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A Study on impact of Perceived Supervisor Support on Employee Stress in Aviation Sector

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Article History	Abstract
	Purpose: The purpose of this study is to find the impact of Perceived Supervisor Support on Stress. *Design/Methodology/Approach: This study is based on descriptive cum causal research design and a sample of 200 employees was randomly selected from various Aviation employees working at the ground level.* *Originality/value: The study examined the impact of Supervisor's Support on Employee Stress.*

1. Introduction

Over the past decade the aviation sector of India has played a crucial role in the growth of our country. The industry has got tremendous enhancement majorly due to globalization. Even the competencies empowered by the sector has helped the industry to keep a promising growth rate. Customer services are a crucial part of the aviation industry for its efficiency (Amornpipat, 2020). These include mainly employees working at the airports and airfields as cabin crew, providing support to the people at the VIP lounge, helping in check-in, in charge of luggage and so on (Duliba, Kauffman & Lucas, 2001). Some researchers have found that the level of stress is increasing among the customer service employees in the aviation industry (Amornpipat, 2020). According to Kapdiya N (2017) "Stress is a biological term which refers to the consequences of the failure of human or animal body to respond appropriately to emotional or physical threats to the organism whether actual or imagined."

Stress among these employees has also given rise to poor performance on the job, increase in employee turnover and unsafe job practices (Peksatici, 2018). According to the Cooper and Marshall's (1976) original model of work-related stress, there are five sources of stress at work - intrinsic to the job, role in the organisation, career development, relationships at work and organisational structure and climate. Relationship at work play a vital roe and supervisor should contribute to the organization by helping the employee to reach his goals (Rhoades and Eisenberger, 2002). This study attempts to find out the impact of Perceived Supervisor Support on Employee stress in Aviation sector. Objective of the study: The primary objective of the study is to find the impact of Perceived Supervisor Support on Employee stress in Aviation sector.

Review of Literature

Title: Stress of Employees Working in the Aviation Industry: A Study of Bangkok Airways Limited Ground Service Agents

Author: Iratrachar Amornpipat The study was conducted on the Ground Service Agents in Aviation Industry. The purpose of this research was to find out the relationship between five sources of stress – intrinsic to the job, role in the organization, career development, relationship at work and organizational structure and to further find out their impact on the level of employee stress. It concluded that all the five sources of stress - intrinsic to the job, role in the organization, career development, relationship at work and organizational structure correlated with stress among Ground service agents. It was also found out that relationship at work and employee participation had significant impact on stress at work

Title: a study on causes of stress among employees and its effect on the employee performance at workplace in International Agriculture Research institute, Hyderabad, Telangana, India. Author: KDV Prasad, Rajesh Vaidya, V Anil Kumar This paper discusses the impact of stress at International Agriculture Research institute, Hyderabad, Telangana, India. The focus of this paper was to find out the reactions of stress in terms of job, organization, individual and physiological terms and its impact on the performance of employees. The findings of the study concluded that due to long sitting hours some employees have developed chronic neck and back pain. In terms of impact of stress, the physiological factors have a moderate effect on performance. Title: Impact of Stress on Employee Motivation Author: Dr.Gunjan Hasijani An exploratory study was conducted on the employees of SIS Security Services Ltd to find out the impact of stress on motivation of employees. A random sample of 100 employees was taken to study their stress and motivation levels. The study concluded that there was a significant relationship between stress and employee motivation thus, there is an impact of stress on employee motivation. It also came to the light that there was no significant difference between stress and there was significant difference in stress and level of management.

2. Materials And Methods

Research Design: This study is based on descriptive cum causal research design Sample Size: Sample size of the survey is 200 ground level employees working in different airlines. Sampling design: Simple random sampling is used for the survey. Survey instruments: Survey instrument used for the research is questionnaire. Limitations: The data is collected from 200 employees based in Mumbai region only. Questionnaire Design: The questionnaire was divided into two parts. Section A of the questionnaire contains the questions related to the demographic information. List of demographic factors are as follows.

1.   Gender

2.   Qualification

3.   Age

4.   Level of management

5.   Experience.

Section B of the questionnaire deals with the objective of studying the impact of Supervisor's Support on Employee Wellness Programs. Supervisors Support was measured by adopting the four item scale from SPOS (Rhoades et al. 2001). The four items of the scale were:

1.   My supervisor cares about my opinion.

2.   My work supervisor really cares about my wellness.

3.   My supervisor strongly considers my goals and values.

4.   My supervisor shows concern for me.

For measuring the variable of employee stress, the following questions were included:

1.   Rational allocation of work & deadlines reduces the Stress.

2.   There is lack of co-operation in office.

3.   I am uncertain regarding my job.

4.   Improving working conditions, reduces the Stress.

5.   Uncertainties regarding my role and responsibilities causes Stress.

6.   Friendly work environment can reduce Stress.

7.   Training & Development programs help to cope – up with new technology that reduces the Stress.

Scoring pattern and classification: The responses were collected using 5-point Likert scale starting from 'strongly agree' to 'strongly disagree' where 5 stands for Strongly Agree, 4 stands for Agree, 3 stands for Neutral. 2 stands for Disagree and 1 stands for Strongly Disagree.

Analytical tools: Analytical tools used for the research are co-relation.

Hypothesis: Null Hypothesis H_0: There is no significant relationship between Perceived Supervisors Support and Employee Stress. Alternate Hypothesis H_1: There is significant relationship between Perceived Supervisors Support and Employee Stress.
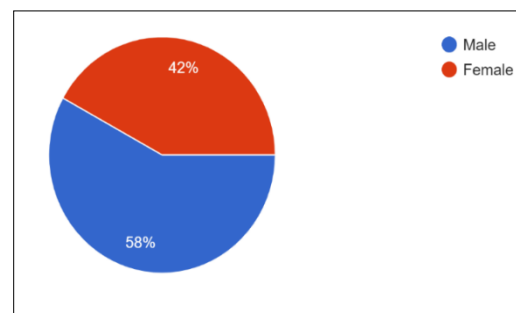
3. Results and Discussion

PART A: Demographic Factors:

Gender

Over here, information about gender of respondents was obtained. Respondents were classified into two different groups. Classification of respondents according to gender is presented in the following table:

Gender	No of Responses	Percentage
Male	116	58
Female	84	42
Total	200	100

The above table indicates that out of total

200 respondents, 116 respondents (58 %) were

male and remaining 84 (42 %) were females. This information is presented using pie chart as shown here:
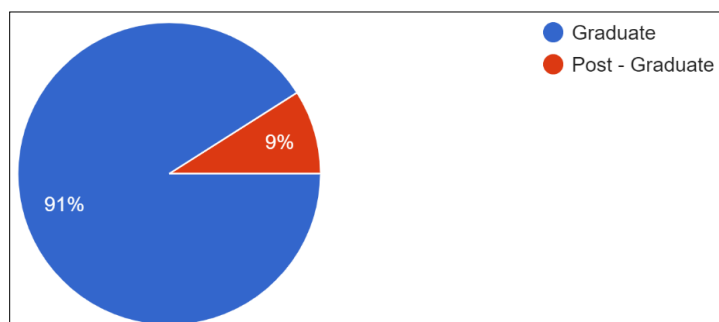

Education Qualification

Over here, information about Education Qualification of respondents was obtained. Respondents were classified into two groups. Classification of respondents according to Education Qualification is presented in the following table:

Education Qualification	No of Responses	Percentage
Graduate	182	91
Post – Graduate	18	9
Total	200	100

The above table indicates that out of total 200 respondents, 182 respondents (63%) were Graduate, 18respondents (17%) were Post – Graduates.
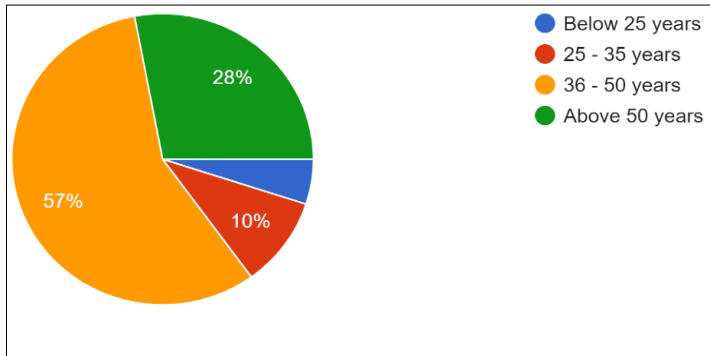

Age Group

Over here, information about Age Group of respondents was obtained. Respondents were classified into 4 different groups. Classification of respondents according to Age Group in the following table:

Age Group	No of Responses	Percentage
Below 25 years	10	5
25 – 35 years	20	10
36 – 50 years	114	57
Above 50 years	56	28

The above table indicates that out of total 200 respondents, 10 respondents (5%) were below 25 years, 20 respondents (10%) were 25 – 35 years, 114 respondents (57%) were 36 – 50 years, 56 (28 %) respondents were above 50 years of Age Group.
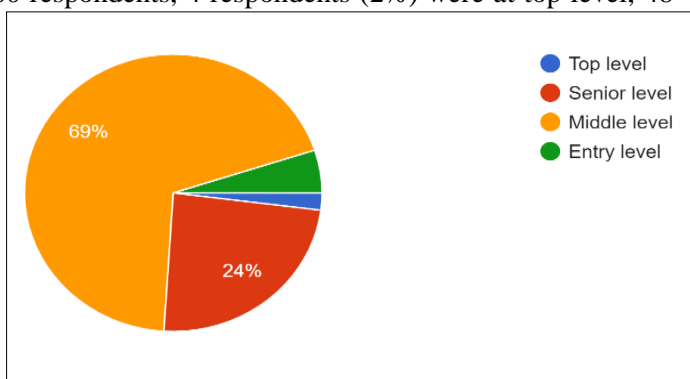
Level in managerial hierarchy

Over here, information about Level of hierarchy was obtained. Respondents were classified, into 4 groups. Classification of respondents according to level of hierarchy in the following table:

Level of hierarchy	No of Responses	Percentage
Top level	4	2
Senior level	48	24
Middle level	138	69
Entry level	10	5

The above table indicates that out of total 200 respondents, 4 respondents (2%) were at top level, 48 respondents (24%) were at Senior level, 138 respondents (69%) were at Middle level, 10 respondents (5%) were at entry level in the hierarchy.

Experience

Over here, Information about Experience was obtained. Respondents were classified, into 4 groups. Classification of respondents according to Experience in the following table:

Experience	No of Responses	Percentage
Less than 2 years	10	5
2- 5 years	2	1
5 – 10 years	40	20
More than 10 years	148	74

The above table indicates that out of total 200 respondents, 10 respondents (5%) were Less than 2 years of Experience, 2 respondents (1%) were between 2 – 5 years of Experience, 40 respondents (20 %) were between 5 – 10 years of Experience, 148 respondents (74%) were More than 10 years.
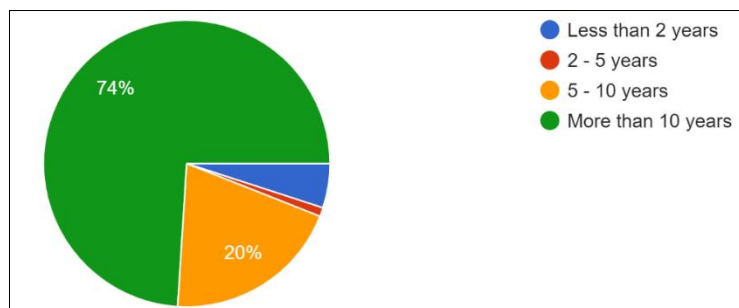
PART B

Hypothesis testing

Null Hypothesis H_0: There is no significant relationship between Supervisors support and Employee Stress

Alternate Hypothesis H_1: There is significant relationship between Supervisors support and Employee Stress.

To test the above null hypothesis Karl Pearson's coefficient of correlation is calculated. Results are as follows.

Correlations		SS_score	ES_Score
	Pearson Correlation	1	.-258**
SS_score	p-value		.000
	N	200	200
	Pearson Correlation	.-258**	1
ES_Score	p-value	.000	
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed).			

Interpretation: The results of this study show that Perceived Supervisor Support (PSS) is negatively related to Employee Stress (ES). This shows that Perceived Supervisor Support might help in reducing the stress of employees. This finding goes along with the organizational support theory (Eisenberger et al., 1986), as it shows a relationship between PSS and ES. Thus, if Perceived Supervisor Support is missing or not sufficient, it could give way to increase employee stress.

Findings: Following are the findings of the study
Supervisors Support:

- Majority of the employees 62% agreed on the statement that their supervisor cares about their opinion and 1% employees strongly disagreed with the statement.

- Majority of the employees 70% agreed with the statement that their supervisor cares about their wellness and no employee disagreed with the statement.

- Majority of the employees 68% agreed with the statement that their supervisor strongly considers their goals and values and 2% employee strongly disagreed with the statement.

- Majority of the employees 69% agreed with the statement that their supervisor shows concern for them and around no employee strongly disagree with the statement.

Employee Stress

- Majority of the employees 43% agreed with the statement that rational allocation of work and deadlines reduces the stress and 1% employees strongly disagreed with the statement.

- Majority of the employees 93% disagreed with the statement that they feel lack of cooperation in the office.

- Majority of the employees, 92% disagreed with the statement that they feel uncertainties regarding their job.

- Majority of the employees 57% disagreed the statement that improving working conditions reduces stress and 2% strongly disagreed.

- Majority of the employees 67% disagreed with the statement that they feel uncertainties regarding their role and responsibilities causes Stress and 3% employees strongly disagreed.

- Majority of the employees 44% agreed with the statement that they feel that friendly work environment can reduce stress and 1% strongly disagree.

- Majority of the employees, 59% agreed with the statement that training & development programs help to cope – up with new technology that reduces the stress.

The hypothesis tested proves that there is a negative correlation between Perceived Supervisors Support and Employee Stress. It also indicates increased supervisors support can decrease stress of the employees.

4. Conclusion
The study concludes that Perceived Supervisors Support has a significant impact on the Employee Stress in the aviation sector. The outcome of this study reveals that if the supervisor cares about the opinion of the employees, their wellness, goals and values and shows concern for them – it reduces their stress. This in turn might impact the work environment in a positive way. Therefore, it could be concluded that more the Supervisors Support less would be Employee Stress

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