleigh, Webb, Cooper, & Rickens, 2005); Velnampy, & Aravinthan, 2013; Nart & Batur, 2014). The result is displayed in table 5 below:

Table 5: Relationship Between Works related Stress and Employee Commitment

Variable	Affective commitment	Continuance commitment	Normative commitment
γ	-.319*	-.242*	-.269*
p	.000	.01	.000

*$p \leq .05$

VII. Conclusion and Recommendations

Work related stress has been proven to have a significant negative relationship with employee commitment of teaching staff of Delta state Polytechnic, Ogwashi-Uku. The implication of the statement therefore is that concerted should be made to reduce the level of stress on the teaching staff of Delta State Polytechnic, Ogwashi-Uku, and by extension, all other institutions of higher learning in Nigeria that operate on the same horizon. More so, staff should not be pushed to do more with fewer resources at their disposal, expecting them to do more than the resources at their disposal can do. This is more so with the head of departments who are not given the financial resources to run their departments. This in no small measure adds to the stress level of departmental heads. Increasing the span of control have been found to account for why most heads of departments are under extreme pressures which account for most of the causes of work stress. Staff should be trained on the need to build and develop extra role behaviour by trying to encourage and assist colleagues when the need arises. In fact, emphasis should be placed on team as against individual accomplishments. It is on this basis that there should a kind of interpersonal helping among colleagues. Furthermore, there should be a free flow of communication among staff. Information is very important when it comes to the flow of work, and that is why management should encourage both horizontal and vertical dissemination of information. Finally, the issue of cultism was indirectly mentioned, howbeit, not significantly related to employee commitment. Some teaching staff is of the opinion that security should be beefed up in the school especially during examination. They claimed that some notorious students do harass them during examination, thereby marring the reliability of the examination in testing the competencies of the students. These activities therefore hinder them from performing to their optimum, thereby leading to a high level of stress. The findings lend support to the existing literature that for organizations to make progress and stand the trend of competitiveness, the human resources must exhibit more than their normal job roles by imbibing the spirit of extra role behaviour which is associated with highly commitment employees. Organizational commitment level shows how long the employee tends to stay in the organization. Lower commitment level among employee shows that the employee will leave the organization soon. Therefore, employers will need to strive hard by removing those issues that bring about stress within the organization. School management can use the results of this study as evidence to be considered in planning to reduce the causes of job stress and increase the level of commitment in employees. It is hoped that this research will contribute a great deal towards a better and ideal policies pertaining to organizational management, as well as good guidance in manpower planning and development of workforce.

VIII. Limitations of the Study

Firstly, due to the cross-sectional nature of the data retrieved, the conclusion about the direction of effects regarding to the relationship between job stress and organizational commitment among teaching staff of Delta State Polytechnic, Ogwashi Uku, and therefore may not be adequately generalised to other institutions. Secondly, the study sample are academic staff of Delta state Polytechnic, Ogwashi Uku, with the exclusion of Adhoc teaching staff which have almost the same strengths like the permanent teaching staff, so non academic staff were not included. This will restrict the generalizability of the findings. Thirdly, data was collected during the second semester examination. This is a period where lecturers are keenly involved in examination supervision, marking and compilation of results. This may affect the result of the studies because there are indications that at some of other times, the

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pressure of work or the workload may not be as heavy as it is during examination periods. We hope future researchers to do more studies about additional variables that related to job stress factors as job demand, job control and job support, work life balance etc and to apply the studies in other fields.

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