



CASE STUDY

A pragmatic study of organizational behaviour in aerospace companies

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Abstract

The human-intensive aerospace industry in India has grown dramatically over the last decade and a half. One of the primary reasons for this rapid growth was India's large supply of well-educated, english-speaking engineers. While this expansion was beneficial to Indians in many ways, it was unavoidable that it would have a negative impact on our way of life, culture, and health. These negative effects were less noticeable in the first half of the growth period but became more apparent in the second half when the growth rate plateaued. 'Stress' is one of the negative effects of the aerospace industry on the people who work in it. Organizations want their employees to be stress-free to be more productive at work and home. Many studies have been conducted throughout the world to determine stress levels, but no study has been conducted with a focus on aerospace businesses in Greater Tamil Nadu to link occupational stress with organizational behavior.

Keywords: Stress, Organisational behaviour, Aerospace companies, Health issues stress, Culture, Organisation justice.

Introduction

To succeed in such a situation, businesses must set high goals for their employees, putting them under additional strain and pressure, leading to stress. Employees who are forced to work in such conditions are forced to deviate from their usual behavior. The word 'Stress' was derived from the Latin word 'String Ere.' According to researchers, employee stress can manifest itself in various ways, including pressure, anxiety, tension, frustration, load, and strain. Depending on the individual, stress can be both beneficial and detrimental.

When people are stressed, 75% of Americans admit to having trouble sleeping, and this lack of sleep has a negative impact on their body, leading to poor health, extended

absenteeism, and low profits. Most people cannot sleep at night due to stress and financial difficulties.

Occupational Stress in Employees

Even in a research study on stress conducted over a century ago, it was discovered that employees exhibited hostile behavior when subjected to unreasonable and severe strain. When confronted with such a situation, their bodies begin to produce a cascade of physical and emotional reactions that change their nature under normal conditions to counteract the applied force, referred to as 'Stress.' To cope with the stress, people started doing things like becoming alcoholics, smoking for a long time, losing their anger and, yelling at others for no reason, and so on.

It has expanded worldwide, affecting people of all castes, creeds, religions, ages, socioeconomic statuses, and designations, as individuals encounter many issues, tension, and depression, leading to a high degree of stress. Employee stress is causing poor demand, absenteeism, and excessive staff turnover in the United States. Life situations, job, and personal difficulties are the three components of stress. People are under pressure in their daily lives as a result of strict task targets for that month, comparisons with other employees, and, most importantly, ego clashes between supervisors and employees.

Health Issues in Stress by Working Employees

When an employee of a company believes he or she cannot do the tasks assigned to them they acquire mental

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depression. This stress causes a variety of health issues such as irregular heartbeat, difficulty breathing, elevated blood sugar, nervous breakdown, abdominal ailments, neck and jaw pain, insufficient sleep leading to apnoea, feeling tired all day, loss of interest in sex, lack of concentration, lack of interest in work, and poor performance.

Stress has a variety of effects on an employee's health. It first impacts their mental and physical health, then causes psychological problems in their body, leading to unhealthy behaviors such as smoking, drinking, and drug use. Many academics have pointed out the various effects of stress that employees exhibit when they are under a lot of job pressure and have a lot of targets to meet.

Company Employees Working Stress

A critical duty for any firm is to proactively implement effective preventative measures in order to understand and solve potential problems in the workforce.

When stress among employees is not addressed early on, the organization's expenses will rise; individuals will incur direct and indirect costs, which will have an impact on the company's profit and growth of employees. The employee's symptom while under the influence of stress is divided into five categories:

- Stress physically impacts one's health since it causes severe to moderate discomfort in many parts of the body, such as the neck, throat, chest, and back.
- Psychological well-being—Constantly depressed, negative energy, apprehension, and lack of confidence.
- Affectionate health—Irritability, lack of appropriate relationships with co-workers.
- Increased alcohol consumption, lack of interest in sex, and eating disorders are all examples of health-related behavioral changes.

Theories of the Study

Theories of personality culture fit

This theory examines the environment, organizational behavior, and how these factors contribute to employee stress. An employee at a company expects not only to be paid well, but also to have access to certain amenities such as proper sanitation, high-quality purified drinking water, well-ventilated offices, big and clean cabins, and comfortable furniture.

Theories of energetic equilibrium

People prefer to work in their familiar surroundings. They prefer to perform an equilibrium role, and any changes in their job function cause them to get melancholy. This hypothesis describes how employees' stress levels are reduced during the equilibrium stage. Employees become agitated when they multitask or work with rapidly changing technologies. When employees' job titles change, their stress levels rise because they must spend longer hours learning

the new job. Employees in their twenties and thirties must devote more time to learning it.

Theories of emotional emotive

This notion emphasizes the necessity of addressing an employee's illness or injury. They are unconcerned about the company's harmful climate. It provides specialized training on how to handle and prevent manufacturing-related accidents, as well as how to provide first aid to an injured individual. According to this idea, the majority of employee accidents were caused by an unfavorable working environment, worker irresponsibility, and management allocating a job to unqualified personnel. Six major causes of mental stress are described here: 1. Inseparable with the job 2. Interdependent at work 3. Current role in the company 4. Possibilities for advancement in one's job 5. Organizational structure and behavior pattern 6. Doing work from home interface.

Reducing Stress by Technique

Syed Shauzab Abidi and K M Moeed (2016) proposed the following 6 correct coping techniques to safeguard employees from stress. 2. The task of a plan of action 1. Moral support from society and community 3. Reasoning 4. Homework 5. Timing collaboration is number six. Organizations can safeguard their employees from stress by following the methods outlined above. Employees can use various fresh ideas, such as the ones listed below, to lessen their stress and participate in any of the self-management programmes.

- Always begin by analyzing the problem at its source.
- First, try to tackle the problem that is causing the behavior.
- Take a short, leisurely, and healthful walk.
- A practical, solution-oriented approach to challenges.
- Do not be afraid to ask the manager questions if you are unsure.
- Be a type B personality at all times.
- When an employee's stress levels are high, they are unable to make decisions.
- They used to spend less time with their family when they were stressed, and last
- Practice yoga on a daily basis to relax your thoughts.
- Culture of the Organization

Organizational Culture in Companies

New employees should be required to acclimate to the company's atmosphere and culture. According to Sulakhna Dwivedi (2017), individuals may have a separate culture outside of work, but within the workplace, everyone must adhere to the company culture since this influences OCB among employees. Organizational culture has four dimensions: 1. proactive, 2. collusion, 3. laboratory, and 4. openness. He discovered that the OCB and the culture have a good association. The management's responsibilities include

informing employees about the corporate culture during the interview process in order to avoid misunderstandings.

Justice by Organisational

Employees should be treated fairly, and only then will they work with zeal, dedication, and happiness. There are several sorts of organizational justice. Equally, allocation justice is a key approach in that it is also known as the equity theory since the procedure utilized in both theories is the same. The manager’s manner of distribution has an impact on employee performance.

Company

People began to gravitate into the aerospace industry because the income offered by aerospace companies was considerably more appealing than any other field and provided many familiar comforts. The compensation offered initially was tremendous, but as time passed and aerospace organizations became more mature and cost-conscious, the compensation element began to decline. Another reason for the compensation rationalization was that there was significantly more supply than demand. This became a two-pronged issue as aerospace corporations were spoiled for choice, and employees were forced to accept what they were given and not search around much. They were willing to stay with the organization as long as they were taken care of adequately by the organization for a change.

Commitment of Job Satisfaction in Institution

Salary isn’t always the determining factor in an employee’s stress-free working environment. Some employees get a sense of fulfillment from doing a specific type of job that they enjoy. In this approach, even if no other motivating factors exist, a sense of job satisfaction and organizational dedication leads to a contented work life for an individual. A devoted employee is one who feels a sense of belonging to the company and spreads that feeling to all other employees. This sense of belonging motivates employees to work harder while still feeling satisfied. Because such employees are in short supply, it is the organization’s job to ensure that they are available and they are taken care of well and nurtured.

Review of the Study

John K *et al.* (2018) stress affects employees all across the world according. A variety of circumstances causes occupational stress. This study aimed to see if there was a link between employees’ positive and negative attitudes. It was discovered that employees have a less beneficial association between organizational citizenship behaviors and occupational stress, resulting in lower employee performance and a lack of good relationships between employees in the workplace. As a result, it was recommended to the higher-level management to generate positive capital among the employees to boost employee output for the company’s benefit while also reducing stress.

Noman *et al.* (2018) based on the link between extraversion, conscientiousness, and OCB. According to the findings, employee behavior will not be uniform and will vary from person to person. They used two personality factors that increase OCB in this investigation. It has been proven that when employees have good personality qualities, their stress levels decrease and their productivity rises. It was determined that management should assess personality qualities at an early stage and attempt to create good personality traits in employees through training and counseling.

Shelomeya Ragel *et al.* (2017) focused on the association between job satisfaction, job rotation, and organizational citizenship behavior. Job satisfaction was found to be a key factor in the relationship between job rotation and role stress. As a result, personnel in the banking sector have high OCB, and as a result, their stress levels are mild, resulting in increased job satisfaction. The conclusion was that management must foster a favorable OCB among employees. When peers have a fair connection, they will not feel stressed at work, even if they have a big workload, because they will always find it comfortable to work, making them feel content with their employment.

Mohsin *et al.* (2017) It was discovered that, in addition to money and other benefits, additional elements influence an employee’s performance. Work design and job rotation were discovered to play a negative function in OCB and have an impact on counterproductive behavior. The findings revealed that work training is critical to OCB, but job rotation is detrimental to OCB. The motivation was investigated as a key factor in both job expansion and counterproductive behavior.

Objective of the Study

- To realistic study on stress in company employees
- To assess the organizational behavior in aerospace companies

Method used by the study

Journals, magazines, publications, reports, books, dailies, periodicals, articles, research papers, websites, company publications, manuals, booklets, and other available sources such as online portals are used to acquire secondary data.

Table 1: Relationship between stress and organizational behaviour

S. No	Fit Indices	Values	Bench making
1.	Chi-square	4.112	-
2.	p-values	0.456	>.06
3.	Comparative fit indices	0.957	>.9
4.	The goodness of fit indices	0.983	>.9
5.	Normed fit indices	0.63	>.9
6.	Root mean square error of approximation.	0.09	<=.08

Table 2: Fit Indices of confirming the factor of organizational behaviour

S.No	Fit indices	Values	Bench making
1.	Chi-square	4.720	-
2.	p-values	0.413	>.05
3.	Comparative fit indices	0.978	>.9
4.	The goodness of fit indices	0.984	>.9
5.	Normed fit indices	0.962	>.9
6.	Root mean square error of approximation	0.08	<=.08

Table 3: Fit Indices of confirming the factor of stress and organisational behaviour

S.No	Fit Indices	Values	Bench making
1.	Chi-square	3.548	-
2.	p-values	0.720	>.06
3.	Comparative fit indices	0.965	>.9
4.	The goodness of fit indices	0.967	>.9
5.	Normed fit indices	0.972	>.9
6.	Root mean square error of approximation	0.09	<=.08

Results of the Study

It can be ascertained that the six factors proposed by the research work validated working in the aero company as shown in Table 1. The derived value of fit indices from the data obtained from the aero employees satisfied the benchmark value of confirmative factor analysis shows that the job satisfaction and job commitment factor of organizational behaviour again, the work applied the same method of confirmation factor analysis.

The researcher obtained all six essential fit indices from the Table 2. This shows that the respondents from aero companies validate the six-factors proposed by the researcher, and this shows that the six factors are considered as a perfect combination for explaining organizational behaviour in aero companies. In the third stage, the research work intended to relate to stress and organizational behavior. In this analysis, both are considered covariates, meaning that they relate to each other. It is clearly explained in the analysis.

The relationship of the covariate is established through the following model and the respective fit indices, It can be ascertained that the above-derived fit indices satisfy the benchmark condition to validate the covariate relationship between stress and organizational behavior as shown in Table 3.

Conclusion

As a result, the organization’s leadership team must be aware of its employees’ pulses and collaborate with them

using a clear roadmap plan as well as unbiased, rapid, and smart decision-making abilities. They tend to agree that cooperation wins and are willing to go above and beyond to ensure that an individual and his teammates may achieve greater success because stress is reduced when they work together. According to the findings, most employees are willing to work longer hours and take on new duties as long as their leadership team understands and supports them. This would assist the leadership team in guiding their personnel and, as a result, achieving the organization’s goals more efficiently and effectively. According to the study, employees are more than eager to boost productivity and bring in more revenues to the company if they operate as a team that is generally stress-free.

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