The Influence Of Occupational Stress On Organizational Culture And Its Dimensions In IT Industry

Dr. Joby Jose
Director, Santhigiri Institute of Management (SIM), Vazhithala, Thodupuzha, Kerala-686575

Dr. N. Panchanatham
Professor, Department of Business Administration Annamalai University, Annamalai Nagar, Tamil Nadu- 608 002, India

Abstract

This paper deals with the influence of Occupational stress on the organizational culture in IT industry. The study mainly concentrates on the dimensions Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation in respect to the occupational stress and its dimensions. This paper attempted to measure the influence of occupational stress on the organizational culture in IT Industry. The data for the research work was collected through the method of questionnaire schedule. To prove the research hypothesis the various tests such as Chi-Square, Correlation and Regression are being used. Thus the result exhibits that occupational stress has the certain influence on organizational culture in IT companies.

Keywords
Organizational Culture, Occupational Stress, Organizational Role Stress and Corporate Culture

Introduction

The term organizational culture appeared for the first time through the Pettigrew’s article in the Administrative Science Quarterly in 1979, in US academic literature as observed by Hofstede et al. (1990). Pettigrew in his article defined culture as a “system of publicly and collectively accepted meanings operating for a given group at a given time” and introduced the anthropological concept of culture as well as showing how the related concepts of symbolism, myth, ritual and others can be used in organizational analysis. Pettigrew viewed organizational culture as a family of concepts, which includes symbol, language, ideology, belief, ritual, and myth; he stresses the significance of symbols and language in the study of culture. Pettigrew (1979) explains that culture, through making use of symbols and language, becomes the force behind all human action. While, rituals create distinctiveness and exclusiveness, whereas myths maintain what is legitimate and what is not acceptable.

The existence of cultural concepts at various levels, including national culture and organizational culture is studied and defined by many authors (Catanzaro, Moore, & Marshall, 2010). The way organizational culture evolves in an organization detailed by Schein (1985). He states that organizations are purposeful entities formed by the actions of the founders, who have strong assumptions about what to do and how to do things. The founders certainly influences the way in which culture is formed and shared in the organizations as they have strong views about the nature of the world, human nature, truth, relationships, time, and space. Culture is defined by Gregory (1983) as a learned way of coping with experience and argues that coping with experience involves sense making and acting in terms of meanings. He explains culture as a system of meanings explicitly expressed as behaviours and implicitly implied as meanings motivating behaviours. Culture is conceived in an individual capacity though it shares the meanings. The natives treat actions based on the other culture as foreign as they take their culture for granted based on the actions other makes.

Occupational stress level is considered as the key factor in retaining employees in the organization. Companies depending on its culture and its cultural practices handle stress situation in professional manner to show forth the good ambiance of work. The occupational stress acts as a
negative agent in creation of culture in every organization. Occupational stress arising from various job dimensions impairs employees’ favourable attitude towards job and management and makes the employees violate the formal procedures and policies and result in negative job and management attitude. Under-participation also results in dissatisfaction with job and management. Also, it is found that non-officers are less tensed than officers. As the officers are more concerned with problem and environment, whether it is home or job, they generate frustration and conflict, which result in high degree of tension. Tension and conflict have become habitual facts of life. No one is free from these distorting factors although the intensity varies from person to person. Personal factors like age, gender, intelligence, physical ability and environmental factors like family, culture and job environment have an impact on tension and conflict. Conflict is closely linked to stress. Such a conflict can lead to considerable stress on individuals (Usha Rani Verma, 1993).

Occupation related stress is of growing concern because it has significant economic implications for the organization and health concerns for the employee. Occupational stress may be due to on the job factors and/or extra-organizational factors (Dua, 1994). The commonly seen stressors include various factors such as role overload, role ambiguity, low status, strenuous working conditions and unprofitability (Srivastava and Singh, 1980). Role-based stress, which includes role conflict and role ambiguity, exists when employees do not have clarity on their responsibility, expectations or work objectives (Tosi et al., 2000). Role conflict arises when the institution provides information about the employees’ roles and responsibilities those conflicts with the reality of the daily professional life (Motseke, 1998). Role ambiguity occurs when the responsibilities and duties are ambiguous and unclear, and it may include a lack of information needed to perform a certain role. Therefore there is all possibility of stress reducing cultural impact.

Review of literature

Bandana Nayak (2008) has undertaken an empirical study on measuring organizational culture in Hirakud Smelter of Hindalco Industries Ltd. The author tries to find out the organizational culture through various dimensions like support, opportunity, flexibility, information sharing, maintaining relationship, group cohesiveness, sudden action and creativity. The uniformity of the rules sort by the employees, even though they exercise support mutually, while managerial behaviour has dominated and juniors have to just accepts those. Overall a learning environment is gradually coming up in the organization.

Sadri and Lees (2001) studied positive and negative corporate culture that influences the firms’ performance and found that positive culture could provide immense benefits to the organization, and thereby a leading competitive edge over other firms in the industry. While, a negative culture could have a negative impact on the organizational performance as it could deter firms from adopting the required strategic or tactical changes that could inhibit future changes in an organization. Poole (2000) examined the relationship between organizational culture and job stressors. He found that executives working in a constructive culture reduced the role stressors in their working environment. There was also an inverse relationship between role conflict and role ambiguity in a constructive culture. However, the passive culture showed a positive relationship between role conflict and role ambiguity. He also believed that organizational culture (passive or constructive) could hinder job performance, job commitment, and job satisfaction.

Joby and Panchanatham (2014a) have studied organizational culture and its influence on organizational variables in IT industry. They tried to find out how the organizational variables influence culture and its dimensions. They done a study with 100 samples and analyzed with correlation, chi-square and ANOVA. They have identified that employees working for the company in different projects on and off sites have their culture constituted based on their experiences with the organization. Variable like designation, work location, experience and co-worker support have a vital role in formatting the culture of the organization. Joby and Panchanatham (2014b) made an attempt to measure the influence of socio-economic variable’s influence of organizational culture. They studied with a sample of 100 using the statistical tools like chi-square, correlation and ANOVA. They identified that employee vary in their perception of culture depending on their educational status and
spouse education and job. It is noted that the recreation techniques played a vital role in employees’ attitude towards work and organization. Income becomes another factor that determines the culture of the organization and the standardization employee perception about the organization. Joby and Panchanatham (2015) attempted to study the influence of job satisfaction and culture and the result of the study shows that culture is influenced by satisfaction. Job satisfaction is a prime component of job involvement that can enhance the work culture of the organization and promotes the reduction of occupational stress that results in better employee performance.

Lu (2002), in his study uses both qualitative and quantitative techniques revealed that heavy work load, interpersonal conflict, role overload, role ambiguity, role conflict, unreasonable group and political pressure, poor peer relations, low status etc. and organizational constraints such as role conflict, responsibility under participation powerlessness, intrinsic impoverishment, strenuous working conditions, unprofitability etc., are common sources of occupational stress. Strain based work life issues arise when stress from one domain spill over into other domain and can occur in both the directions. A stressor is defined as any perceived feature of the environment that harms, threatens, or challenges the worker while strain refers to the psychological, physiological and behavioural changes that occurs as a result of exposure to stressors (Thomas and Ganster, 1995).

Halpern (2005), studied the Incompatibility based conflict leading to culture issues occurs when a person is supposed to behave at work and at home or vice versa in a mutually exclusive manner but spill over takes place. This is referred to as incompatible roles. For e.g. an offensive policeman is taught that he must control criminals and mob violence by use of his physical strength and domineering behaviour. At home, however, the same methods would be unacceptable in controlling his children. Occurrence of cultural problems may have detrimental consequences to employees, families and work organizations. Conflict between the roles assigned to work and family may be an important stressor that can influence outcomes in the life domain (Frone, 2003) as well as work domain. Joby et.al (2013) in their study negative impact of stress on personality among the employees and concluded that change in personality probably result in reduced value system that influences the work culture of the organization.

Various aspects of an employee’s occupation can get as stressors and negatively impact family relations such as satisfaction with job-family congruence, quality of family life, marital tension, marital functioning, and anxiety and mood at home. The occupational stress leads to several issues related to job and personal and occupational problems that leads the deterioration of the values of the employees as well as the organizations and thus occupational stress is taken for the measurement of influence it exerts on organizational culture. Hence, there is a paucity of research that investigates the influence of occupational stressors on organizational culture.

Objectives
To find out the association between organizational cultural class and occupational stress class
To analyses the relationship of occupational stress with cultural dimensions
To analyses the relationship of occupational stress dimensions with organizational culture
To find out the influence of occupational stress on organizational culture

Research Methodology
Research design stands for advance planning of the methods to be adopted for collecting the relevant data and the techniques to be used in their analysis, keeping in view the objective of the research and the availability of staff, time and money. The design has chosen for this study is descriptive in nature and 100 samples were collected. Primary data were collected through structured questionnaire and secondary data from past studies, research journals and websites. Chi-Square, Correlation and Regression tests are used for the analysis of the data. Variables used for culture was scale developed by Udai Pareek. The OCTAPACE profile is a 40-item instrument that gives the profile of organization’s ethos in eight values. These variables are Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation. The occupational stress scale is used for the study; developed Udai Pareek with twelve items and the variables are Self-role distance,
Inter-role distance, Role Boundedness, Personal inadequacy. Organizational culture and occupational stress scales have scored the alpha coefficient value 0.87 and 0.83 for the present study.

Result and Discussion

Table-1: Chi-Square Test showing the association of Organizational Culture Class with Occupational Stress Class

<table>
<thead>
<tr>
<th>Stress</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
<th>Total</th>
<th>X²</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Count</td>
<td>% within Stress Class</td>
<td>Count</td>
<td>% within Stress Class</td>
<td>Count</td>
<td>% within Stress Class</td>
</tr>
<tr>
<td>Low</td>
<td>0</td>
<td>.0%</td>
<td>0</td>
<td>100.0%</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>Medium</td>
<td>12</td>
<td>17.4%</td>
<td>57</td>
<td>82.6%</td>
<td>0</td>
<td>.0%</td>
</tr>
<tr>
<td>High</td>
<td>0</td>
<td>.0%</td>
<td>8</td>
<td>100.0%</td>
<td>0</td>
<td>.0%</td>
</tr>
<tr>
<td>Total</td>
<td>12</td>
<td>12.0%</td>
<td>65</td>
<td>65.0%</td>
<td>23</td>
<td>23.0%</td>
</tr>
</tbody>
</table>

From the above table maximum frequency (57) was found in the cell, which had the medium occupational stress and medium organizational culture, and lowest frequency was found in the cell created at the intersection of low organizational culture and low occupational stress. The chi-square value 45.005 and P value = 0.000 are statistically significant at 5% level. Therefore it can be concluded that occupational stress and organizational culture has a close association among the information technology employees working in Cochin.

High job demands may physically and emotionally drain individuals and in turn interfere work values (Demerouti et al., 2004) and create other negative spillover effects on culture (Hammer et al., 1997). Since high job demands potentially affect the work demands, providing employees with satisfactory benefit and services increases their ability to harmonize work and obligations. When the work and individual perceptions are in a state of imbalance, it is often associated with high levels of occupational stress (Lewis et al., 2003). The findings of this study confirms that organizational support mechanisms that could reduce Self-role Distance, Inter-role distance, Role Boundedness and Personal inadequacy are central to preventing or reducing occupational stress. Practices and support provide a means by which employees may alter their work conditions in such a way that stress may be reduced (Cieslak et al., 2007). When employees enjoy a higher degree of flexibility and freedom in their work, it alleviates occupational stress.

Table-2: Correlation test showing the association between Occupational Stress and Organizational Culture with its various dimensions.

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>VRS</th>
<th>X</th>
<th>S.D</th>
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<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
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<td>OP</td>
<td>15.11</td>
<td>2.127</td>
<td>.85**</td>
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<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>3</td>
<td>CON</td>
<td>14.79</td>
<td>2.319</td>
<td>.83**</td>
<td>.67**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>4</td>
<td>TST</td>
<td>14.55</td>
<td>2.017</td>
<td>.83**</td>
<td>.75**</td>
<td>.70**</td>
<td>1</td>
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<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>AUTY</td>
<td>13.80</td>
<td>2.151</td>
<td>.82**</td>
<td>.63**</td>
<td>.65</td>
<td>.53**</td>
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<tr>
<td>6</td>
<td>PRO</td>
<td>15.26</td>
<td>2.130</td>
<td>.79</td>
<td>.72</td>
<td>.61</td>
<td>.66</td>
<td>.53**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>AMY</td>
<td>13.05</td>
<td>2.324</td>
<td>.73**</td>
<td>.46</td>
<td>.47**</td>
<td>.44</td>
<td>.72</td>
<td>.40**</td>
<td>1</td>
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<td></td>
</tr>
<tr>
<td>8</td>
<td>COL</td>
<td>14.03</td>
<td>2.129</td>
<td>.80**</td>
<td>.60</td>
<td>.52</td>
<td>.64</td>
<td>.59</td>
<td>.59</td>
<td>.63**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>EXN</td>
<td>14.77</td>
<td>2.039</td>
<td>.87**</td>
<td>.69</td>
<td>.74**</td>
<td>.72</td>
<td>.68</td>
<td>.64</td>
<td>.56</td>
<td>.62</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>OS</td>
<td>22.65</td>
<td>9.819</td>
<td>.81**</td>
<td>.60</td>
<td>.61</td>
<td>.55**</td>
<td>.83</td>
<td>.48</td>
<td>.78</td>
<td>.70**</td>
<td>.69**</td>
<td>1</td>
</tr>
</tbody>
</table>

*OC= Organizational Culture, OP=Openness, CON=Confrontation, TST=Trust, AUTY=Authenticity, PRO=Proaction, AMY=Autonomy, CCOL=Collaboration, EXN=Experimentation, OS=Occupational Stress, VRS=Variables.
Correlation matrix (Table-30) showed means, standard deviations, direction and significance of association between various dimensions of organizational culture and occupational stress. The result showed that occupational stress was negatively correlated to openness (r = -0.60, p < 0.001); confrontation (r = -0.61, p < 0.001); trust (r = -0.55, p < 0.001); authenticity (r = -0.83, p < 0.001); proaction (r = -0.48, p < 0.001); autonomy (r = -0.78, p < 0.001); collaboration (r = -0.70, p < 0.001) and experimentation (r = -0.69, p < 0.001). It means that as the various dimensions of organizational culture are negatively correlated to occupational stress that the decrease of stress increases the culture of the organization in the IT sector.

Occupational stress and openness (r = -0.66, p < 0.001) had strong negative correlation. Free interaction among employees, each respecting others, feelings, competence and sense of judgment will not take place when an employee is not able to do things for which he has great likings. Stress arises when employee’s strengths are not utilized and often such employees may not share their feelings and thoughts in an open meeting, where they feel underestimated. Free discussion and communication between seniors and subordinates takes place only when one is just to his duty and bounded to it without external conflicts. Occupational stress and confrontation (r = -0.61, p < 0.001) were negatively correlated. Employees felling of lack of enough time spend with family and friends because of his duties and responsibility has an effect on his working culture because employee may not have the time to study the inter-personal problems in detail by which he may not be able to faces the challenges inherent in the work situation. Social obligations make an employee not to faces the problems rather run away from those in the working conditions.

Occupational stress and trust (r = -0.55, p < 0.001) were negatively correlated. Stressed out employee may fell that he/she does not have sufficient knowledge/skills needed to have justice to his/her roles in the organization. Such an employee can never offer morale support to colleagues in a crisis situation and help them out. Interpersonal contacts and support among the employees gets reduced as they feel that they are duty bounded and have no enough time for his/her obligations to be fulfilled. Occupational stress and authenticity (r = -0.83, p < 0.001) had strong negative correlation. Stress may increase the congruity between feelings and expressed behaviour. Employees may not show the qualities such as tactfulness, smartness and even a little manipulation to get things done as he feels that he is not capable of doing things for which he has great likings that exhibits his/her incapability. Stressful mind might not prompt an employee to consider both positive and negative aspects of a thing to be considered as the decisions taken. Conflicts of interests may lead to telling of lies, which may cover the unpleasant truths in the organization.

Occupational stress and proaction (r = -0.48, p < 0.001) were negatively correlated. Employee may feel that his role is more important than his wishes in the organization that prevents him in supporting the subordinates to think and develop their carriers in the right direction. Stressful moments never prevent actions on most matters as the employee feels he bonded to his obligations rather considering the situations. Free and frank communication between various levels helps in problem solving but stress can revert this situation, which may end up with complicated issues. Occupational stress and autonomy (r = -0.78, p < 0.001) were negatively correlated. Role conflicts invite the close supervision of, and direction employees on, action and such situation prevents employees to take independent action relating to their jobs. Obligations of occupation certainly forces employees to check with and abide by the directions of the seniors rather than acting their own. Stress takes out the independence of one working nature and sticks to others for the directions and supervisions.

Occupational stress and collaboration (r = -0.70, p < 0.001) were negatively correlated. Employees’ feelings of their insufficient knowledge and skills withdraw his involvement in developing organizations’ mission and goals those contributes to the productivity. Individual feels that emphasis on teamwork dilutes individual accountability, situations where they uses the individual strengths rather the unity. Stress makes an employee not to think about the lasting organizational goals rather they perform immediate tasks. Occupational stress and experimentation (r = -0.69, p < 0.001) were negatively correlated. Employees feeling of lack of self-sufficiency to perform ones roles prevents them...
to try out innovative ways of problem solving. Employees due to stress may not encourage taking a fresh look at how things are executed. Stressful situations may not prompt an employee to change his behaviour based on the received feedbacks. He even may not think about the possibilities of doing things those can be done within the organizational rules and regulations that requires a calm mind, while giving importance to consolidation than experimentations. Creating a healthy work environment is an important constituent in occupational stress management as well as work values. Work value practices can also serve as interventions that help employees to improve their work adaptability and adjustment and hence, overcome stressors inherent in the work environment (Cartwright and Cooper, 1997).

Table-3: Correlation test showing the association between Organizational Culture and various dimensions of Occupational Stress.

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>VRS</th>
<th>X</th>
<th>S.D</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>OC</td>
<td>115.36</td>
<td>13.992</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>SRD</td>
<td>5.79</td>
<td>3.099</td>
<td>-0.62**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>IRD</td>
<td>5.67</td>
<td>2.151</td>
<td>-0.75**</td>
<td>0.87**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>RB</td>
<td>4.47</td>
<td>2.439</td>
<td>-0.62**</td>
<td>0.61**</td>
<td>0.60**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Pin</td>
<td>6.72</td>
<td>3.220</td>
<td>-0.91**</td>
<td>0.85**</td>
<td>0.86**</td>
<td>0.64**</td>
<td>1</td>
</tr>
</tbody>
</table>

***OC= Organizational Culture, SRD- Self-role distance, IRD- Inter-role distance, RB- Role Boundedness, Pin- Personal inadequacy, VRS=Variables.  
**. Correlation is significant at the 0.01 level (2-tailed).  
*. Correlation is significant at the 0.05 level (2-tailed).

Correlation matrix (Table-3) shows means, standard deviations, direction and significance of association between organizational culture and its various dimensions with Self-role distance (SRD) dimension of the occupational stress. The result shows that organizational culture(r = -0.62, p<.001) exhibits significant negative correlation with Self-role distance dimension of the occupational stress. It means that as the various dimensions of organizational culture are negatively correlated to Self-role distance dimension of the occupational stress that the decrease of Self-role distance dimension of the occupational stress increases the culture of the organization in the IT sector. Situation leading to OS and subsequent organizational cultural issues is where the demands of the job are not matched with adequate levels of control and decision latitude (Karasek et al., 1988).

Correlation matrix (Table-3) shows means, standard deviations, direction and significance of association between organizational culture and its various dimensions with Inter-role distance (IRD) dimension of the occupational stress. The result shows that organizational culture(r = -0.75, p<.001) exhibits significant negative correlation with Inter-role distance dimension of the occupational stress. It means that as the various dimensions of organizational culture are negatively correlated to Inter-role distance dimension of the occupational stress that the decrease of Inter-role distance dimension of the occupational stress increases the culture of the organization in the IT sector. A supportive work environment can contribute to a high quality work life and mitigate feelings of stress associated with high work demands (Halpern, 2005; Thomas and Ganster, 1995), strenuous working conditions, low status and even unreasonable group and political pressures.

Correlation matrix (Table-3) shows means, standard deviations, direction and significance of association between organizational culture and its various dimensions with Role Boundedness (RB) dimension of the occupational stress. The result shows that organizational culture(r = -0.62, p<.001) exhibits significant negative correlation with Role boundedness dimension of the occupational stress. It means that as the various dimensions of organizational culture are negatively correlated to Role boundedness dimension of the occupational stress that the decrease of Role boundedness dimension of the occupational stress increases the culture of the organization in the IT sector.

Correlation matrix (Table-3) shows means, standard deviations, direction and significance of association between organizational culture and its various dimensions with Personal inadequacy (Pin)
dimension of the occupational stress. The result shows that organizational culture ($r = -0.91, p < 0.001$) exhibits significant negative correlation with Personal inadequacy dimension of the occupational stress. It means that as the various dimensions of organizational culture are negatively correlated to Personal inadequacy dimension of the occupational stress that the decrease of Personal inadequacy dimension of the occupational stress increases the culture of the organization in the IT sector. In this sense OS can occur when individuals in highly demanding jobs are unable to exercise discretion on make independent decisions (Fox et al., 1993) leading to personal inadequacy, self-role distance, inter-role distance and role boundedness as seen in the present study. Due to a reciprocity effect and perception of employer support, employees are more likely to reciprocate with favourable work attitudes. Further, all these factors are bound to lead to problems with the responsibility of the individual, his/her under participation and poor peer relations. These contribute negatively to the development of culture in an organization.

Table-4: Regression showing the strength of association between Job Involvement and Organizational Culture.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.809a</td>
<td>.655</td>
<td>.652</td>
<td>8.257</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Stress

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>141.486</td>
<td>2.085</td>
<td>67.862</td>
</tr>
<tr>
<td>Stress</td>
<td>-1.153</td>
<td>.085</td>
<td>-.809</td>
<td>-13.647</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Culture

Occupational stress is negatively associated to organizational culture even though it is a significant factor contributing to the culture. Thus stress is considered as the physiological and psychological reaction, either consciously or subconsciously, to a perceived threat or undesirable condition beyond one’s immediate capacity to cope with. In the organizational set up, occupational stress is viewed as a reaction to demands (stressors) imposed by a work environment (Karasek, 1979). Job demands emanating from role overload and time constraints are strong source of occupational stress. Although job demands from role overload in their own right are not necessarily negative, they can also be positive but they become stressors when meeting these demands exceeds an employee’s ability. The present study is also in agreement with these reports as there is a strong negative correlation and predictability between occupational stress and organizational culture.

Lazarus and Folkman (1984) found that supportive supervisor can make the domain of work less stressful for employees by discussing problems related to family with employees and being sympathetic and flexible if problems or emergencies occur. The outcome of the stressful transition is mediated by appraisal and coping. The model assumes that not all individuals have same reactions to the same potentially stressful situations and that while the work environment may be a source of physical and psychological stress individual differences affect both levels of appraisal as well as abilities to engage coping mechanisms. The culture through its value system needs to undertake the stress away from the employees to ensure the higher productivity and for the mission accomplishment.

The time actually spent at work compared to other life roles by the employees of an organization certainly helps to depict the work culture of that organization. Hard work is the key to success and forms the foundation of any work culture. The extent to which the employees work hard certainly affects the culture of that organization. In order to have a good work culture, organization must try and give priority to the physical conditions of work. It is also important to maintain good relations between the lower and higher levels of hierarchy. Sometimes the employees working style deviate from the norms prescribed by their management and so they are not able to cope with work pressure imposed by their superiors and this leads to frustration and job dissatisfaction. Peace of mind, comforts of life and dependency are the typical values in the Indian work culture. In order to make the
organizational culture to be creative, open communication through an effective communication network, flexible work environment, risk taking in new ideas, products and processes, recognition and rewards to motivate creative talents, good interpersonal and intrapersonal interactions are the essential components (Kaliyamoorthy and Mohan Kumar, 2001). Organizational culture is improved with individuals work with involvement as a part of organization and sticks to value basics (Joby & Panchanatham, 2016).

Managerial implications
The overall company culture exacerbated by the stress in individual’s private lives, works against approaches like yoga classes or the seminars arranged by the company. Stressed out employees are unwilling to take precious time away from work, even for an hour, to partake of amenities that they and their bosses generally regard as optional. But everyone knows that too much stress hurts health, the relationship and productivity (Bruce Cryer et al, 2003). Organizational culture plays a major role in the work life of employees and also in retaining them. So the IT professionals are asked to opine about the organizational culture factors like challenging work, holistic management, reward, risk, innovation and community identity (Gwen, 2003). The sources of stress are many for software professionals. Job attitudes, organizational culture, long work hours and time management skills are the highly influencing factors of stress among software professionals (Latha et al., 2007). Thus reduction in stress makes an organization to shape up its culture with a system that is bounded in values.

Conclusion
Work culture has an impact on the stress and strain experienced by the employees and also influences the coping strategy adapted by them. Soft work culture group experiences significantly more stress and strain in comparison with synergetic work culture group. Also, the synergetic work culture group is significantly better in coping strategies in comparison with soft work culture group. Synergetic work culture is not only good for productivity but also the mental and physical well being of the individuals (Sandhu and Das, 1998). Since valuable studies have already been undertaken only on certain aspects of occupational stress in some limited areas of work-family research and this study has incorporated occupational stress among employees of IT sector as an independent variable contributing to their organizational culture (Joby & Panchanatham, 2014c). Thus, Organizational culture is influenced by the occupational stress of the employees as per the finding of this study and the less stressed employees contribute more to the development of the organization that which lays the foundation for the culture.

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