

# IMPACT OF ORGANISATIONAL CLIMATE ON JOB STRESS OF EMPLOYEES AT SPICE JET

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## ABSTRACT:

Organisational climate is understood as the overall manifestation of an organisation. It considers the precipitate discernment what stakeholders own about the organisation. It transports the parodies of the people for the working of organisational internal environment. It is usual to have churns in the working system they work which is termed as job stress. It is detrimental physical and emotional retorts that arise when the expectations of the job do not match the capabilities, resources, or needs of the worker. This paper investigates the relationship between organizational climate & job stress of employees working in Spice Jet. Sample consists of 100 employees working at various levels in spice jet. Data was collected with the help of standardized questionnaire. Correlation & regression techniques were used to analyses the data with the help of SPSS. Result showed that there is negative significant correlation between the research variables.

**Keywords:** Job stress, Organizational Climate, Spice jet

## INTRODUCTION

Today's life is changing at fast speed day by day and everybody wants to adapt these evolving changes in the life due to which his/her life is becoming very stressful. As a worker spends most of his/her day time at the workplace that's why it is the responsibility of the work organizations to make his work life smooth and stress free. They should focus on providing more and more satisfaction to the employees by improving their working environment. Working environment plays a vital role in exploring the potential of employees and provides great opportunities for their growth and development. It is said the only engaged and satisfied employees can contribute to the organizational productivity to the maximum extent. Hence it is the responsibility of the organization to make its employees satisfied with their jobs by reducing their stress at work. Thus it also enhances the role of managers as motivators and team builders. It is their responsibility to create a positive work environment for the employees and utilize the resources properly. Because If the working environment is not good and someone is not able to adjust with the work

environment then it creates a stress for him and then further psychological problems which can lead to reduction in productivity and high rate of employee turnover.

## MEANING OF STRESS

The word "Stress" indicates the situation of distress. When someone deviates from his normal state of mind due to some tension of work or results then this situation is called "Mental Stress". Hence it can be said that Stress is defined as "a state of psychological and physiological imbalance resulting from the disparity between situational demand and the individual's ability and motivation to meet those needs."

Stress can be positive or negative. Stress is good when the situation offers an opportunity to a person to gain something. It acts as a motivator for peak performance. Stress is negative when a person faces social, physical, organizational and emotional problems.

## ORGANIZATIONAL CLIMATE

Some people use organizational culture and organizational climate interchangeably. But there are few basic differences between these two

terms. According to Bowditch and Buono, "Organizational culture is connected with the nature of beliefs and expectations about organizational life, while climate is an indicator of whether these beliefs and expectations are being fulfilled." The organizational climate reflects a person's perception of the organization to which he belongs. It is a set of unique characteristics and features that are perceived by the employees about their organizations which serves as a major force in influencing their behavior. Thus, organizational climate in a broad sense can be understood as the social setting of the organization.

## REVIEW OF LITERATURE

Satish P Deshpande and Weihui Fu (2013) depicted that this research uses structural equation modelling (SEM) to look at the direct and indirect relationships among caring climate, job satisfaction, organizational commitment, and job overall performance of 476 employees working in a Chinese insurance company. The SEM result showed that caring climate had a tremendous direct impact on job satisfaction, organizational command, and job performance. Caring climate

additionally had a huge indirect impact on organizational commitment via the mediating role of job satisfaction, and on job performance through the mediating function of job pride and organizational commitment. In addition, job pleasure had significant direct impact on organizational commitment, through which it additionally had a great oblique impact on job performance. Finally, organizational dedication had a significant direct impact on job performance.

Ajay Solkhe and DR. Nirmala Chaudhary (2011) depicted that HRD climate helps the personnel to acquire required competencies that would enable them to execute their present or future predicted roles and aids in developing their abilities for better Organizational Performance. Though the measures of Organizational Performance are many ranging from economic to behavioural ones', but researcher has centred only on single measure i.e. Job Satisfaction due to the fact of dearth in quantity of research exploring this relationship. The existing paper attempts to analyses and decide the relationship, further the impact of HRD Climate, octapace Culture on Job Satisfaction as an Organizational Performance measure in the selected public zone enterprise. The find out about is based on the responses sought from 71 executives from various departments and distinctive hierarchical stages of a public region undertaking located in North India. The questionnaires concerning to the HRD Climate (Rao & Abraham, 1985) and Job Satisfaction (Daftuar, C.N, 1997) was once administered to the sample populace and the findings point out that HRD Climate has a definite impact on Job Satisfaction which in turn leads to the increased organizational performance.

Ellen L. Usher and Mimi Bong (2010) depicted that this learn about examines how teachers' collective efficacy (TCE),

job stress, and the cultural dimension of collectivism are associated with job pleasure for 500 teachers from Canada, Korea (South Korea or Republic of Korea), and the United States. Multi group direction evaluation revealed that TCE predicted job pleasure across settings. Job stress was once negatively related to job pleasure for North American instructors (i.e., teachers from Canada and the United States), whereas the cultural dimension of collectivism was significantly related to job pride for the Korean, however not for North American teachers. For motivation theorists, the outcomes from this learn about supply evidence that cultural context influences how motivation beliefs are understood and expressed in various settings. For educators, this study underlines the significance of collective motivation as a source of man or woman job satisfaction.

Syed Shah Alam and Nilufar Ahsan (2009) depicted that this article investigates the relationship between job stress and job satisfaction. The determinants of job stress that have been examined under this find out about include, management role, relationship with others, workload pressure, homework interface, position ambiguity, and performance pressure. The sample consists of a public university academician from Klang Valley place in Malaysia. The consequences show there is a great relationship between 4 of the constructs tested. The outcomes also exhibit that there is enormous negative relationship between job stress and job satisfaction.

Cong Liu and Paul E. Spector (2008) depicted that using both quantitative and qualitative methods, this study contrasted employees' job stress perceptions and their relationships to strains in China and the United States. Significant job stressor-strain correlations were determined in

each country. However, hierarchical regression analyses revealed huge interactions of U. S. A. by using job stressors in predicting job strains, indicating the unique patterns of stressor-strain relationships in China and the United States. In the qualitative analyses, American personnel suggested appreciably extra incidents of lack of job control, direct interpersonal conflict and lack of crew coordination, anger, frustration, feeling overwhelmed, and stomach issues than the Chinese. Chinese personnel said significantly more incidents of job evaluations, work mistakes, oblique conflict, employment conditions, lack of training, anxiety, helplessness, sleep problems, and feeling hot than the Americans. The qualitative approach contributed above and beyond the quantitative effects in that it published culture-specific job stressors of job evaluations, work mistakes, and indirect conflict that had been neglected in western-based stress research.

Eugene A. Paoline and Eric G. Lambert (2008) depicted that as body of workers performance is indispensable to the survival of correctional institutions, a whole lot empirical attention has been paid to analysing the motives and consequences of their attitudes and behaviours. The modern finds out about adds to this body of understanding by means of examining the factors that provide an explanation for three central occupational attitudes—job stress, job satisfaction, and organizational commitment. More specifically, using survey statistics collected from a giant county correctional machine in Orlando, Florida, this lookup assesses the have an impact on of key demographic, job, and organizational characteristics within and throughout reformatory body of workers attitudes toward job stress, job satisfaction, and organizational commitment. This article finds that the extra powerful predictors of each of these attitudes are job and organizational characteristics.

Among the based variables, job stress has an inverse relationship with job satisfaction, and job delight had a powerful positive association with organizational commitment.

Kevin Knight, Bryan R. Garner and D. Dwayne Simpson (2007) depicted that as a result of restrained budgets, many remedy packages are compelled to operate for extended periods at or past their capacity. The resulting pressure and stress on treatment personnel can be taxing and lead to serious problems, along with job burnout. Although the concept of burnout within other social carrier professions has been broadly researched, less attention has been given to burnout amongst drug abuse remedy staff, especially among corrections based drug cure staff. The aim of this article is to extend this region of research by exploring the have an effect on of person elements and organizational factors on burnout. Findings revealed that although a number of factors have been associated to staff burnout, higher counsellor age, decrease adaptability, poorer readability of corporation mission, and greater stress have been most significant. Ways in which cure applications might tackle these issues affecting staff burnout are discussed.

Stan Maes and Marloes Janssen (2006) depicted that this learn about examines the have an effect on of changes in work prerequisites on stress outcomes as well as have an impact on of changes in stress consequences on work conditions. As such, it answers questions still open in literature related to causality of work environmental traits and the health of nurses. A complete, two wave panel plan used to be used with a time interval of three years. The sample consisted of 381 medical institution nurses in exclusive functions, working at special wards. Changes in work stipulations are predictive of the outcomes, especially of job satisfaction and emotional exhaustion. The strongest predictors

of job satisfaction were social support from supervisor, reward, and control over work. The strongest predictors of emotional exhaustion have been work and time stress and physical demands. Reversed relationships have been additionally observed for these outcomes. The results of this find out about are constant with transactional models of stress that indicate that stressors and stress results at the same time have an effect on every other. To prevent nurses from a negative spiral, it seems of importance to intervene early in the process.

James G Maxham and Richard G. Netemeyer (2005) depicted that because purchaser service employees frequently signify the sole contact a purchaser has with a firm, it is important to take a look at job-related factors that have an effect on patron carrier employee overall performance and customer evaluations. In two various consumer settings, the authors seize matched responses from provider employees, supervisors, and customers. The authors use the records to have a look at the practicable chain of effects from client carrier employee work–family warfare and family–work conflict, to job stress and job performance, to customer purchase intent (CPI). The results show direct (and indirect) effects of work–family hostilities and family–work battle on service employee customer-directed extra-role overall performance (CDERP). The results also show direct effects of job stress on service employee in-role performance (IRP) and CDERP and on CPI. Furthermore, the findings show that job stress has a more mentioned effect on IRP than on CDERP and that CDERP has a increased impact on CPI than does IRP. The authors conclude with a discussion of managerial and theoretical implications.

#### **OBJECTIVES OF THE STUDY:**

- To study the relationship between organizational climate and job stress.

- To study the impact of organizational climate on job stress of employees in Spicejet.

#### **SCOPE OF THE STUDY**

The study has attempted to understand the sources of organizational stress experienced by private sector employees arising due to organizational climate. The type of factors that lead to stress, level of stress they are bearing and to know the ways used by them to cope with the stress. The employees from middle level and top level have been taken for the research work.

#### **RESEARCH METHODOLOGY**

- Sample: Spicejet employees
- Sampling Unit: Gurgaon, Haryana
- Size of Sample: 155
- Tools of the Study: SPSS
- Techniques: correlation & regression technique were used to analyses the data
- Data Instrument: Primary data was collected with the help of Standardized questionnaire in which 14 questions are related to organizational climate and 10 questions are related to job stress.

#### **HYPOTHESIS OF THE STUDY:**

- H1 There is significant relationship between organisational climate & job stress.
- H2 There is significant impact of organisational climate on job stress.

#### **RELIABILITY STATISTICS**

Reliability analysis is conducted to check the internal consistency of the questionnaire. As shown in below tables, the reliability scores of all the constructs of organisational climate is 0.891 & job stress is 0.904 which shows there is internal consistency in the questionnaire. The construct reliability (Cronbach's  $\alpha$ ) of the questionnaire is above the recommended value of 0.7 (Hair et al., 2010). Tables below show the value of Cronbach's  $\alpha$  for each construct.

Reliability of organizational climate

**Table No.1: Reliability**

VARIABLE	CRONBACH'S ALPHA	CRONBACH'S ALPHA BASED ON STANDARDIZED ITEMS	N OF ITEMS
ORGANISATIONAL CLIMATE	.891	.892	14
JOB STRESS	.904	.903	10

**HYPOTHESIS TESTING**

Hypothesis 1: Correlation coefficients among the variables under investigation are analyzed. Table No 2 showed that p

value is 0.035 which is less than 0.05, and Pearson coefficient is -0.177 which forced us to accept alternate hypothesis which means that there is significant

weak negative correlation exist between organisational climate & job stress

**Table No:2 –Correlation Between Organisational Climate & Job Stress**

		JOB STRESS
ORGANISATIONAL CLIMATE	Pearson Correlation	-.177*
	Sig. (2-tailed)	.035
	N	142

Hypothesis 2: Table 3 depicts model summary in which value of adjusted R square showing 3.1% variation in job stress due to organisational climate. This show organisational has low impact on job stress.

Table 4 depicts the model fit as p value is less than 0.05. Table no 5 depicts the linear equation which is as follows:

$Y=33.680-0.174*X$   
Job stress = 33.680 -1.74 Organisational Climate

$Y=a+bx$ , Where a=Constant, Y=Job stress, x=Organisational climate

**TABLE NO:3 – MODEL SUMMARY**

Model	R	R Square	Adjusted R Square
1	.177a	.031	.024

**TABLE NO:4- ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	267.677	1	267.677	4.510	.035
Residual	8309.400	140	59.353		
Total	8577.077	141			

**TABLE NO:5 – COEFFICIENT TABLE**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	33.680	4.509		7.470	.000
	OC	-.174	.082	-.177	-2.124	.035

**DISCUSSION**

The previous literature suggests that organizational climate and job stress are always related to each other directly or indirectly. Organizational climate influences job satisfaction of employees in the organization. Better organizational climate leads to more job satisfaction and helps them in

overcoming their job stress. In this research employees from various age, gender and economic group gave their opinion on how organizational climate influences their job stress on the basis of which various conclusions can be drawn.

**CONCLUSION**

In conclusion it can be said that organizational climate has a significant impact on job stress. Although there is another various factors which also affect job stress in the organizations. Better organizational climate helps the personnel to acquire required competencies that would enable them

to execute their present or future predicted roles and aids in developing their abilities for better Organizational Performance.

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