IMPACT OF ORGANIZATIONAL CULTURE ON STRESS

SHRUTI JAIN[1], DR. NANDITA TRIPATHI[2], SONIA TYAGI[3], RAJEEV SEMWAL[4]

[1]Student, Department of Psychology, Amity University, Greater Noida, Uttar Pradesh, India
[2]Professor, Head of Institution, Department of Psychology, Amity University, Greater Noida, Uttar Pradesh, India.
[3,] Asst. Professor Department of Psychology, Amity University, Greater Noida, Uttar Pradesh, India
[4]Asst. Professor, Amity Institute of Travel and Tourism, Amity University, Greater Noida, Uttar Pradesh, India.
[1]Email - jshrruti07@gmail.com

Abstract: *The Study, I have performed endeavors to scrutinize the impact of cultures at different organizations specially in hospitality or tourism sector on workforce in respect of stress, job characteristics which leads to affect employee performance. The research sample comprised 100 employees working within the Hospitality and tourism sector. The findings of this study reveal several significant insights.*
The impact of company culture on employee performance is minimal, and it has a detrimental effect on employee's work stress. Conversely, characteristics of have a positive and substantial influence on employee's performance while not significantly affecting work stress. Work stress, on the other hand, negatively and significantly impacts employee performance. Additionally, organizational culture doesn't play a significant role in affecting employee's performance through work related stress. Mediation, and job characteristics also don't significantly influence employee's performance by the mediation of work stress.

Key Words: *organizational culture, characteristics of job, employee performance, work stress.*

1. INTRODUCTION :

An employee's performance is undeniably a critical factor for the success and achievement of organizational goals. When the human resources within an organization consistently display high levels of work performance, it paves the way for the fulfillment of objectives, vision, and missionas outlined through strategic planning. As Hasibuan (2012) rightly contends, performance is the tangible outcome of an individual's efforts and contributions within the workplace.

However, the realm of employee performance is not without its complexities, as evidenced by priorresearch. Notably, there exist inconsistencies in the findings of various studies. For instance, Pamungkas (2016) found that employee performance is predominantly influenced by job characteristics rather than organizational culture. In contrast, Cahyana (2018) discovered that performance is significantly impacted by organizational culture, job stress, and job satisfaction. Meanwhile, Frismandiri's study in 2015 suggested that job characteristics do not wield significant influence over performance.

Given the divergence in research findings, there is a growing interest in conducting a comprehensive analysis to unravel the complex interplay between organizational culture, job characteristics, and work-related stress influencing employee performance. This inquiry seeks to illuminate the intricate dynamics operating within an organization, aiming to reveal the key factors that genuinely shape and enhance employee performance. Understanding the ways in which these factors interact and recognizing their varying degrees of significance across diverse contexts and industries is of paramount importance.

The pursuit of optimizing employee performance is an ongoing, fluid process, influenced by a multitude of both internal and external factors. By delving into the connections between organizational culture, job characteristics, work-related

stress, and performance, organizations can gain valuable insights into creating a work environment that cultivates excellence and productivity among their workforces. This exploration not only benefits the organization in achieving its objectives but also contributes to the overall well-being and job satisfaction of its employees, establishing a mutually beneficial scenario for all stakeholders.

Organizational culture stands out as a crucial factor capable of significantly impacting employee performance. It shapes how organizational members communicate, behave, and engage in their work, consequently affecting their performance. This relationship becomes evident in the way culture can foster high levels of motivation and job satisfaction. As Robbins (2010) aptly defines, organizational culture represents a system of shared understanding among members of an organization that sets it apart from other entities. It embodies shared values and beliefs that enable members to grasp their roles within the organization and adhere to its established norms. In essence, organizational culture serves as a powerful force that can either elevate or hinder employee performance, making it an essential aspect of the performance equation.

2. LITERATURE REVIEW:
Recognizing the significance of a robust organizational culture, it becomes evident that such a culture serves as a firm cornerstone for the organization to attain its vision and mission. Conducting organizational culture and supporting the creation of maximum work results will result in high or maximum employee performance (Rivai, 2012).

Definition of Burnout Syndrome Job burnout is the most excessive type of occupational stress in which the employee experiences physical, mental, and emotional exhaustion, caused by long term exposure and involvement in emotionally demanding situations (Maslach, 1993). Employees encounter job burnout as they engage in daily interactions with coworkers and clients, and it can be ascribed to a combination of individual and organizational elements. Maslach (2003) defined job burnout as a means of reducing employee's physical and psychological energy and leading them to exhaustion. In particular, Maslach and Jackson (1981) distinguished three aspects of job burnout: 1. In examining the facets of job burnout, two critical dimensions come to the forefront. Firstly, Emotional Exhaustion characterizes the mental fatigue and dwindling energy that an employee's experience, diminishing their dedication to their work. Secondly, Depersonalization involves the adoption of negative behaviors towards colleagues and customers, ultimately leading to the development of impersonal relationships and withdrawal. These components are integral in understanding the multifaceted nature of job burnout, encompassing the emotional and interpersonal aspects that impact employees in their professional interactions, and 3. Reduced sense of personal accomplishment, which is the reduction of the employee's efficiency, productivity, and self-efficacy, and is likely to result to her resignation (Maslach, 2003; Maslach & Jackson, 1981)).

Emotional exhaustion refers to a phenomenon of someone feeling emotionally exhausted and "drained" because of her daily contact with other people (Maslach & Jackson, 1986). The emotional exhaustion burnout It's a type of work-related stress primarily observed in individuals whose work involves extensive face-to- face communication or interactions with others. Consequently, they experience a sense of inefficacy, finding themselves incapable of meeting people's needs as effectively as they once did, and view their work as an ordeal, making it challenging to face another day at the job (Cavous & Demir, 2010). Burnout syndrome has spurred the interest of numerous researchers, leading them to develop various theories over the years to understand it better. According to Dr. Freudenberg, (1975) burnout is a state of fatigue or exhaustion caused by devotion to a cause, a way of life or a relationship that fails to yield an expected reward. The syndrome is closely linked to an individual's level of dedication to their job and the disappointment they encounter when unable to accomplish their goals. The lack of variety and insufficient feedback often encounter employees contribute to the emergence and development of this syndrome (Freudenberg, 1975; Koustelios & Kousteliou, 2001).

Job burnout, according to Maslach (2003), is a condition experienced by employees during their daily interactions with colleagues and customers, stemming from a combination of individual and organizational factors. Maslach's definition characterizes job burnout as a process that gradually depletes an employee's physical and psychological energy, ultimately leading to a state of exhaustion. This multifaceted phenomenon, as delineated by Maslach and Jackson (1981), involves three core aspects: emotional exhaustion, where employees feel mentally fatigued and lack the necessary energy and dedication for their work; depersonalization, which manifests as negative behavior towards colleagues and customers, the establishment of impersonal relationships, and withdrawal; and reduced sense of personal accomplishment, resulting in diminished efficiency, productivity, and self-efficacy, with the potential consequence of

an employee's resignation., job burnout is likely to lead to psychological problems. Specifically, numerous studies have shown that burnout can result in psychosomatic issues, insomnia, and depression, all of which contribute to exacerbating the problem and diminishing overall efficiency and productivity. The individual (Gill, Flaschner, & Shachar, 2006).

According to Robbins (2008), there are several factors that influence work stress including excessive workload, pressure, unfavorable work environment, job responsibilities, work design, and lack of career advancement. The mental repercussions of experiencing stress at work can result in heightened levels of anxiety and depression, ultimately leading to a decline in an individual's overall performance.

2. Objectives :
* **To Study Corporate culture in Hospitality and Tourism Sector.**

* To Study Employee performance in Hospitality and 0Tourism Sector

* To Study work culture and response of Employee.

3. Hypothesis :
* Organizational culture has a significant impact on stress levels of employees.
* A negative organizational culture, emphasizing support and well-being is associated with lower employee's stress.
* A negative or toxic organizational culture, characterized by high pressure and lack of support

4. Methodology :

This research can be categorized as both confirmatory and explanatory research, aligning with its research objectives. The study included a sample of 100 participants, all of whom were employed in the Tourism and Hospitality Sector. To measure the variables under investigation, a questionnaire was employed, where respondents provided their responses using a Likert scale ranging from 1 to 5 on the answer statement.

The research's hypothesis testing employed the Structural Equation Model (SEM) with the aid of the Smart PLS software. Partial Least Squares (PLS), a variant of SEM based on components, provides an alternative approach that diverges from the conventional covariance-based SEM. Typically, covariance-based SEM assesses causality and theory, whereas PLS primarily functions as a predictive model.

5. Result and Discussion Respondent Characteristics :

The analysis of respondent characteristics, considering gender, age, and education, has revealed intriguing findings. The study's results indicate that all participants were female, comprising 100% of the total respondents that is 100.

Sample	Gender	Total Gender Percentage
60	Male	60%
40	Female	40%

In contrast, male respondents constituted 60% of the sample, highlighting a relatively higher presence of male employees in the Tourism and Hospitality sector. Examining the age distribution, the majority fell within the 31-40 years bracket, accounting for 34% (34 individuals), followed by 26% (26 individuals) in the 41-50 years age group, while 30% (30 individuals) were aged above 50 years. The smallest age group comprised individuals under 30 years, making up 10% (10 individuals).

Furthermore, regarding the highest level of education, the predominant category was "Graduate," with 26% (26 individuals), followed by 34% (34 individuals) with "Postgraduate" education, and 10% (10 individuals) holding a diploma. Examining years of work in the Tourism and Culture Office, the highest number of individuals had more than 10 years of experience, constituting 36% (15 individuals), while 34% (13 individuals) had a work history of 5- 10 years. Additionally, 20% (10 individuals) had 1-5 years of work experience, and the smallest group had less than 1 year of experience, comprising 5% (2 individuals).

The demographic aspects of the respondents reveal intriguing insights about respondent characteristics. In this study, it is apparent that there were 26% female respondents (26 individuals) and 25% male respondents (25 individuals), indicating a slightly higher representation of male employees in the Tourism and Culture Office. In terms of age, the largest age group falls within the 31-40 years range, constituting 34.15% (14 individuals), followed by the 41- 50 years range with 26.83% (11 individuals), and those above 50 years of age with 21.95% (9 individuals). The smallest age group consists of individuals under 30 years, accounting for 17.07% (7 individuals).

When it comes to education, the majority hold an S1 (Strata-1) degree, making up 51.22% (21 individuals), followed by 36.59% (22 individuals) with an S2 (Strata-2) education, and 12.20% (5 individuals) with a D3 degree. Regarding years of work in the Tourism and Culture Office, the largest group has worked for more than 10 years, comprising 36.59% (15 individuals), followed by 31.71% (13 individuals) with a work history of 5-10 years, and 26.83% (11 individuals) with 1-5 years of experience. The smallest group consists of those with less than 1 year of experience, making up 4.88% (2 individuals).

6. CONCLUSION :

Based on the findings and discussions outlined in the previous chapter, several key conclusions can be drawn. First, it's evident that organizational culture does not exert a significant influence on employee performance. However, there is a notable negative impact of organizational culture on employee work stress. Additionally, job characteristics play a vital role in enhancing employee performance, but they do not significantly affect employee work stress. Furthermore, work stress has a detrimental effect on employee performance. Moreover, organizational culture does not significantly impact employee performance through work stress mediation, and job characteristics do not have a significant influence on employee performance through the mediation of work stress in Tourism and Culture Office employees.

Based on these conclusions, there are several recommendations to consider:

• 　　　Enhance job characteristics by aligning work tasks with employees' skills and abilities, providing training, and setting clear performance standards to improve organizational efficiency.

• 　　　Mitigate work stress by creating a work environment that fosters employee comfort, concentration, and job satisfaction. This can be achieved by eliminating procrastination, promoting positive workplace relationships, and making work more enjoyable.

• 　　　Improve organizational culture by selecting leaders who serve as mentors and role models for employees, promoting equal opportunities for all employees, involving employees in decision-making processes, supporting individual development through training, and respecting diverse viewpoints and involving employees in decision-making processes**.**

REFRENCES :
1. Cahyana. (2018). Pengaruh Budaya Organisasi, Stres Kerja Dan Kepuasan Kerja Terhadap KinerjaPegawai.
2. Dr Nandita Tripathi (2022) In India ,There is a link between TQM and TPM implementation elements and manufacturing sector business performance.
3. DRN TRIPATHI (2021) Corporate Social Responsibility And The Dynamics In The Indian Banking System.
4. How ICT Colossally Influenced the Education System (2022) N Tripathi,
5. ISO 26000-A Blended Approach of Corporate Social Responsibility (2021). DRN TRIPATHI
6. Johari, Johanim. 2015. Elevating Job Performance Through Job Characteristics and Work Involvement.
7. Kreitner, R. (2014). Perilaku Organisasi. Jakarta: Salemba Empat.
8. Luthans, F. (2014). Organization Behavior. New York: McGraw Hill International. Mondy, R. W.(2008). Manajemen Sumber Daya Manusia. Jakarta: Erlangga.
9. N Tripathi, IOT Based Surveillance System for Fire and Smoke Detection (2022) 5th International Conference on Contemporary Computing and Informatics
10. Tripathi, N. 2023. The Impact Of Instagram Travel Influencers On Sustainable Tourism: A Study On Digital Storytelling and Responsible Travel.
11. Park, Seejeen. (2017). Motivating Raters Through Work Design: Applying the Job CharacteristicsModel To The Performance Appraisal Context. Cogent Psychology (2017),

12. Rivai, V. (2012). Kepemimpinan dan Perilaku Organisasi. Jakarta: PT. Raja Grafindo Persada.Robbins. (2008). Perilaku Organisasi. Jakarta: Salemba Empat.
13. Robbins. (2010). Manajemen. Jakarta: Erlangga.
14. Sasono. (n.d.). Mengelola Stres Kerja. Jurnal Fokus Ekonomi. Vol III. No.2.
15. Semwal, R. (2023). Preserving and Marketing Rural Cultural Heritage through Homestays of Uttarakhand State. In S. Patwari & M. K. Bairwa (Eds.), *Recent Trends in Tourism and Hospitality* (Ist, pp. 85–97). https://www.researchgate.net/publication/365635848
16. Semwal, R., & Singh, A. (2023a). Harnessing Homestays: A Promising Approach To Safeguarding Cultural Heritage. *International Journal of Multidisciplinary Educational Research*, *12*(6(5)), 71–76. http://ijmer.in.doi./2023/12.06.90
17. Semwal, R., & Singh, A. (2023b). Unveiling the Potential of Homestays in Uttarakhand: Exploring Sustainable Tourism and Socio-Cultural Impacts. *International Journal for Innovative Research in Multidisciplinary Field*, *9*(6), 65–72. https://doi.org/10.2015/IJIRMF/202306010
18. Susetyo, W. (2014). Pengaruh Budaya Organisasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Dan Kinerja Karyawan Pada PT. Bank Muamalat Indonesia Divisi Konsumer Area CabangSurabaya.
19. Wibowo. (2016). Budaya Organisasi : Sebuah Kebutuhan Untuk Meningkatkan Kinerja Jangka Panjang. Jakarta: Rajawali.
20. Yuxiu, P. (2011). Job Characteristics and Job Performance among Professional Nurses in the University Hospitals of People's Republic of China. CMU.