



FROM CULTURE TO STRESS: EXAMINING THE ORGANISATIONAL INFLUENCE ON IT PROFESSIONALS WELL-BEING IN INDIA

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ABSTRACT:

This study seeks to identify which elements of organisational culture are the most reliable predictors of work stress among IT Professionals in the city of Bhubaneswar. The results indicate that IT employees perceive their organisational culture positively with a mean score of 3.93 while their work stress levels are moderate with an average of 2.52. There exhibits a negative correlation between organisational culture and work stress and none of the six organisational culture parameters were found to have a direct impact on stress. The study employed a descriptive correlation and included 175 respondents working in an IT organisation. The analysis indicates a significant relationship between organisational culture and work stress but none of the six parameters directly affect the work stress level among the IT professionals.

Keywords: Work Stress, Organisational Culture, IT Professionals, Work-life Balance, Organisational Leadership

1. Introduction:

Stress can be understood as a Physiological or Psychological reaction to circumstances that are perceived as harmful to an individual's health and Safety. According to the American Psychological Association findings, the stress survey conducted in America in the year 2023 revealed that 75 percent of the participants consider work to be a leading source of stress in their lives. It is evident that workplace stress may be one of the significant challenges every economy faces which adversely impacts not only the organisation but also the individual. The strain associated with deadlines and managing multiple projects is often shaped by the organisational culture. When the beliefs, ideologies, principles, and values of an employee align with an organisation's core value system it fosters a sense of unity, loyalty, healthy competition, and clear direction indicating that organisational culture plays a crucial role in the overall success of an organisation (Letiche,2024). On the other hand, the negative consequences of employees dealing with work stress can lead to the emergence of a toxic workplace culture this may lead to with drawl behaviours where employees show a lack of interest and reduced performance. This is due to the intention to resign as well as service sabotage, where an employee deliberately disrupts customer service (Fernandes et al.,2023). These behaviours lead to increased work stress and form a negative cycle that prevents the emergence of a new organisational culture which is crucial for an organisation's success. Despite there is a need to address this issue, researchers have found that there is a lack of sufficient studies focusing on the relationship between work stress and organisational culture. This highlights the need for further investigation in this area.



2. Literature Review :

Steenkamp (2019) investigated that there are certain practices inside organisations designed to preserve a dynamic culture and assess if there exists a cultural alignment between the organisation and its employees. The dominant characteristics of an organisation include the beliefs and practices that have a significant influence on the norms, customs, and philosophical attitudes of its workforce. Moreover, the organisation's culture serves as a catalyst for learning and the development of competencies acting as an agent that connects individuals to the organisation. This intangible element is crucial for maintaining organisational unity and plays a significant role in determining the success and failure of the organisation (Freiling & Fichtner, 2010). The organisation's culture stands as the most vital factor contributing to its effectiveness and efficiency of employee outcomes. In psychology, the understanding and application of organizational culture are significant for generating meaningful outcomes. The success and efficiency of an organization are fundamentally linked to the development and implementation of appropriate strategies (Adamson et al.,2023). With the advancement of technology, nearly all individuals are accessed at any time and this has adverse effects on workers, who are often required to work outside the typical 9-to-5 hours. This phenomenon adversely affects not only their physical and mental health but also their personal relationships and overall well-being (Jayasingam et al.,2023). The possibility of future instability may result in changes within the work environment, and the introduction of new management strategies can also bring about major transformation. However, such changes are necessary for progress. Enhancing the employee growth and development is vital for the success of the organisation. Acquiring new skills and knowledge can significantly enhance employee morale, which positively influences their commitment to team objectives and overall development (Hara et al.,2023).

3. Objective of the Study:

The study aimed to evaluate the level of organisational culture and work stress, the significant relationship between them and identify which aspects of organizational culture most effectively predict work stress among IT professionals.

4. Methodology

This study employed a descriptive correlation method to acquire factual, accurate, and systematic data, which is essential for conducting statistical calculations such as averages and frequencies. The study included 175 respondents who are IT professionals working in the city of Bhubaneswar for the analysis of the data. statistical tools such as mean, standard deviation, correlation, and linear regression were applied.

5. Result Analysis :

Table 1: Level of Organisational Culture among IT Professionals

Organizational Culture	SD	Mean	Description
Dominant Characteristics	0.57	3.87	High
Organizational Leadership	0.68	3.91	High
Management of Employees	0.65	3.90	High
Organization Glue	0.66	4.02	High
Strategic Emphases	0.67	3.99	High
Criteria of Success	0.70	3.89	High
Overall	0.56	3.93	High

Table 1 represents the extent of involvement in the organisational culture among IT Professionals. The study revealed that employees demonstrate a significant level of engagement with a mean rating of 3.93. These findings suggest that organisational culture is a significant force influencing the behaviours, attitudes, and dispositions among the members. The six factors in the study exhibit a high level of engagement with a mean rating of 4.02 for organisational glue, 3.99 for strategic emphasis, 3.91 for organisational leadership, 3.90 for employee management, 3.89 for success criteria, and 3.87 for dominant characteristics. Moreover, the standard deviation indicates a consistency in the responses among the participants.

Table- 2: Level of work stress among IT Professionals

Work Stress	SD	Mean	Description
Demands of the Job	0.79	2.89	Moderate
Lack of Control	0.77	2.54	Moderate
Work-life Balance	0.98	2.49	Low
Relationships at Work	0.88	2.18	Low
Change	0.83	2.78	Moderate
Conflicting Roles	1.05	2.34	Low
Working Environment	0.93	2.41	Low
Overall	0.68	2.52	Moderate

Table 2 represents the work level stress experienced by the IT Professionals indicating a moderate level of stress with a mean rating of 2.52. This indicates that work stress among the employees is within the reasonable range. The findings categorize work stress into two levels i.e. moderate and low. The factors contributing to moderate work stress include job demands with a mean rating of 2.89, lack of control with a mean rating of 2.54, and change with a mean rating of 2.78. In contrast to factors associated with low-level work stress are work-life balance with a mean rating of 2.49, workplace relationship at 2.18, conflicting roles at 2.34, and working environment at 2.41. Furthermore, the standard deviation indicates a consistency in the responses provided by the participants.

Table-3: Relationship between Organisational Culture and work Stress among IT Professionals

Variables		Overall	Decision
Dominant Characteristics	Pearson Correlation	-0.237**	Significant
	Sig. (2 tailed)	0.002	
Organisational Leadership	Pearson Correlation	-0.282**	Significant
	Sig. (2 tailed)	0.000	
Management of Employees	Pearson Correlation	-0.274**	Significant
	Sig. (2 tailed)	0.000	
Organisational Glue	Pearson Correlation	-0.264**	Significant
	Sig. (2 tailed)	0.000	
Strategic Emphases	Pearson Correlation	-0.278**	Significant
	Sig. (2 tailed)	0.000	
Criteria of Success	Pearson Correlation	-0.296**	Significant
	Sig. (2 tailed)	0.000	
Overall	Pearson Correlation	-0.321**	Significant
	Sig. (2 tailed)	0.000	

The Table 3 illustrates the correlation between organisational culture and work-related stress among IT Professionals indicating a negative association. The findings indicate an r-value of -0.321 and p-value of 0.000 which is significantly lower than the 0.05 threshold. This indicates that the work level stress of IT Professionals is influenced by their organisation culture. It can be inferred that a stronger organisational culture correlates with a reduced stress level among these employees. (Halkos & Bousinakis, 2010) supports the findings of this study, in his study The Effect of Stress and Satisfaction on Productivity where he emphasizes that work stress is closely related to organisational culture. It is found that organisational culture can act as a motivating force it can transform work stress into creativity and satisfaction. It is also seen that when organisational culture serves as a detrimental factor it can lead to aggression and low job satisfaction. Additionally, all the dimensions of organisational culture exhibit an inverse relationship with work stress among the IT Professionals indicating a significant relationship between these two variables.

Table- 4: The domains of organisational culture predicting the work stress of IT Professionals

Organisational Culture	Work Stress			
	Beta	t-value	p-value	Decision
Dominant Characteristics	-0.052	-0.427	0.670	Accept Ho
Organisational Leadership	-0.096	-0.810	0.419	Accept Ho
Management of Employees	-0.035	-0.267	0.790	Accept Ho
Organisation glue	-0.040	-0.335	0.738	Accept Ho
Strategic Emphases	-0.051	-0.382	0.703	Accept Ho
Criteria of Success	-0.117	-0.901	0.369	Accept Ho
R-Square:0.105 F-value=3.283 P-value=0.004				

The Table 4 presents various dimensions of organisational culture that are associated with work stress that are associated with work stress which is experienced by IT Professionals. The findings indicate that none of the six organisational culture parameters have a direct effect on the work stress levels of these professionals as the p values are above the 0.05 significance level. However, the



analysis also shows the r-square value of 0.105, ff-value of 3.283, and a p-value of 0.004 which is below the 0.05 significance level. The analysis suggests that when the six indicators of organisational culture are considered collectively, they yield a statistically significant impact on the work stress of IT Professionals. Thus, it can be concluded that a higher level of organisational culture is associated with lower stress levels among these IT Professionals.

6. Conclusion :

The study findings indicate that IT Professionals demonstrate a high level of organisational culture with a mean score of 3.93. While their level of work stress was rated moderately with a mean score of 2.52. A negative correlation was observed between organisational culture and work stress. It has been observed that all indicators of organisational culture were associated with a reduction in work stress however none of the six parameters of organisational culture were found to have a direct influence on stress levels among IT Professionals. Additionally, it was observed that an increase in organisational culture was associated with reduced stress levels among these professionals.

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