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Job Satisfaction as Related to Organisational Climate and Occupational Stress: A Case Study of Indian Oil

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The study aims to explore the influence of occupational stress and organizational climate on job satisfaction of managers and engineers working in Indian Oil Corporation Limited, Mathura, India. Data were collected from 158 employees of managers and engineers category with the help of Job Satisfaction scale, occupational stress and organizational climate scale. The occupational stress and organizational climate are independent variables whereas the job satisfaction is dependent variable. To find out the significance of difference between the means of both groups, 11 null hypotheses were formulated and for verification of the null hypotheses, the t-test was used.

Field of research: Organizational Behavior

1. Introduction

Liberalization of the Indian business environment through modification in the industrial, trade and fiscal policies by the government has brought in change and competition of a magnitude that was previously unknown to Indian organizations. In the new liberalized scenario, where multinationals and other global players are competing in the domestic market with the monopoly players, the management of organizations is expected to be more productive and efficient for survival.More than a decade ago, the western countries faced similar conditions. A cascade of changing business structures, and changing leaderships had forced various departments of the companies to alter their perspectives on their role and function overnight. As companies moved from an exclusively bottom line obsession to a focus on customer, mission and the organization's role, they were forced to make changes in their organization to given emphasis primarily to productivity.

In order to "survive", Indian organizations are being forced to undergo massive changes. In this context, it would be important to identify the factors in the organizational environment that have the most positive impact on the performance of the organization. Among various factors, attitudes and feelings of the individuals regarding their jobs and

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job experiences have been found to be significantly affecting their behaviors. (Herzberg, Mausner, Peterson and Capwell, 1957; Iaffaldano and Muchinsky, 1985; Locke, 1970; Schwab and Cummings, 1970; Petty, McGee and Cavender, 1984).

2. Literature Review and Hypotheses

2.1 Job Satisfaction

Locke (1976) stated job satisfaction as a pleasurable positive state resulting from one's job and job experience. Individuals show pleasurable positive attitudes when they are satisfied with their job.

Drever (1964) described job satisfaction "as an end state of feeling." Singh (1990) pointed out that the job satisfaction is a part of life satisfaction, the nature of one's environment off- the- job. Similarly, a job is an important part of life, job satisfaction influences one's general life satisfaction as an effective reaction, feeling of employees with job, supervision, coworkers, salary/pay and his/her current and future career progress. The causes of employees' satisfaction are restricted to implant factors alone but they sum the whole gamut of men's needs and aspirations.

Job satisfaction is a general attitude which is the result of many specific attitudes (Reddy and Rajasekhar ,1990).

It is essential to make a distinction of job satisfaction from job climate and job involvement. Job satisfaction is an effective or evaluative state while the concept of climate is a descriptive, cognitive, and non-evaluative construct (Wall, 1979). This classification is further emphasized in the work of (James and Jones, 1974; Locke, 1976; Payne and Pugh, 1976; Payne, Fineman and Wall, 1976). However, Hellrigell and Slocum (1974) have suggested that a dynamic relationship exists between job satisfaction and climate.

Vroom (1964) postulated a model of job satisfaction which reflects valence of the job for its incumbent. He argued that the strength of the force on a worker to remain on his job is an increasing function of valence on his job. Srivastava and Pratap (1984) studied job satisfaction and organizational climate among executives and supervisors, reported a significant positive relationship between the over all climate and job satisfaction. Job satisfaction was also found related to various individual dimensions of organizational climate such as leadership, communication, interaction, influence in decision making, goal-setting and control.

2.2 Organizational Climate

Rajendran (1987) reported significant correlation between organizational climate and job satisfaction in a public sector industry in Tamil Nadu, India. Sharma (1987) examined the effects of organisational climate on job satisfaction, sense of participation, role stress and alienation in private sector and public sector and found that the private sector and the public sector varied significantly on the dominant climates and there was significant correlation between the climate variable and role stress variables.

Srivastava (1994) studied a group of executives and supervisors and reported that overall organisational climate is positively related with job involvement and higher order needs (self esteem, autonomy, and self actualization) are related with job involvement. Ali and Akhtar (1999) explored the effect of organisational climate on job satisfaction and they reported that those who scored high on organizational climate also differed significantly on job satisfaction scale.

2.3 Occupational Stress

Survey of the literature on occupational stress reveals that there are a number of factors related to job which affect the behaviour of the employees and as a result of it, normal life is disturbed (McLean, 1974; Brief, Schular and Vansell, 1981).

Cooper and Marshal (1976) stated that occupational stress includes the environmental factors or stressors such as work overload, role ambiguity, role conflict and poor working conditions associated with a particular job. Orpen (1991) observed that major source of stress is derived from the occupational environment; proponents of this view tend to argue that role holders in certain occupation, irrespective of individual differences, are much more likely to experience stress. Here, the emphasis is on the individual demands of various jobs that have the capacity over a period of time to exhaust the physical and psychological resource of employees in the organisation.

Upadhyay and Singh (1999) found that the executive as well as the teachers experienced a moderate level of stress, the executives experienced more stress than the teachers did. The results revealed a significant difference between these two groups on the experience of stress due to factors such as role overload, intrinsic impoverishment and status variable.

Emsley (2003) in their research study multiple goals and managers' job-related tension and performance suggested that job-related tension and performance deteriorate as managers pursue multiple goals although the relationship seems to be non-linear. The relative importance of goals does not appear to be important. Manshor, Fontaine and Chong Siong Choy (2003) in their study examined the sources of occupational stress among Malaysian managers

working in multi-national companies (MNCs).It was found that workloads, working conditions, and relationship at work were the main concern of the managers that lead to stress at the work place. The results also indicated that certain demographic variables do influence the level of stress among managers.

The present paper aims at going deeper into the co-relationship among job satisfaction, organizational climate and occupational stress amongst the IOCL managers and engineers.

2.4 Hypotheses

Following hypotheses have been formulated for this study:

1. There will be no significant difference between managers and engineers in terms of job satisfaction (Ho1).
2. There will be no significant difference between managers and engineers in terms of organizational climate (Ho2).
3. There will be no significant difference between managers and engineers in terms of occupational stress (Ho3).
4. There will be no influence of income on job satisfaction of managers. (Ho4)
5. There will be no influence of income on job satisfaction of engineers. (Ho5)
6. There will be no significant difference between high age groups of managers and engineers in terms of job satisfaction. (Ho6)
7. There will be no significant difference between low age groups of managers and engineers in terms of job satisfaction. (Ho7)
8. High and low level of occupational stress will have equal effect on job satisfaction of managers (Ho_8).
9. High and low level of occupational stress will have equal effect on job satisfaction of engineers (Ho_9).
10. High and low level of organisational climate will have equal effect on job satisfaction of managers (Ho_{10}).
11. High and low level of organisational climate will have equal effect on job satisfaction of engineers (Ho_{11}).

3. Research Methodology

3.1 Sample: For the purpose of the present study, the sample consisted of 78 managers and 80 engineers from Indian Oil Corporation Limited, Mathura, India.

3.2 Tools:

In this study, three psychological tools in the form of questionnaire were used which are as discussed below:

1. **Job Satisfaction Scale:** The job satisfaction scale developed by Singh (1989) was used to measure job satisfaction of middle level executives. It contains 20 items and each item is to be rated on five point scale ranging on the continuum of highly satisfied to highly dissatisfied. The reliability of the test is .96 and its content and concurrent validity was established.

2. **Organisational Climate Scale:** This scale was developed by Singh (1989). The scale contains 31 items and all the items are to be rated on five point rating scale ranging on the continuum of highly satisfied to highly dissatisfied. It is divided\ into 9 dimensions and all the 9 dimensions of organisational climate are sought to be measured. These dimensions are professional help, formalization, professional management, organisational risk taking, standardization, people orientation, centralization, formalized communication and concern for welfare.

3. **Occupational Stress Index:** The first scale which was administered to gather information is the occupational stress index which was developed and standardized by Srivastava and Singh (1981). The scale consists of 46 items, each to be rated on five point scale ranging on a continuum of strongly agree, agree, uncertain, disagree and strongly disagree.

4. Results and Discussion

TABLE 1

Showing Means, SDs and t- ratio on Job Satisfaction of Managers and Engineers

Groups Compared	N	Mean	Sd.	SEd.	t	Level of sig.
Managers	78	72.23	9.51			
				1.53	0.39	NS
Engineers	80	71.63	9.78			

On an inspection of Table 1 when the mean job satisfaction of managers was compared with the engineers, it was found that the two groups did not differ significantly in terms of their level of job satisfaction. Thus, the proposed null hypothesis (Ho1) is accepted. It is evident from the above Table that the difference between the mean job satisfaction of managers and mean job satisfaction of engineers is negligible; it clearly shows that both the groups are almost equally satisfied with their job.

TABLE 2

Showing Means, SDs, SEd and t- ratio on Organizational Climate of Managers and Engineers.

Groups Compared	N	Mean	S.D.	SEd	t	Level of sig.
Managers	78	113.96	12.38			
				1.79	5.05	0.01
Engineers	80	104.91	10.03			

As indicated in the above Table 2, the means, S.Ds of managers and engineers on organizational climate were found 113.96 and 104.91, 12.38 and 10.03 respectively with t-value of 5.05. The mean organizational climate of managers was found significantly greater than the mean of engineers. Higher the mean score indicates more favorable perceived organizational climate. Thus, the proposed null hypothesis (Ho2) stands rejected. More favorable and cordial organizational climate as perceived by the managers is due to the fact that the job assigned to them in this organization is almost clearly defined and logically structured. Since, the managers are on top of hierarchy of particular area of refineries, engineers are subject to strict systematic, disciplined and control in the conduct of their official jobs, people are constantly watched by the managers for obeying all the rules as related to their jobs. Engineers have to ask managers before they do anything important. Such type of empowerment given to managers has changed their

perception therefore they scored significantly high on organizational climate as compared to the engineers.

TABLE 3
Showing Means, S.Ds, S.Ed and t-ratio on Occupational Stress between Managers and Engineers

Groups Compared	N	Mean	S.D.	SEd	t	Level of sig.
Managers	78	126.26	14.48			
				2.45	4.36	0.01
Engineers	80	136.96	16.32			

As shown in the above Table 3, the means, S.Ds of managers and engineers on occupational stress were found 126.26 and 136.96, 14.48 and 16.32 respectively with t-value of 4.36. The mean of engineers was found significantly greater than the mean of managers. Higher the mean score of engineers indicates greater degree of stress. Thus, the proposed null hypothesis (Ho3) was found to be rejected. The higher the degree of stress in engineers may be attributed to their nature of task which they have to perform in refineries and risks involved as related to the task seems to be significant factors, so that they experience more stress than the managers. The engineers have to expedite their work under tense circumstances because their assignments involve greater risk complications. They often feel that working in refineries made their life cumbersome. The result obtained is supported by the study of Mohan & Chauhan (1999). They observed that higher executives experienced low stress whereas the middle and lower executives experienced high degree of stress.

TABLE 4
Influence of Income on Job Satisfaction among Managers

Groups Compared	N	Mean	S.D.	SEd	t	Level of sig.
JS of High Income Group	38	74.53	7.40			
				1.55	2.35	0.05
JS of Low Income Group	40	70.88	6.24			

It can be seen from the Table 4 that the mean score of High income group managers is higher than the mean score of low income group managers. The managers of high income group are more satisfied with their jobs as compared to the managers of low income group. Both the groups differ significantly at 0.05 level. Thus, the proposed hypothesis (Ho4) is found to be rejected.

The findings of the study lend empirical support to previous research (Sharma, 1983; Padaki, 1983; Venkatraman & Valecha, 1983 and Jha & Pathak, 2003) conducted in India, which shows significant differences in job satisfaction.

TABLE 5
Influence of Income on Job Satisfaction among Engineers

Groups Compared	N	Mean	S.D.	SEd	t	Level of sig.
JS of High Income group	32	75.94	6.74			
				1.61	1.72	NS
JS of Low Income group	48	73.17	7.60			

When the mean job satisfaction of High income group engineers were compared with mean job satisfaction of low income group, it was found that high income group engineers are more satisfied with their job as compared to the low income group engineers. Thus, null hypothesis (Ho5) is not to be rejected as both groups did not differ significantly.

TABLE 6
Influence of High Age on Level of Job Satisfaction of Managers and Engineers

Groups Compared	N	Mean	S.D.	SEd.	t	Level of sig.
Managers Engineers	34 38	70.82 69.39	11.47 7.96	2.35	0.60	NS

The mean job satisfaction score of high age group managers was found higher than the mean job satisfaction score of high age group engineers. The two groups do not differ significantly with respect to their level of job satisfaction (t=0.60). Thus, the null hypothesis (Ho_6) is not to be rejected.

TABLE 7

Influence of Low Age on level of Job Satisfaction of Managers and Engineers

Groups Compared	N	Mean	S.D.	SEd.	t	Level of sig.
Managers Engineers	44 42	73.32 74.19	7.64 6.99	1.57	0.55	NS

When the mean job satisfaction of Low age group managers was compared with mean job satisfaction of low age group engineers, results revealed that both the groups did not differ significantly. Thus, the null hypothesis (Ho7) is not to be rejected. Reasons may be many and varied. Further study is required to know the details.

TABLE 8

Influence of High and Low Occupational Stress on Job Satisfaction among Managers

Groups Compared	N	Mean	S.D.	SEd	t	Level of sig.
JS of High OS group	35	66.86	9.13			
				1.85	5.57	0.01
JS of Low OS group	43	77.16	6.74			

It is evident from the Table 8 that the means, S.Ds on job satisfaction scale of high and low occupational stress groups of managers, were found 66.86 and 77.16, 9.13 and 6.74 respectively with t-value of 5.57. The two groups of managers differ significantly in terms of job satisfaction. Thus, the proposed null hypothesis (Ho8) stands rejected. Low occupational stress group of Managers scored high on job satisfaction scale than the high occupational stress group. The result reveals that the high occupational stress group was found less satisfied with their job which is evident from the low mean job satisfaction scores. On the other hand, the managers who scored low on occupational stress were found more satisfied. On the basis of the result obtained, it may be interpreted that the presence of higher degree of occupational stress is adversely affecting the level of job satisfaction. The result clearly shows that experiencing high occupational stress will lead to dissatisfaction. The decision making body must take into account that they should evolve some strategies to check the level of occupational stress if they desire more satisfied work force.

TABLE 9
Influence of High and Low Occupational Stress on Job Satisfaction among Engineers

Groups Compared	N	Mean	S.D.	SEd	t	Level of sig.
JS of High OS group	31	67.58	8.50			
				1.99	2.96	0.01
JS of Low OS group	43	73.49	8.47			

On an inspection of Table 9, it was observed that means, S.Ds of high and low occupational stress groups of engineers on job satisfaction were 67.58 and 73.49, 8.50 and 8.47 respectively with t-value of 2.96. It was also found that the low occupational stress group of Engineers is more satisfied than the high occupational stress group. Both the groups differ significantly in terms of job satisfaction. Thus, the proposed null hypothesis (Ho_9) was rejected. The result obtained is similar which is already discussed in Table 8.

TABLE 10
Influence of High and Low Organizational Climate on Job Satisfaction among Managers

Groups Compared	N	Mean	S.D.	SEd	t	Level of sig.
JS of Perceived High OC	41	73.83	8.03			
				2.11	1.90	NS
JS of Perceived Low OC	39	69.82	10.58			

It appears from Table 10, that the managers who scored high on organisational climate scale was found more satisfied with the job than those who scored low on organisational climate scale though the means of the two groups do not differ significantly. Thus, the proposed null hypothesis (Ho_{10}) stands accepted. It is now clear from the above Table that those who perceived organisational climate high and conducive are found more satisfied with their jobs than those who perceived organisational climate as low. On the basis of the result obtained, it may be interpreted that the perception of organisational climate as favorable by the managers lead to satisfaction with their job as compared to those managers who perceived low are relatively less satisfied.

Further it may be discussed that the organisational climate has influenced the level of job satisfaction of the managers. The management should have to keep

constant vigilance in maintaining the organisational climate to the possible extent favorable to its employees. The same finding was found by (Singh, 1987; Ali & Akhtar, 1999).

TABLE 11
Influence of Organizational Climate on Job Satisfaction among Engineers

Groups Compared	N	Mean	S.D.	SEd	t	Level of sig.
JS of Perceived High OC	35	75.54	8.07			
				1.99	4.63	0.01
JS of Perceived Low OC	41	66.32	9.36			

Referring to the Table 11, it was found that the engineers who scored high on organisational climate scale also scored high on job satisfaction scale as compared to those who scored low on organisational climate scale also scored low on job satisfaction scale. The means of the two groups were found to differ significantly at .01 level. Thus, the proposed null hypothesis (Ho_{11}) was found to be rejected. The result obtained is similar to groups compared as shown in Table 10. The mean difference obtained clearly shows that the engineers who perceived organisational climate more conducive are relatively more satisfied in comparison to the Engineers who scored low on organisational climate.

5. Conclusion

The results of this study confirmed the assumption that there is no significant difference between managers and engineers in terms of their job satisfaction and both the groups appeared almost equally satisfied with their jobs. When the managers and engineers were compared on organizational climate, it was found that both the groups differed significantly. Managers scored significantly high on organizational climate scale than the engineers indicating that the managers are more satisfied due to the empowerment given to them.

On the basis of calculated data, marked and significant differences were observed between managers and engineers of IOCL in terms of occupational stress which led to the conclusion that engineers experienced higher degree of stress as compared to managers.

When job satisfaction of high income group managers were compared with low income group managers, the results revealed that both the groups differed significantly. On the other hand, comparison of job satisfaction of high income group engineers with low income group engineers showed non significant results. However, the trend of the result shows that the high income group of managers

and engineers are more satisfied with their jobs when compared to the low income group. The reason to this trend can be attributed to the universal truth that the monetary compensation is one of the important motivators for the employees that largely affects their performance and satisfaction level.

The results of the study also confirmed the assumption that high age group managers as well as high age group engineers were equally satisfied with their jobs and the study revealed the same findings when low age group managers and low age group engineers were compared on their job satisfaction level.

The result also revealed that the managers who scored high on occupational stress were less satisfied with their jobs while the managers who scored low on occupational stress had higher job satisfaction level. On the basis of the result obtained, it may be interpreted that the presence of higher degree of occupational stress adversely affected the level of job satisfaction. Similarly, the high occupational stress group of engineers scored less and thus had low job satisfaction level as compared to low occupational stress group of engineers.

The influence of high and low organizational climate on job satisfaction of managers was studied and it was found that high organizational climate group scored more on job satisfaction scale, though the difference was non-significant. Thus the findings confirmed the assumption that managers who perceived organisational climate high and conducive were found more satisfied with their jobs than those who perceived organisational climate as low. However, when the high and low organizational climate group of engineers were compared, it was found that high organizational climate group of engineers were more satisfied.

6. Implications of the study

Despite being an interesting topic for the study, Job Satisfaction and Occupational Stress happen to be the most noteworthy subject for any organization, big or small. Nowadays, Globalization and Liberalization have compelled the organizations to function in a cut-throat competitive business environment. And thus, to survive in such an environment every business needs to possess the best and most productive resources.

And the indelible fact is that amongst all the resources, human resource is the most significant resource of any organization. The resources of men, money, materials and machinery are collected, coordinated and utilized through people. Thus, it can be concluded that the overall productivity of the organization largely depends upon the efficiency of the Human Resource of that organization. The efficiency of employees depends, to a great extent, on the environment in which they work. Work environment consists of all the factors which act and react on the body and mind of an employee. The attitudes, feelings and emotions of employees towards organization play a vital role in determining their performance and behaviour. These in turn determine the success and growth of the organization.

It is for this reason that organizations need to pay increasing attention on understanding Organizational Climate, enhancing the Job Satisfaction of their employees and reducing the Occupational Stress and burnout of employees.

This study focuses on Job Satisfaction as related to Organizational Climate and Occupational Stress in the organization and aims to study the co-relationship among Job Satisfaction, Occupational Stress and Organizational Climate. Thus this study will add to the knowledge of existing body of knowledge on the subject. It will be useful for organizations in general and Mathura Refinery in particular in utilizing its human capital in a better and effective manner.

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