

A Comparative Study of the Impact of Internal Corporate Communication Satisfaction on Job Stress

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ABSTRACT

Purpose of the study is to explore the relationship between internal corporate communication satisfaction (ICCS) and job stress, to compare the impact of ICCS on job stress in two leading telecommunication organizations in Indore, India. It is a primary research conducted on 605 employees of a public and a private telecom organization in Indore. A total of 5 hypotheses were developed and established by applying One Way ANOVA, Independent Sample T-Test and Stepwise Regression using statistical software.

The study empirically establishes that ICCS has a significant relationship with job stress where $p=.000$ (at $\alpha=5\%$). ICCS has a significant impact on job stress. A significant impact of ICCS was found on both public and private sector organizations ($R^2=.223$). In the comparative analysis, a stronger impact was found in private ($R^2=.266$) as compared to public ($R^2=.233$) telecom sector. Two new dimensions of ICCS emerged "organization integration and organization perspective" to be the most important dimensions influencing job stress among the employees of both sectors. So, the present study signals a shift from the previously established results.

This research is an attempt to fill the prevailing gap in the measurement of ICCS and Job Stress in the Indian context. This research is relevant for researchers and practitioners pursuing studies in this domain. This work is also useful for the strategic communication managers in creating communication practices, policies, and programs that help decrease the employees' job stress levels and enable the organization to harness their true potential.

Keywords: Internal corporate communication (ICC), Public and private sector organizations, Job Stress

INTRODUCTION

Internal corporate communication and job stress have received attention in the past research under the domain of organization behaviour literature. These aspects have also been observed to be major contributors to overall organizational performance. Internal communication is defined as the degree to which information about the job is transmitted by an organization to its members and among the members of an organization" (Price, 1997). Scholars

view "severe job stress as dysfunctional and decreasing commitment and productivity" (Montgomery et al., 1996). A review of the literature on organizational practices established that employee satisfaction with internal communication practices has been overlooked. Research reveals a lack of empirical evidence on understanding the relationship between internal corporate communication and job stress (Kahn & Byosiore, 1992). Therefore, this study investigated the impact of internal communication satisfaction on job stress.

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LITERATURE REVIEW

Research highlights that "personal effectiveness of professionals in public hospitals was found to be more on dimensions of self-efficacy, stress management and time efficiency" (Daipuria, 2016). Studies revealed openness of communication, adequacy, and downward support to have the strongest associations with job stress (Buck, 1972). Lack of consultation and poor communications were identified as elements leading to an ineffective management which then affects stress within the police service (Manolias, 1983). A strong relation between democratic communication, (in the form of participative decision making, the openness of communication and supportive communication) control over their work environment and occupational stress has been found in past studies. For e.g. a "study on types of communication suggested that absence of democratic communication results in stress because of ideas being forced on an employee from the management without consultation, and a felt lack of scope for innovation" (Otto, 1986; Adams, 2001; Das & Singhal, 2013). Occupational stress was found positively (Wilson, 2002) and also negatively related to democratic communication (Pearson & Moomaw, 2005; Tytherleigh et al, 2005; Lambert & Paoline, 2008), higher the participation of employees in decision making i.e. the more the organization employs democratic communication reduces the stress levels of employees (Spielberger & Reheiser, 1995; Lambert & Paoline, 2008). Study endorses that out of 16 organization climate dimensions: decision making, communication, in general, have the strongest impact in experiencing occupational stress (Singh & Mishra 2012). "Considering its role in socialising new members, maintaining organizational norms and clarifying expectations one might predict that communication would be negatively associated with occupational stress, especially from the perspective of role ambiguity" (Deal, 1985). Whereas another school of thought suggests that excessive "directive communication can be related to occupational stress" (Ray, 1990). The openness of communication and occupational stress have also not been studied in depth and scholars reveal that "means of knowledge sharing by the supervisor with staff members in order to reduce role ambiguity. Clearly, behaviour consistent with openness is likely to be negatively associated with stress (from role ambiguity if nothing else)" (Johnson

& Indvik, 1990). "Supportive communication from principals (leaders) was strongly related to role stressors i.e. role ambiguity and role conflict and, indirectly, moderating against burnout" (Starnaman & Miller, 1992). A study based on employee experience interviews highlights that lack of adequate communication among team members for resolving conflicts, was a major source of stress in the workplace (McCormick, 1997). Studies found that certain horizontal communication factors associated with employees such as effective communication with co-workers, being empathetic, and active listening can increase employees' satisfaction, performance, reduction in stress due to work overload (Chan & Mak, 2014). "Horizontal communication in the form of supportive communication from colleagues, seniors and subordinates has also been recognised as an intermediary of occupational stress" (Joint Committee of Inquiry into Teacher Stress, 1987; Hart et al., 1995). In a comparative study conducted between public and private sector banks in India, internal communication was identified as the most stress causing factor in both the organizations (Singh & Dhawan, 2012). Supervisor control on the task and job stress are inversely related to each other (Karasek, 1979). Supervisor communication was revealed to aggravate and mitigate job stress. The contribution led to hampering performance and mitigation led to high performance, productivity and satisfaction (Seltzer & Numerof, 1988). It is also established to have a mediating impact on stress (Spielberger & Reheiser, 1995; Troman, 2000; Margolis & Nagel, 2006; Chaplain, 2008). The lack of supervisor support was found to increase stress (Troman, 2000), and receiving of appreciation from the same superior was found to reduce stress (Margolis & Nagel, 2006). In another study supervisory relationship measured on the basis of the quality of supervision via communication between supervisors and correctional officers, which included constant feedback on job performance, openness to receptivity of correctional officer's views, raising voice on job-related matters by the supervisors at work was identified as one of the top 5 factors leading to stress and burnout (Finney et al., 2013). Study highlights that supervisors' trust on their subordinates enhances their job satisfaction and leads to increase in levels of performance and better stress management (Milluwi, 2014). Study reveals that lack of employee participation in the decision-making process leads to

an increase in stress, burnout, and dissatisfaction (Miller et al., 1990). Interpersonal relations were identified as one of the various sources of stress at workplace (Pestonjee, 1992). The study found that when an organization communication climate inhibits participation in decision making and open communication, it leads to increased levels of stress in the workforce (Das & Singhal, 2003). On the other hand, scholarship studies find no correlation amongst stress levels with job performance or organizational communication. (Chen et al., 2006), research also revealed no substantial relationship between organizational communication and job stress levels (Ayatse & Ikyanyon, 2012). Another factor i.e. communication overload also was a strong predictor of job stress. Media quality, and access to formal channels of communication, quantity of information such as overload and underload were also found to have strong association with the job stress (Nobile et al., 2013). Given the literature, it is noteworthy that there exists very little all-inclusive assessment of the association amongst internal corporate communication and occupational stress. Various communication variables have been found to have a relationship with work-related stress. Therefore, it is pertinent to understand how does internal corporate communication impacts occupational stress and which variables exert a greater influence on increasing or decreasing levels of stress in the workplace. This study is an attempt to answer these questions. Going through the present literature there is a lack of literature exploring the relationship between communication and job-related stress.

OBJECTIVES OF THE STUDY

1. To find out the level of ICCS and job stress in public and private sector telecommunication organizations.
2. To identify if any relationship exists between ICCS and job stress in both the organizational settings.
3. To analyse the impact of ICCS on job stress.
4. To conduct a comparative analysis between the public and private sector telecommunication organizations.

The following hypothesis can be developed based on the literature review:

H10 There is no significant difference in the levels of internal corporate communication satisfaction in public and private sector telecom organizations.

H20 There is no significant difference in the levels of job stress in public and private sector telecom organizations.

H30 There is no significant relationship between internal corporate communication satisfaction and job stress in public and private sector telecom organizations.

H40 There is no significant impact of internal corporate communication satisfaction on job stress in public and private telecom sector organization.

H50 There is no significant difference in the impact of internal corporate communication satisfaction on job stress in public and private telecom sector organization.

RESEARCH METHODOLOGY

An exploratory primary data based study was conducted on 605 employees from one public (BSNL) and one private (Idea Cellular Limited) telecom organizations. With a minimum period of one year with their current organization. The sample constituted of 86% males and 14% females. The majority of respondents were in the age bracket of 26-35 years. With 60% having a minimum of graduation degree. 54% of the sample employees belonged to the lower management level. 52% of employees had a tenure of up to 5 years for private and 49% had tenure between 6 to 10 years in the public sector. In-depth literature review along with expert interviews identified nine parameters of ICC and one dimension of job stress for conducting the study. A survey was conducted using a well-structured questionnaire, prepared after examining previously developed instruments. A total of 5 broad hypotheses were tested using SPSS 20.0.

Questionnaire Development

For measuring the levels of communication satisfaction the Downs & Hazen's Communication Satisfaction Questionnaire (1977) and Dennis's Communication Climate Survey (1974) was used. The Lambert, Hogan, Camp & Ventura (2006) Job Stress Scale adapted from Crank (1995), was used for measuring the job stress experienced. For demonstrating the validity and reliability of the instrument developed, Delphi technique was used. All the items selected from the instruments with a sample of 14 faculty and 3 corporate communication

experts to validate their categorical representation. To establish the reliability of the scale the Cronbach alpha coefficient which came to be 0.94.

Research Analysis

The data collected was analysed using SPSS 20.0. For each of the items mean scores were computed for the entire sample and for individual public and private sector organizations. The impact of ICC on job stress and the individual impact of the dimensions of ICC on job stress were investigated using an Independent Sample T-test, One Way ANOVA and Stepwise regression.

H10 There is no significant difference in the levels of internal corporate communication satisfaction in public and private sector telecom organizations.

The null hypothesis is not accepted as the results reveal that the private sector had a mean score of 3.6188 and public sector 3.6506 indicates that there is a significant difference in the levels of satisfaction between the public and private sector telecom organizations. Hence the null hypothesis is not accepted. The analysis reveals that in private sector telecom organizations employees' recorded higher levels of satisfaction with supervisor communication, organization perspective, organization integration and personal feedback. In the public sector telecom organizations, a higher level of satisfaction was recorded with supervisor communication, organization perspective, organization integration and subordinate communication.

Table-1: SPSS 20.0 output of T-test results for H10

	Type of Organization	N	Mean	Std. Deviation	Std. Error Mean
Corporate	Private	304	3.6188	.50879	.02918
Communication	Public	301	3.6506	.50839	.02930

Table-2: SPSS 20.0 output of T-test results for H10

	Type of Organization	N	Mean	Std. Deviation	Std. Error Mean
Supervisor	Private	304	3.8103	.63588	.03647
communication	Public	301	3.9264	.61861	.03566
Subordinate	Private	304	3.5763	.82244	.04717
communication	Public	301	3.7256	.79836	.04602
Communication Climate	Private	304	3.5673	.65621	.03764
	Public	301	3.6416	.63052	.03634
Organization Integration	Private	304	3.7512	.68000	.03900
	Public	301	3.7787	.75798	.04369
Media Quality	Private	304	3.5258	.67471	.03870
	Public	301	3.5775	.76394	.04403
Horizontal	Private	304	3.4297	.55284	.03171
Communication	Public	301	3.3239	.54947	.03167
Organizational	Private	304	3.7822	.85230	.04888
Perspective	Public	301	3.7920	.87693	.05055
Personal Feedback	Private	304	3.6224	.72396	.04152
	Public	301	3.6804	.71818	.04140
Top Management	Private	304	3.5036	.54744	.03140
Communication	Public	301	3.4093	.55327	.03189

H20 There is no significant difference in the levels of job stress in public and private sector telecom organizations.

The null hypothesis is not accepted as the results of the t-test reveals that there exists a difference between the levels of job stress experienced between the employees of the public sector organizations with a mean score of 3.9891 and private sector organizations with a mean score of 3.6740. Where the value of p is .000 which is significant at 5% level. Hence the null hypothesis is not accepted and there is a significant difference between the levels of job

stress between the public and private telecom sector organizations.

H30 There is no significant relationship between internal corporate communication satisfaction and job stress in public and private sector telecom organizations.

The null hypothesis is not accepted as the results of One Way ANOVA reveals that value of p is .000 which is significant at 5% level of significance, shows that there is a significant relationship between ICC satisfaction and job stress and therefore the null hypothesis is not accepted.

Table-3: SPSS 20.0 output of T-test results for H20

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	36.870	1	36.870	174.349	.000 ^b
Residual	127.518	603	.211		
Total	164.388	604			

a. Dependent Variable: Job Stress

b. Predictors: (Constant), Internal Corporate Communication

H40 There is no significant impact of internal corporate communication satisfaction on job stress in public and private telecom sector organization.

The null hypothesis is not accepted as the results reveal that there is a significant impact of ICC satisfaction on job stress in both public and private telecom sector organizations. Where the value of p=.000 which is significant at 5% level of significance

and the value of R² = .223. This reveals that ICC satisfaction can statistically explain 22.3% of the variance in job stress. The findings reveal that overall supervisor communication, organization integration, top management communication and media quality have the strongest impact on job stress.

Table-4: SPSS 20.0 output of ANOVA results for H30

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.474 ^a	.224	.223	.45986

a. Predictors: (Constant), Corporate Communication

Table - 5: SPSS 20.0 output of Linear Regression results for H40(Model Summary)

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	36.870	1	36.870	174.349	.000 ^b
Residual	127.518	603	.211		
Total	164.388	604			

a. Dependent Variable: Job Stress

b. Predictors: (Constant), Corporate Communication

Table-6: SPSS 20.0 output of ANOVA results for H40

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.498 ^a	.248	.246	.45286
2	.513 ^b	.264	.261	.44844
3	.520 ^c	.270	.267	.44675
4	.527 ^d	.278	.273	.44470

a. Predictors: (Constant), Supervisor communication

b. Predictors: (Constant), Supervisor communication, Organization Integration

c. Predictors: (Constant), Supervisor communication, Organization Integration, Top Management Communication

d. Predictors: (Constant), Supervisor communication, Organization Integration, Top Management Communication, Media Quality

H50 There is no significant difference in the impact of internal corporate communication satisfaction on job stress in public and private telecom sector organization.

The null hypothesis is not accepted as the results of stepwise regression reveals that there is a significant difference in the impact of internal corporate communication satisfaction on job stress in public and private sector organizations.

The findings of the stepwise regression reveal that in the private sector where the value of $p=.000$ which is significant at 5% level of significance and the value of $R^2 = .338$. The findings reveal that overall supervisor communication, media quality, organization perspective and horizontal communication have the strongest impact on job stress and can statistically explain 33.8% of the variance in job stress.

Table-7: SPSS 20.0 output of Stepwise Regression results for H40(Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.517 ^a	.267	.265	.27573
2	.565 ^b	.319	.315	.26623
3	.576 ^c	.332	.325	.26413
4	.589 ^d	.346	.338	.26172

a. Predictors: (Constant), Supervisor communicationb. Predictors:

(Constant), Supervisor communication, Media Qualityc.

Predictors: (Constant), Supervisor communication, Media Quality,

Organizational Perspectived. Predictors: (Constant),

Supervisor communication, Media Quality, Organizational Perspective,

Horizontal Communication

Table – 8: SPSS 20.0 output of Stepwise Regression results for H50 Private Sector (Model Summary)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.377	1	8.377	110.185	.000 ^b
	Residual	22.961	302	.076		
	Total	31.338	303			
2	Regression	10.003	2	5.001	70.563	.000 ^c
	Residual	21.335	301	.071		
	Total	31.338	303			
3	Regression	10.409	3	3.470	49.736	.000 ^d
	Residual	20.929	300	.070		
	Total	31.338	303			
4	Regression	10.856	4	2.714	39.622	.000 ^e
	Residual	20.481	299	.068		
	Total	31.338	303			

a. Dependent Variable: Job Stress

b. Predictors: (Constant), Supervisor communication

c. Predictors: (Constant), Supervisor communication, Media Quality

d. Predictors: (Constant), Supervisor communication, Media Quality, Organizational Perspective

e. Predictors: (Constant), Supervisor communication, Media Quality, Organizational Perspective, Horizontal Communication Whereas in public sector the findings of the stepwise regression reveal that where the value of $p=.000$ which is significant at 5% level of significance and the value of

$R^2 = .281$. The findings reveal that overall supervisor communication, organization perspective and horizontal communication have the strongest impact on job stress and can statistically explain 28.1% of the variance in job stress.

Table-9: SPSS 20.0 output of ANOVA results for H50 Private Sector

Model	Variables Entered	Variables Removed	Method
1	Supervisor communication		Stepwise (Criteria: Probability-of-F-to-enter $\leq .050$, Probability-of-F-to-remove $\geq .100$).
2	Organizational Perspective		Stepwise (Criteria: Probability-of-F-to-enter $\leq .050$, Probability-of-F-to-remove $\geq .100$).
3	Horizontal Communication		Stepwise (Criteria: Probability-of-F-to-enter $\leq .050$, Probability-of-F-to-remove $\geq .100$).

a. Dependent Variable: Job Stress

Table-10: SPSS 20.0 output of Stepwise Regression results for H5 0Public Sector

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.508 ^a	.258	.255	.54100
2	.523 ^b	.274	.269	.53591
3	.536 ^c	.288	.281	.53172

a. Predictors: (Constant), Supervisor communication

b. Predictors: (Constant), Supervisor communication, Organizational Perspective

c. Predictors: (Constant), Supervisor communication, Organizational Perspective, Horizontal Communication

Table-11: SPSS 20.0 output of ANOVA results for H50Public Sector

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.375	1	30.375	103.782	.000 ^b
	Residual	87.512	299	.293		
	Total	117.887	300			
2	Regression	32.302	2	16.151	56.237	.000 ^c
	Residual	85.585	298	.287		
	Total	117.887	300			
3	Regression	33.918	3	11.306	39.990	.000 ^d
	Residual	83.968	297	.283		
	Total	117.887	300			

a. Dependent Variable: Job Stress

b. Predictors: (Constant), Supervisor communication

c. Predictors: (Constant), Supervisor communication, Organizational Perspective

d. Predictors: (Constant), Supervisor communication, Organizational Perspective, Horizontal Communication

The results reveal a stronger impact of internal corporate communication satisfaction on job stress in private sector telecom organizations as compared to public sector telecom organizations.

CONCLUSION

The analysis reveals that in private sector telecom organizations employees' recorded higher levels of satisfaction with supervisor communication, organization perspective, organization integration and personal feedback. In the public sector telecom organizations higher level of satisfaction was recorded with supervisor communication, organization perspective, organization integration and subordinate communication. It is found that there is a significant difference between the levels of job stress between the public and private telecom sector organizations and there is a significant relationship between ICC satisfaction and job stress. Overall supervisor communication, organization integration, top management communication and media quality have the strongest impact on job

stress. Overall supervisor communication, media quality, organization perspective and horizontal communication have the strongest impact on job stress.

LIMITATIONS AND FUTURE IMPLICATIONS OF STUDY

The focus of the current study was to analyse the impact of internal corporate communication dimension on job stress in telecom sector organizations. To broaden the scope of the current study the investigators can further explore the external corporate communication dimensions and include it in understanding the overall impact of corporate communication on job stress.

The current study was limited to just one sector i.e. telecom, covering one company each from public and private sector and that too in Indore region. Further research can be conducted and investigated whether the results are similar in other dynamic service sectors, covering more number of

organizations in public, private and foreign sectors. The geographical area of the study can also be increased by including the metro, urban and rural areas.

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