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**ANALYSIS OF THE IMPACT OF ORGANISATIONAL
CULTURE ON OCCUPATIONAL STRESS: THE ROLE
OF JOB SATISFACTION IN IT SMEs IN INDIA AND THE
UK**

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LIST OF ABBREVIATIONS

IT-----	Information Technology
SME-----	Small Medium Enterprise
GDP-----	Gross Domestic Production
MNC-----	Multi National Company
KPO-----	Knowledge Process Outsourcing
BPO-----	Business Process Outsourcing
IBM-----	International Business Machines Corporation
SPSS-----	Statistical Package for the Social Sciences
P-E Fit-----	Person- Environment Fit
ISR Model-----	Institute of Social Research Model
DCS Model-----	Demand-Control-Support Model
JSS -----	Job Satisfaction Survey
HR-----	Human Resources
MS-----	Microsoft
EFA-----	Exploratory Factor Analysis
CFA-----	Confirmatory Factor Analysis
KMO Test-----	Kaiser-Meyer-Olkin Test
PCA-----	Principal Component Analysis

LIST OF PUBLICATIONS

- Haque, A. U., **Nair, S. L. S.**, and Kucukaltan, B. (2020). Management and administrative insight for the universities: high stress, low satisfaction and no commitment, *Polish Journal of Management Studies*, 20(2), 236-255.
- **Nair, S. L. S.**, Aston, J., and Kozlovski, E. (2019). The relationship between organisational culture and the job satisfaction levels of IT sector employees in contrasting economies, *Forum Scientiae Oeconomia*, 7(3), 77-88.
- Imran, M., Jian, Z., Haque, A. U., Urbanski, M., and **Nair, S. L. S.** (2018). Determinants of Firm's Export Performance in China's Automobile Industry, *Sustainability*, 10(11), 1-23.
- Faizan, R., **Nair, S.L.S.**, and Haque, A.U. (2018). The effectiveness of feminine and masculine leadership styles in relation to contrasting genders' performances, *Polish Journal of Management Studies*, 17(1), 78-91.
- **Nair S.L.S.**, Aston J., and Kozlovski E. (2017). How 'organizational factors' outclass 'personal factors' in retaining Female Employees in Indian IT SMEs, *International Journal of Applied Business and Management Studies*, 2(1), 26-36.
- **Nair, S. L. S.**, and Sommerville, S. (2017). Impact of organisational culture on the Indian IT workforce's job satisfaction and stress: Qualitative report from SMEs operating in Trivandruam, *International Journal of Academic Research in Business and Social Sciences*, 7(2), 237-246.

DECLARATION

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

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Date 26/04/2020.....

This thesis is the result of my own investigations, except where otherwise stated. Where correction services have been used the extent and nature of the correction is clearly marked in a footnote(s). Other sources are acknowledged by footnotes giving explicit references. A bibliography is appended.

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ABSTRACT

This thesis investigates the impact of organisational culture on occupational stress and job satisfaction of IT personnel working in the SMEs of India and the UK. Occupational stress is found to have negative impact on individuals and firm's performance while organisational culture cannot be ignored as a determinant. Current literature has not focused sufficiently on the relationship between occupational stress, organisational culture and retention strategies in the context of developing countries. The study adopts the application of Denison's model for researching organisational culture and the Spector JSS survey to determine the job satisfaction of employees using the five-point Likert Scale. Mixed methodology employed in this study by combining probability and non-probability sampling technique to gather 62 qualitative responses whereas 284 quantitative responses through gatekeepers approach. Funnel approach, coding, percentages and charts for qualitative analysis while IBM SPSS for quantitative data analysis.

Under strategic framework, the reported results indicate overall the organisational culture affects occupational stress whereas the relationship between organisational culture and occupational stress differ in India and the UK. The relationship between job satisfaction and occupational stress differ in contrasting economies. Organisational culture improves the firm's performance due to increased organisational commitment, job satisfaction and lower stress. Proposed model provided recommendations to improve job satisfaction, reduce stress and develop healthy organisational culture.

The research contributes to organisational behaviour at international level through cross sectional comparative analysis. The thesis provides implication towards the HR to form a platform for discovering retention strategies. HR department can use implications to examine causes of occupational stress within the IT sector. Furthermore, HR professionals could integrate the techniques to reduce occupational stress of employees within the embedded organisational culture. The policies for occupational stress reduction could strengthen the commitment of the employees through Work-Life Balance programme. Policy makers could benefit from this thesis by understanding the organisational culture affected by national and international cultures.

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CHAPTER 1- INTRODUCTION

1.1. Introduction

Culture mainly indicates how values, opinions and attitudes are played out within an organisation (Nayak & Barik, 2013). These have been considered globally as organisation culture and are mainly connected with the learning direction. If an organisation does not have any hidden rules or expectations of the behaviour of its employees, those employees will understand what is expected of them. The responsibility of an organisation's management, however, is to make decisions about the cultural policy within the organisation (Armstrong, 2006). If the culture has a positive impact, it will reduce the stress within the organisation, decrease the tension employees might experience regarding their work and increase their job satisfaction, performance and commitment. In this regard, Gifford, Zammuto & Godman (2002) have suggested that organisational culture has an impact on the quality of work of nurses, and the cultural values positively associated with commitment to the organisation, job involvement, empowerment and job satisfaction. In addition, Gray, Densten & Sarros (2003) have researched the importance of rewards and organisational support; they consider these are the main characteristics of culture and have a strong association with job satisfaction. Chang & Lee (2007) studied effective leadership in the growth of organisational culture. Leaders and managers need to implement strategy and attain their goals if they have a good understanding of their organisation's culture (CMI, 2015; Schein, 2004). If an organisation is undergoing any kind of change, then it is essential to understand the existing culture of the organisation. It is important to note that the culture of an organisation varies; the culture in a small software company is different to that of a financial corporation or a hospital or a university. According to the CMI (2015) and Schein (2004), it may take many years for new employees to fully understand and adjust to an organisation's culture; alternatively this may happen quickly, so the approach from the organisation towards this concept is considered as important.

Expressed in simple terms, job satisfaction is about how one feels about one's job. Job satisfaction is considered as the assessment of an employee's responsibilities at work and, because of their job satisfaction, employees develop either a positive or negative approach to the culture within their organisation, which in turn has an effect on their working conditions. These positive or negative impacts of an employee's evaluation of their work are considered as important because of the role they play in their well-being and success of the organisation.

Organisations have to attach significance to the culture at the workplace, because the level of culture depends on the level of job satisfaction. Job satisfaction increases with better organisational culture and, thus, it increases the productivity of the employees. It is significant, therefore, to realise the relationship between an organisation's culture and the job satisfaction of the employees (Tsai, 2011). Locke (1976) stated that job satisfaction has a positive level of emotion on one's job experience. A person who is not satisfied with their work may experience tension, nervousness and distress, while the person who is satisfied with their work is likely to feel contented at the workplace. Job satisfaction depends upon personal factors, such as needs and attitudes, alongside group and organisational factors, such as co-worker relationships, relationships with supervisors, as well as the working atmosphere and policies of the organisation. The level of job satisfaction is influenced by factors such as pay, benefits, the promotion system, the quality of the working conditions and leadership (Parvin & Kabir, 2011). Job satisfaction is influenced by performance methods such as job rotation, job enlargement and job enrichment. It is also influenced by management style and culture, the involvement of employees in their job and empowerment.

In the past, the term 'stress' increased in importance in the behavioural and health sciences. Nowadays, it can be seen that stress has become more complex at the workplace in many industries. The most common evidence, i.e., absenteeism because of disease, health problems and many others, is due to stress at the workplace. The publications and research on the negative outcomes of workplace stress, however, have forced governments to create laws in favour of employees. Moreover, the impact of workplace stress affects all of the professions in all countries and will cause long term effects across the whole world (Mark, 2008). In addition to this, in advanced economies such as the United Kingdom, exhibits evidence of problems related with organisational stress between 2010 and 2011 amount to nearly 1.6 million, in which half of the incidences are related to sickness and absenteeism (Health and Safety Newsletter, 2012). Developing countries in Asia and Africa have reported organisational stress at its extreme; it is sometimes considered as a part of life in these underprivileged societies (Xiao & Cooke 2012). When considering the UK, people are being stressed because of the problem related with work. Also, the rate of absenteeism mainly depends upon the employee's mental health conditions which result in the loss of 15.4 million work days annually. In India, 38% of working women experience signs of psychiatric morbidity than those of 26% who don't work (The Economic Times, 2019).

Moreover, some organisations follow management practices which consider stress as an effective tool for applying a reasonable amount of pressure on employees, in order to motivate them towards a higher work rate. Increased pressure, however, can have some adverse effects, such as the formation of employee dissatisfaction (Kakkos, Trivellas & Fillipou, 2010) and mental disorders which affect the individual, as well as organisational performance (Kakkos & Trivellas, 2011; Trivellas, Reklitis & Platis, 2011; Trivellas, Gerogiannis & Svarna, 2011a).

1.2. Background and context

At present, it is evident that the change from manufacturing to knowledge service industries is increasing (Mattson, 1994). The major problem for service organisations is attracting and retaining better quality employees (Heskett, Jones, Loveman, Sasser Jr, & Schlesinger, 2008). The IT industry is experiencing increased employee turnover which is forcing it to identify factors related to job satisfaction and commitment (Rai, Borah & Ramaprasad, 1996). Management, sociology and psychology have considered the importance of investigating occupational stress. In accordance with the conclusion, stress has an impact upon a company's productivity and performance. Moreover, different factors related to occupational stress can be identified in the literature including the physical environment, career development, the relationship in the workplace, support from the organisation, as well as rewards and job security (Lu, Barriball, Zhang & While, 2012).

Stress at the workplace can affect the physical and mental state of an individual. In addition, occupational stress can adversely affect work efficiency, performance and turnover rates which increases costs for both employees and the organisation (Villanueva & Djurkovich, 2009; O'Neill & Davis, 2009). Occupational stress is, however, considered as a complicated issue and needs to be investigated in relation to other factors which affect the job situation of the individual. The literature demonstrates that there is a negative relationship between occupational stress and job satisfaction (Richardson & Burke, 1991; Cavanaugh et al., 2000; Rizwan et al., 2014), which affects the loyalty of the employees in a positive way (LaLopa, 1997). In addition, job satisfaction is connected with work-related stress; for instance, McGowan (2001) has researched the negative impact of stress on the job satisfaction of nurses and the absence of support from their employers, and engagement is considered as the most important stressor. Nurses who overcame their work-related stress, however, were experiencing increased levels of job satisfaction (Golbasi, Kelleci and Dogan, 2008).

Moreover, a meta-analysis performed by Blegen (1993) demonstrates that occupational stress is the most important factor for the job satisfaction of nurses. In conclusion most of the researchers reported a negative relationship between occupational stress and job satisfaction. On the other hand, Draper et al (2004) researched the negative correlation between job satisfaction and stress and they suggest that increased job satisfaction causes a decrease in occupational stress.

1.3. Aim

To examine the impact of organisational culture on occupational stress: the role of job satisfaction in the IT industries of India and the UK.

1.4. Research question

RQ 1: Does organisational culture have any impact on occupational stress in the IT industries of India and the UK?

RQ 2: Is there any impact of occupational stress on job satisfaction in the IT industries of India and the UK?

RQ 3: How might a strategic framework be developed for improving the relationship between organisational culture and job satisfaction in the IT industries of India and the UK?

1.5. Objectives

1. To ascertain the impact of organisational culture on occupational stress in the IT industries of India and the UK.
2. To examine the role of job satisfaction on occupational stress in the IT industries of India and the UK.
3. To develop a strategic framework to improve the relationship between organisational culture and job satisfaction in the IT industries of India and the UK.

1.6. Rationale

Stress is considered as the most important issue faced by many industrialised nations such as the UK. The problem is increasing and costs many millions of pounds globally and has a negative impact upon millions of people. People are affected by problems related to mental health, accidents, heart disease and many other issues related to their health because of stress

in the workplace. Moreover, governments have to formulate legislation connected with occupational stress in order to protect the welfare of employees with the help of research carried out by academics and health providers. The long-term impact of occupational stress is causing problems for employees in different countries throughout the world. This thesis discusses how the culture of an organisation impacts upon occupational stress and the role of job satisfaction within the IT industry of two contrasting economies, i.e., India and UK.

1.7. Significance of the study

The growing Indian economy has aided the IT sector in maintaining its competitiveness globally. The IT and IT-related businesses in India have had a growth rate of 22.4% in the last financial year, whereas in the UK this was 27%. Any workforce with an increased level of job satisfaction will improve the quality of its work and productivity levels, which in turn leads to customer satisfaction. India is earning about £200 billion per annum by exporting IT services and products (NASSCOM, 2012). Through this, the IT sector in India has become important in securing foreign funds for the domestic market (Anon, 2010). A huge number of professionals are employed in the IT industry in India and these employees have the necessary skills to meet the demands of the global IT industry. The costs of employing this skilled workforce are low compared to that of developed economies. This is the reason for Indian IT services being so cost efficient and, because of this, those IT services, such as Business Process Outsourcing (BPO) and Knowledge Process Outsourcing (KPO), increased the number of people they employ. In addition, the Indian IT workforce has a huge number of English-speaking employees. This is one of the reasons for outsourcing business from English-speaking countries such as the USA and UK. The IT sector in India is the main employer helping to solve the unemployment rate in India. From all of this, it can be concluded that the growth of the IT industry in India has helped to develop the country's economic growth (Anon, 2010). It needs to be considered as important, therefore, that the employees within the IT sector enjoy their work, whether or not they are satisfied with their jobs and are affected by any kind of stress. Studying employee satisfaction and stress in relation to a company's organisational culture can help to obtain the information necessary for improving the policies in an organisation, i.e., those related to motivation, retention and the productivity of employees. Moreover, recent studies demonstrate that there are many factors which contribute to the job satisfaction of employees including the relationship with supervisors, as well as the opportunities for promotion and communication between

management and employees. These factors, however, are also important for maintaining the organisational culture and working conditions within an organisation.

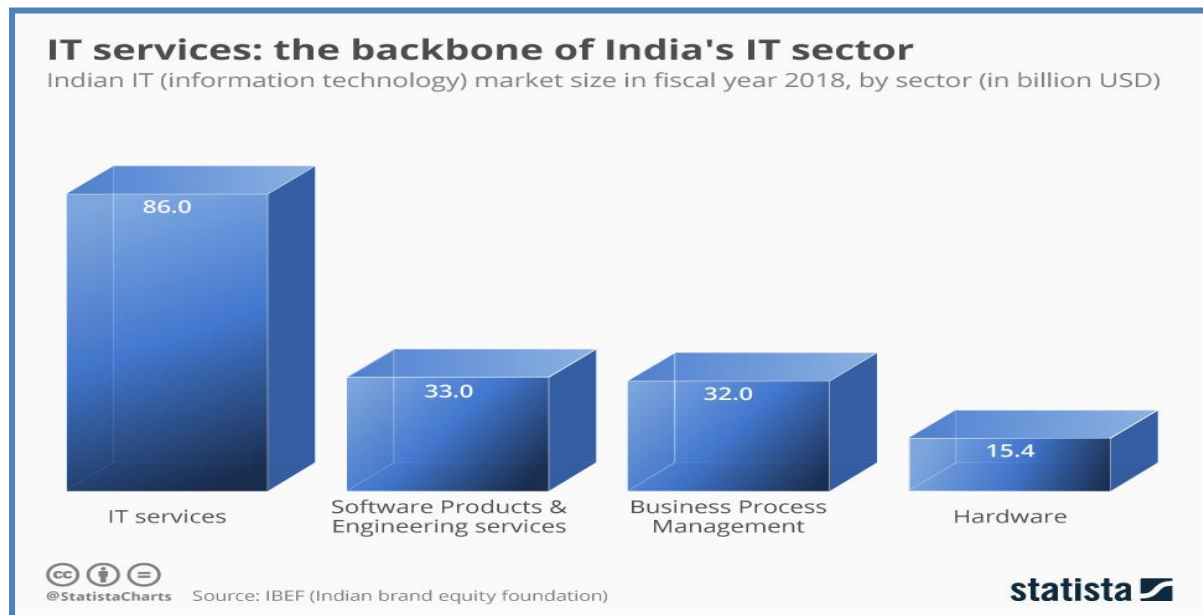


Figure 1. 1: “Growth of Indian IT services sector” (IBEF, 2018)

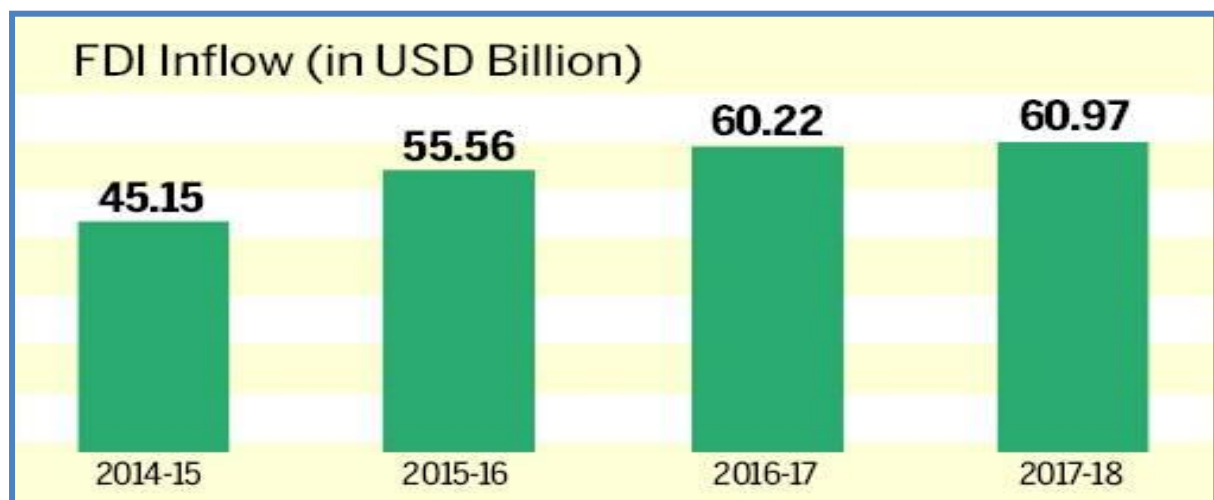


Figure 1. 2: “Foreign Investment in India” (Business Today, 2018)

Studies in the UK also suggest that job satisfaction in the IT industry is approximately double that of the UK average (Ashford, 2010). The survey of 200 IT professionals by Loudhouse Research identified that 81% of IT employees in the UK are satisfied with their jobs. The latest Employee Outlook Survey by the Chartered Institute of Personnel and Development (CIPD) suggests that 42% of the employees working in the IT industry in the UK are satisfied with their jobs. Most people associated with the IT industry consider this sector as a long-

term career with 67% of respondents expecting to work in the sector for 10 years. According to Tristram Bardrick, sales manager at the National Computer Centre (NCC), the IT sector provides motivating factors for its employees. This survey, however, shows that 51% of the employees working in the UK IT sector find their job more stressful than before and 46% agree that they have more challenging responsibilities than five years ago (Ashford, 2010). In addition to this, the CIPD research suggests that 41% of the respondents are under pressure all day. Those employees who dislike their jobs may have a higher rate of absenteeism and turnover (Spector, 1997). The IT industry in the UK, however, is generating £51.9 billion revenue over 5% of the total economy and will generate more than £47 billion revenue during the next 5-7 years and will create circa half a million jobs during that period. When considering stress at the workplace in the UK, employees in London are more stressed (81.9%) than those in other parts of the country.

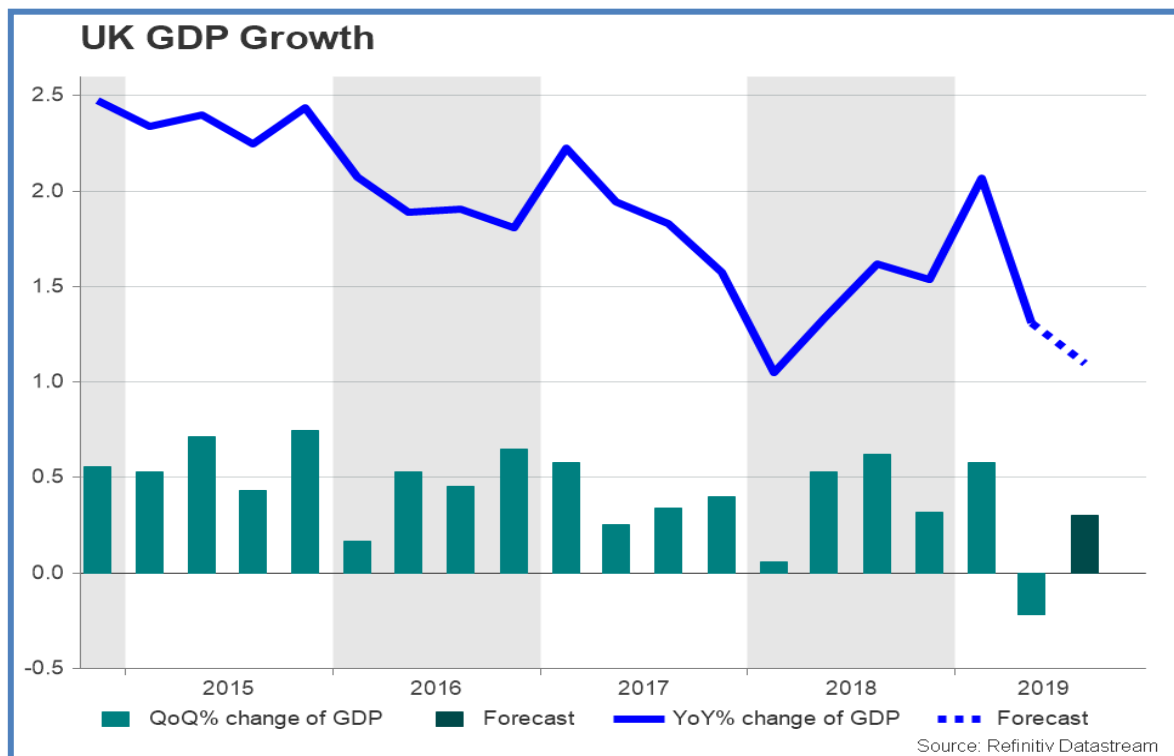


Figure 1. 3: “UK GDP growth” (Refinitive Datastream, 2019)

It is essential to retain employees in both the Indian and UK IT sectors for the growth of the countries, as well as for the growth of the IT sector itself. As IT products are not physical and the work is of a professional nature, it is essential to provide employees with good working conditions; the culture of the organisation should also be beneficial to the employees. If they have good working conditions and an organisational culture that is beneficial to them, it is

more likely that they will be satisfied with their work and experience less stress, and it is more likely that they will remain with the organisation.

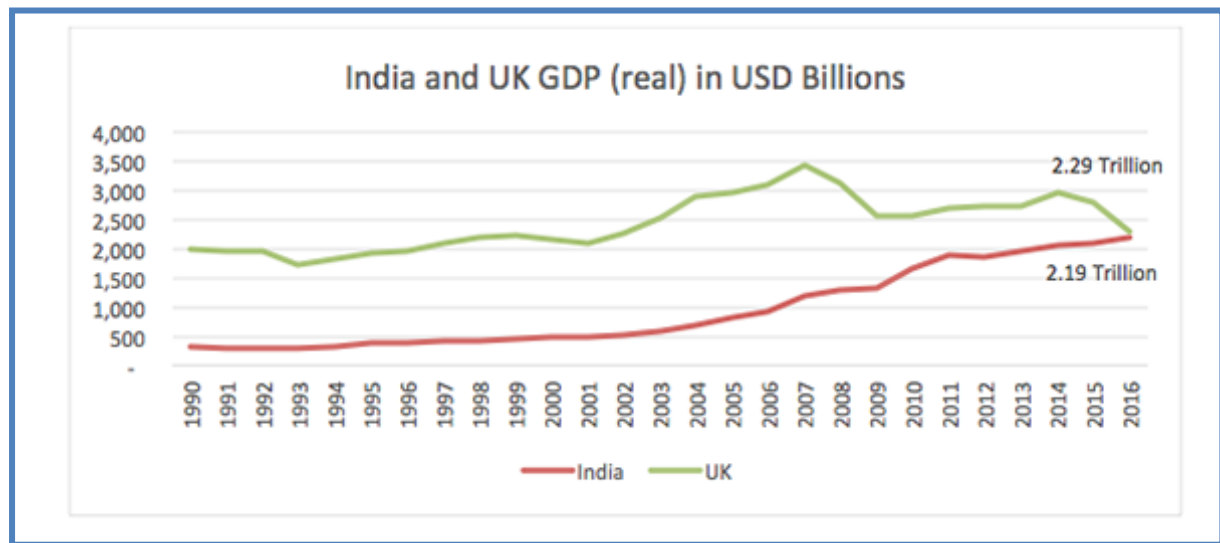


Figure 1. 4: “India and UK GDP in USD billions” (HIS Markit, Office of National Statistics UK, Capital IQ, 2016)

The table 1.1 below outlines the comparison of job satisfaction and occupational stress of the IT sectors of both economies.

Comparison	India	United Kingdom
Job satisfaction rate	55%	46%
Turnover rate in IT sector	15.1%	6.8%
Growth rate of IT sector	22.4%	28%
IT Workforce	3.9 million	1.3 million
Average Age of IT employees	26-29 years	37 years
GDP Contribution	US\$ 185-190 billion	£184 billion
Occupational stress rate	89%	74%
Working hours of employees	42 hours/ week	37 hours/ week
Market size	\$ 167 billion	£180 billion

Table1. 1: Comparison of contrasting economies in IT sector

The above table illustrates that the job satisfaction rate in India is 55%, whereas in the UK 46% of employees are less satisfied than Indian employees (Mass, 2013). Moreover, the turnover rate of employees in the IT sector is higher in India at 15.1% (Statista.com, 2018) than in the UK where it is 6.8% (Murphy, 2017). From this it is evident that employees in India are more satisfied than those in the UK, but the turnover rate is also higher in India

when compared to the UK. Additionally, the growth rate of the IT sector in India is lower than that of the UK (Tech nation, 2017). When considering the workforce of both countries, India has a larger workforce, i.e., 3.9 million (Statista.com, 2017) than the UK, which has 1.3 million people employed in its IT sector (Labour force survey, 2018). Moreover, the average age of employees of the Indian IT sector is 26-29 years (Sen & Alawadhi, 2015) whereas in the UK it is 37 years (Skirmuntt, 2017). India, therefore, has a younger workforce compared to that of the UK. For India, the GDP contribution from the IT sector is US\$ 185-190 billion (ibef, 2019) and for the UK it is £184 billion (Tech Nation Report, 2018). The overall occupational stress rate in India is 89% (The Economic Times, 2018) whereas in the UK employees are suffering relatively lower stress of 74% (Mentalhealth.org, 2018). The average working hours of Indian employees is higher than in the UK; these are 42 hours per week and 37 hours per week, respectively (Statista.com, 2018). Moreover, the market size of the IT sector in India is \$167 billion (NASSCOM, 2018), while in the UK it is £180 billion (Consultancy.uk, 2018).

When considering the IT sector of both countries, a huge range of employment has been generated. In India, this sector is generating employment for circa 2.8 million directly and 5.3 million indirectly. According to LBW Consulting, the cost of replacing employees varies from 29% (non-management) to 46% (management) of the employee's annual salary. In addition, studies show that the relationship between the retention rate and the performance of an organisation, in terms of customer satisfaction, productivity and profitability is more than 35% higher for a company with a low employee retention rate than a company with an above average retention rate (Gupta and Srivastava, 2007).



Figure 1. 5: “Global growth rates” (OECD Economic Outlook, 2017)

When considering the Global growth rate of the contrasting economies, UK growth was 1.5% in 2017, 1.2% in 2018 and 1.1% in 2019. From this, it can be understood that UK growth has been decreasing each year because of Brexit and the effects of inflation. Interestingly, the growth rate in India was 6.7% in 2017, 7.0% in 2018 and increased to 7.4% in 2019. The Indian economy is experiencing increased investment, productivity and growth compared to that of the UK.

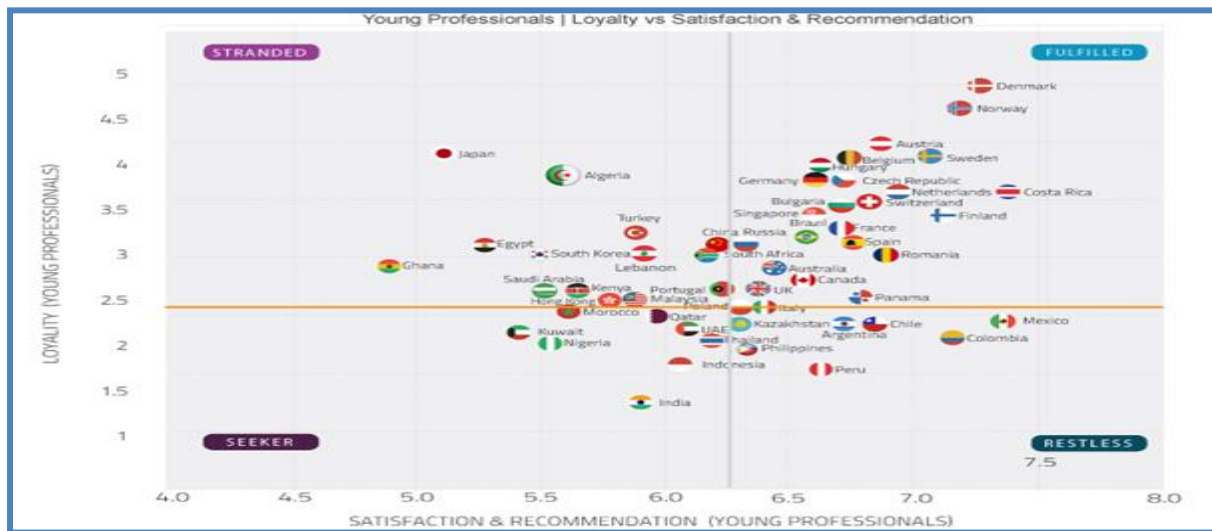


Figure 1. 6: “Workforce Happiness Index- 2016” (Universum Global, 2016)

Interestingly, the Global Workforce Happiness Index (2016) revealed that Indian employees have the lowest level of job satisfaction, whereas UK employees have more job satisfaction than Indian employees. India is ranked 55 in this Index while the UK is ranked 32.

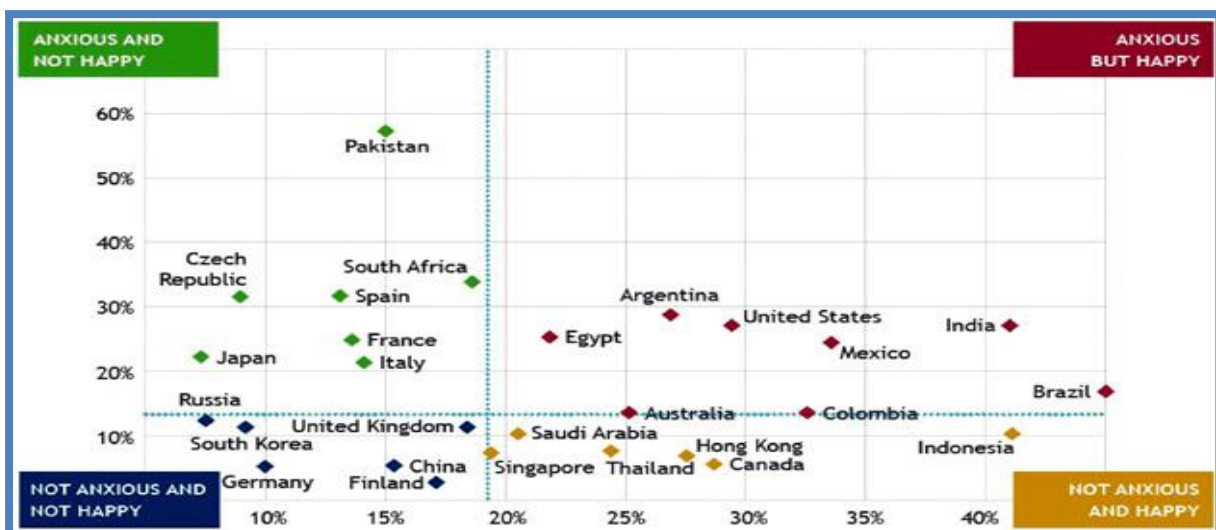


Figure 1. 7: “Anxiety Index Study- Global Report 2013” (The Express Tribune, 2013)

Moreover, when considering the occupational stress levels in these contrasting economies, according to The Express Tribune (2013), Indian employees are not anxious, but they are happy (29%), whereas UK employees are not anxious and not happy (9%).

The current study mainly focuses on middle and lower level employees in the IT SMEs in both India and the UK. The rationale for the selection of these two levels of employees is that numerous researchers have discovered the positive relationship between these two categories and job satisfaction. The study by Porter (1961) concentrated on job satisfaction levels in both the lower and middle levels of employees. The results showed that the vertical allocation of management positions is considered as an important factor for deciding the level of job satisfaction. Interestingly, Porter (1963) stated that in the SMEs, those employees working in lower tier jobs were more satisfied with their jobs than those employed by large companies. This study was challenged by Cummings and Elsalmi (1968) revealing that middle and lower level employees in large size companies are more satisfied than the employees in the SMEs.

It is mainly the management practices of the private sector that are more severe; this results in lower and middle level employees experiencing more occupational stress (Bhui, Dinos, Galant-Miecznikowska, de Jongh & Stansfeld, 2016). Since IT companies in India and the UK come under the private sector, it is essential to study occupational stress in both the lower and middle levels of employees rather than those employed at the senior level. Moreover, 59% of lower level employees feel that currently they have more stress at the workplace when compared to six months ago because they feel that their jobs are not secure (Higginbottom, 2016). In addition, both middle and lower level employees are considered as important for converting organisational directives into action and making them meaningful at the workplace (Aucoin, 1989; Desmarais and Abord de Chatillon, 2010; Tessier, 2006). This is resulting in them experiencing occupational stress at their workplace. It is important, therefore, to study the occupational stress and job satisfaction experienced by the middle and lower level employees rather than those employed at the senior management level.

The researcher selected India and UK as two contrasting economies because the Indian economy is a developing economy while the economy of UK is already developed. When considering the IT industry, however, both countries are considered developed. The researcher, therefore, wants to establish the fact that if there are any similarities between the organisational culture, occupational stress and job satisfaction of these two countries or whether there are any differences. In addition, the majority of the Indian IT companies have branches in the UK, and the majority of the UK's Multi-National Companies (MNC) have branches in India. The researcher, therefore, is keen to identify any differences in culture,

occupational stress and job satisfaction between these two economies. The IT SMEs involved in this current research are mainly those companies which are situated in both India, as well as in the UK, and, in particular, they are mainly from southern India and London. Indian IT firms have subsidiaries in the UK, so that they can bring highly skilled employees from India to UK through sponsoring and subcontracting them to other organisations (Karim, Tsogas & Koufopoulos, 2014). In the UK, there are more initiatives from the government, and these can be seen to reduce the stress of employees by providing stress management training. This support, however, is lacking in India. In both countries, the turnover of employees is increasing in this particular sector.

The research gap identified for this particular study is the need to change the orientation of culture within the organisation in order to reduce the stress levels of the employees and improve their job satisfaction. For this to come about, the hierarchical organisation culture has to change, which is considered as unsupportive and, as a result, employees are feeling stressed and cannot achieve job satisfaction. This research contributes to the knowledge of organisational behaviour at an international level (cross-sectional level). The research aims, therefore, to analyse the impact of organisational culture on occupational stress and the role of job satisfaction in the IT industries of India and the UK.

1.8. Research methodology

The present study follows the objective ontological assumption (Easterby-Smith et al., 2004) and critical realistic epistemology (Saunders et al., 2012). The study follows the pragmatic approach by combining both qualitative and quantitative methods (Creswell, 2013). In a qualitative method, data is collected through in-depth, face-to-face interviews. The interviews are conducted using semi-structured, open-ended questions. The data is analysed through the funnel approach along with coding, percentages, charts and tabulations. In quantitative phase, the data is collected via a questionnaire using a 5-point Likert scale from “strongly disagree” to “strongly agree” through GOOGLEDPCS. The data is analysed by using IBM SPSS.

The research design is cross sectional because this study is focussed on multiple focus groups whilst spanning a relatively short period of time. It cross examines the variables, such as management levels (lower and middle levels) and economies (developing and developed). The study follows a hypothetico-deductive- inductive model. A deductive approach is used to test the hypotheses.

For stage one of the qualitative study, in-depth face-to-face interviews are conducted and for these a minimum 25 individuals are interviewed but the saturation point (Creswell, 2013) is considered as the benchmark to decide the total number of interviews along with snowball, convenience, purposive and quota sampling methods. The total number of interviews conducted was 62. Any sample size between 30 and 500 is considered as a suitable sample size for research (Crimp & Wright, 1995). Thirty-one of the interviewees are from the UK and 31 are from India. The researcher has kept the sampling size the same for middle and lower level employees, i.e., 31.

For stage 2, proportionate stratified, area cluster, convenience and purposive sampling methods were used for collecting data from the respondents. For the quantitative part of the methodology, the researcher included the middle and lower level employees of each organisation with a sample size of 200 or more. In the Denison model culture, the researcher has to have a minimum of 25 respondents from the representative population (Denison, 1990). In comparative studies, over 200 responses are considered as sufficient for reaching a logical conclusion (Sekaran and Bougie, 2010). Crimp and Wright (1995) revealed that a sample size of anything above 30 and below 500 is considered as suitable for research methods. This study has more than 200 respondents and, therefore, the data is sufficient for drawing a logical conclusion. The study was targeted towards 330 respondents out of which 284 responses received. The responses obtained from India are 142 in number, as well as 142 responses from the UK; these formulate the total sample size of 284. As well as keeping the sample size from both countries equal, the researcher kept the sample size the same for both lower and middle level employees, i.e., 142 from each level. The target audience is comprised of middle and lower level employees from IT SMEs in India (a developing country) and the UK (a developed country). In the case of the quantitative approach, normality is checked by using the Shapiro-Wilk test. From that one can understand whether the data is normally and randomly distributed or not, and any bias can be removed.

1.9. Overview of thesis

The thesis has been divided into six main chapters which include:

1. Introduction: The thesis starts with the introduction. In the introductory chapter, the researcher mainly discusses organisational culture, job satisfaction and occupational stress in general. Following this, there is a discussion of the background and context of the study, the

aim of the study, the objectives of the study, the rationale and significance of the study, the research methodology and an overview of the thesis.

2. Literature Review: Chapter two covers the literature review. In the literature review the researcher reviews the literature in the fields of organisational culture, job satisfaction and occupational stress. This chapter also covers the different definitions of the key words, theories and models, and gives a critical review of these three major terms. Based on aspects of the above research, the proposed framework is then expanded, with new features added.

3. Conceptual framework: Chapter three gives details of the conceptual framework of the present research. The main concepts include organisational culture, job satisfaction and occupational stress. The concepts of organisational culture are further divided into four categories according to Dennison's cultural model (1990). The concepts of occupational stress include role ambiguity, role conflict and role overload. Job satisfaction concepts include salary, fringe benefits, opportunities for promotion and communication of Spector's JSS survey.

4. Research methodology: This chapter provides details of the research approaches, research philosophy and paradigm, research instruments, sample size and sampling techniques. The research approach used is both qualitative and quantitative. In the qualitative approach, the data is collected through in-depth, face-to-face interviews. The interviews are conducted using semi-structured, open-ended questions. The data is analysed through a funnel approach, coding, percentages, charts and tabulations. In the quantitative approach, the data is collected through a questionnaire using a 5-point Likert scale, with options ranging from "strongly disagree" to "strongly agree" through GOOGLEDPCS. The data is analysed through the IBM SPSS. The study uses a non-probability sampling technique by combining snowball, convenience, purposive and quota sampling to collect data for phase 1 of the research. The targeted audiences are the middle and lower level employees in IT SMEs, in India (developing country), as well as in the UK (developed country). In the case of the quantitative approach, normality is checked by using the Shapiro-Wilk test. From that one can understand whether the data is normally and randomly distributed or not. By using this approach any bias can be removed.

5. Data analysis and interpretation: Chapter five gives details of the data analysis and interpretation. The data is analysed through a funnel approach, coding, percentages, charts and tabulations. In the second stage, the data is collected via a questionnaire using a 5-point Likert scale with options ranging from "strongly disagree" to "strongly agree" through

GOOGLEDOCS. The data is analysed through IBM SPSS. This chapter also outlines findings include both a qualitative and quantitative analysis.

6. Conclusions and recommendations: The last chapter of the thesis forms the conclusion which also deals with the limitations and recommendations of the present study. In the conclusion, the objectives of the present study are analysed and concluded. The chapter moves on to discuss the implications of the findings to the research area. The section on the limitations of this study gives details which can act as a platform for future research. The recommendation section describes the findings of the current research. Future researchers can use these findings as a platform for further development of the research area.

1.10. Conclusion

This introduction describes in detail the concepts of organisational culture, job satisfaction and occupational stress. It provides details of the context and background to the research and identifies the study's research questions; after formulating the research questions, the researcher formulates the research objectives. They then explain the rationale of the present study in detail, as well as its significance and how it will impact upon organisations. Following this, the researcher gives details of the methodology by providing information on the sample size of the present study. The last section of this chapter provides an overview of the thesis, in which the researcher explains the contents of each of the chapters.

CHAPTER 2- LITERATURE REVIEW

2.1. Introduction

The aim of this chapter is to identify the literature related with the impact of organisational culture on job satisfaction and occupational stress in the IT sector in developing and developed economies, i.e., India and the UK. The chapter will explain in detail the impact of organisational culture on occupational stress in the IT industries in India and the UK and will examine the role of job satisfaction on occupational stress in the IT industries of those two contrasting economies. It will also provide details of the strategic framework for the analysis of the impact of organisational culture on job satisfaction. This chapter will explore the different approaches, definitions, theories and models related to organisational culture, job satisfaction and occupational stress. This chapter starts with an overview of organisational culture and its concepts and, after presenting the approaches, definitions and models, it continues with a discussion of the main concepts of job satisfaction and occupational stress.

2.2. Organisational culture

There has been an awareness of organisational culture since the early 1980s. Culture incorporates the values, opinions and attitudes of an organisation and how these occur (Nayak & Barik, 2013). It is important, therefore, to identify the cultural factors within an organisation before implementing any change. Additionally, the management of an organisation is usually responsible for making decisions on policy regarding organisational culture (Armstrong, 2006).

Previously, organisational culture was referred to as the social norms, roles, organisational values and organisational climate which were replaced in the 1970s and 1980s (Van Tonder & Williams, 2009). The culture of an organisation is the main force binding its members together; this is transferred to new employees and determines the performance of the workforce (Schein, 2009). The organisational growth mainly depends on the members of the organisation through which the organisational culture and values are shared (Kotter & Heskett, 1992). Organisational culture mainly showcases how organisational values, norms and attitudes are perceived within an organisation (Tomic, Evers & Brouwers, 2004).

Organisational culture affects all the workforce within an organisation, e.g., the communication and the leadership style processed by the management is affected by the culture of an organisation. The main functions, such as making decisions, the measurement of

performance, innovation and so on, are different from organisation to organisation because of the different cultures. Pico (2006) argued that organisational culture can easily be identified by observing employee behaviour at work. There is not one clear definition of organisational culture which is accepted by scholars and researchers globally. According to Schein (1990), there is no agreement among researchers about the meaning of “organisational culture”, or of how it needs to be measured and recorded, or how it is related with classic organisational theories. Organisational culture basically exists at three levels: the first level consists of the visibility of the activities carried out in an organisation; the second level deals with the values within an organisation, and the third level deals with the main concepts of the culture related to an organisation. The study by Schein (1985) considered organisational culture as the outline of the main concepts related to a specific group which cope with problems within an organisation. The definition of organisational culture that is most accepted has been put forward by Schein (1991) as a set of mostly accepted values originated by a group and relevant to the problems related to an organisation which need to be taught to new members of the team in a proper manner, in order to address all of the problems within the organisation.

2.2.1. Approaches to organisational culture

When considering organisational culture, many management experts have researched the topic and have attempted to divide it into different categories. According to Schein, culture is considered as the most important factor for organisational change. His model divides culture into three levels:

- Artefacts that can be seen and felt by anyone within an organisation, e.g., the facilities, decor, furnishings and the visible interaction of people.
- Espoused values which are mainly the culture of members within an organisation and include its mission and vision statements.
- Basic underlying assumptions - at this level, organisational culture cannot be seen or easily identified by the everyday interaction of members of the organisation.

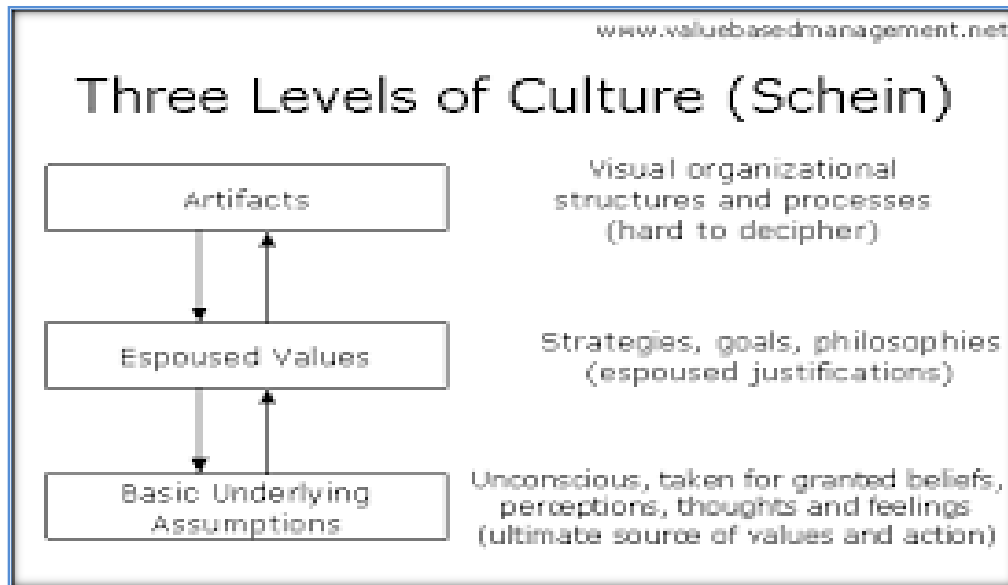


Figure 2. 1: “Schein’s three levels of culture” (Schein, 1991)

When considering the model by Hofstede, however, his work clearly explains the national and regional cultural influences which impact upon organisational behaviour. Hofstede, along with Waisfisz, developed an organisational cultural model based on six factors, including:

- Means oriented vs goal oriented, internally driven vs externally driven, easy-going vs strict,
- Local vs professional, open system vs closed system and employee-oriented vs work-oriented.

Handy (1985) connects organisational structure to organisational culture and classifies it into four categories: power culture, role culture, task culture and person culture. Power culture is similar to an autocratic leadership style and is bureaucratic in nature. Power within an organisation is controlled by a few senior employees and communication emanates from the centre. In role culture, however, the authority is within a defined structure. These types of organisations are bureaucratic, and power is maintained in the position of a person. Task culture is formed to resolve specific problems with power situated within the experts. In person culture, however, all of the people within an organisation believe that they are superior to the organisation. In this type of organisation, people of similar minds pursue common organisational goals.

Later Johnson and Scholes (1999) developed the Cultural Web. This concept mainly helped management to concentrate on the main factors of culture and their impact on strategic issues. According to Johnson and Scholes (1999), the cultural web has six related elements: stories, rituals and routines, symbols, organisational structure, control systems and power structures. Stories include old and new events within an organisation which are mentioned by people

both inside and outside of the company, whereas rituals and routines include the day-to-day behaviour and actions of the employees within an organisation. Symbols are considered as the representation of company logos, facilities and dress codes, whereas organisational structure includes the organisational chart and power distribution. Control systems are mainly the financial systems, quality systems and rewards, while power structures include one or two executives of a company or a department.

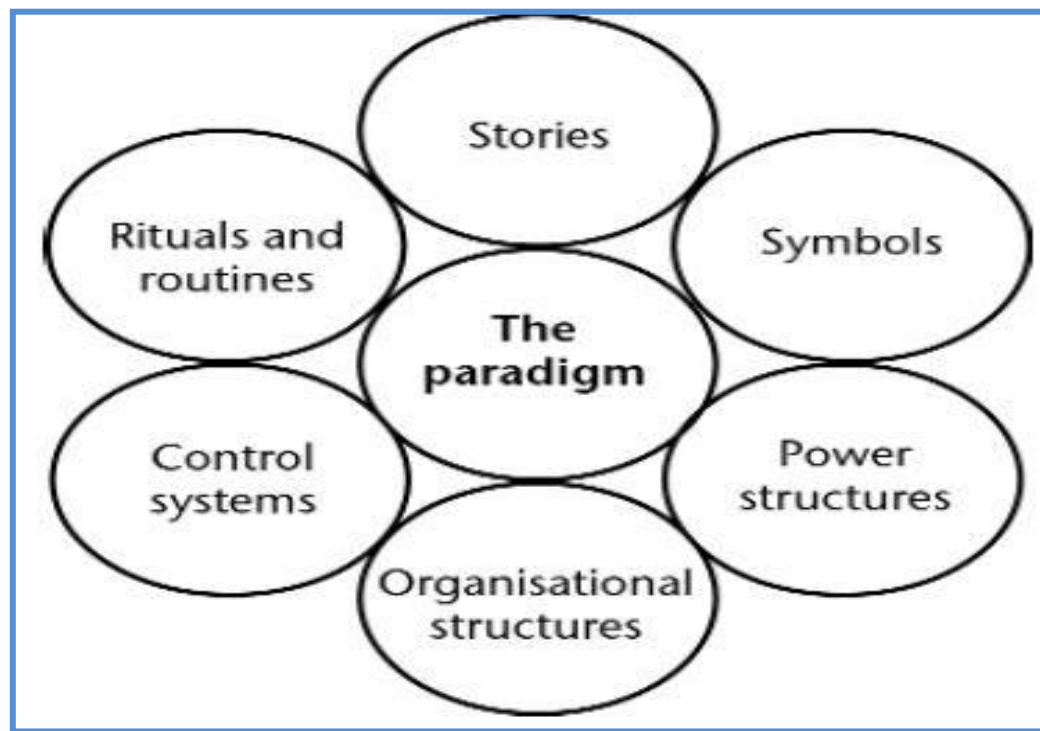


Figure 2. 2: “Cultural Web” (Johnson and Scholes, 1999)

2.2.2. Theoretical background of organisational culture

In the past, researchers have explored different perspectives in relation to organisational culture. Organisational culture can be considered as the main aspect in the field of organisational behaviour and an important topic in research (Manetje & Martins, 2009; Martins & Martins, 2003; Van der Post, De Coning & Smit, 1998; Van Stuyvesant Meijen, 2007). Organisational culture has an important impact on organisations, especially in the areas of performance and commitment (Lok & Crawford, 2004). The research undertaken in the 1970’s concentrated on the concept of organisational climate, whereas organisational culture is viewed as roles, norms and values (Ashkanasy, Wilderom & Peterson, 2011). In addition, a good fit between the personality of the employees and the culture of an organisation is considered as important (Nazir, 2005) and this is vital for the success of an

organisation. The main belief is that employees' cultural assumptions are based on their socialisation in their relevant organisations (Brenton & Driskill, 2011). This is especially important in the Indian context, as well as that of the UK, as different cultures are present in both countries and employees can bring their culture together with their cultural assumptions to their organisation. Moreover, Schein (2010) identified that culture is a concept which functions outside of people's awareness and, hence, one needs to understand it because it will help to clarify different phenomena within an organisation. Hence to understand more about organisational culture and its interaction within an organisation, it needs to be properly defined.

According to Deal and Kennedy (1982), organisational culture is the focus of organisational success rather than other factors, e.g., organisational structure and strategy. When considering organisational culture from a human resources management and performance perspective, it is deemed to be a flexible and imaginative approach for understanding the functioning of an organisation (Brown, 1998). Organisational culture, therefore, became the solution for most of the problems occurring in organisations (Wilson, 1992). When considering the different studies related to organisational culture, Deal and Kennedy (1982) identified four types of cultures, i.e., the tough-guy/ macho culture, the work-hard/play-hard culture, the bet-your company culture and the process culture. Several years later, Handy (1985) grouped organisational culture into four categories: power, role, task and person cultures. Concurrently, Schein (1985) developed concepts such as artefacts, values and basic assumptions. Scholtz (1987), however, considered five different types of culture including stable, reactive, anticipating, exploring and creative, while Hampden-Turner (1990) used four categories to define organisational culture including: role, power, task and atomistic cultures. O'Reilly, Chatman and Caldwell (1991) identified seven characteristics when describing organisational culture including: innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability.

2.2.3. Definitions of organisational culture

The basic definition of organisational culture is important for understanding the concept. Martins and Martins (2003) described organisational culture as a system of shared meaning of the members, differentiating the organisation from other organisations.

Several years later, Arnold (2005) described organisational culture as the different norms, beliefs and principles that when aggregated give each organisation a unique character. From

these two definitions it is evident that organisational culture differentiates one organisation from another.

Considering the above definitions, Schein (1985) termed organisational culture as the pattern of basic assumptions developed within an organisation to solve its problems, both external and internal. New members of an organisation need to learn from this in order to perceive, consider and solve the organisation's problems. Organisational culture includes assumptions regarding the accepted way of doing things which can be passed on to new members of an organisation. When considering new employees, organisational culture means the adaptive behaviour within an organisation.

Brown (1998) considers organisational culture as the beliefs and values which have developed through the course of an organisation's history and which influence employees' behaviour. From this, it can be understood that organisational culture expresses how an organisation's members should behave. These values, norms and behaviour are unwritten and embody the way that things are done within an organisation to achieve its unique character (Brown, 1998). Harrison (1992) defines organisational culture as the different collection of beliefs, values and relationships which differentiates one organisation from another. Organisational culture includes these different qualities of an organisation and they are in the four dimensions, namely power, role, achievement and support (Harrison, 1992).

Deal and Kennedy (1982) define organisational culture as the method of how values, norms and beliefs are developed within a company; this focuses on how an organisation functions. The definition given by Schein (1992; 2010) supports the definition by O'Reilly, Chatman and Caldwell (1991) in that organisational culture can be seen as the perceptions which are shared by individuals in an organisation and can be considered in the same way as an individual's personality. These include assumptions, values, norms and expectations.

Mintzberg (1979) defined culture as the most important factor of an organisation; it includes the beliefs and values and how they became established. Organisational structure is considered as the skeleton and culture is considered as the soul which holds things together and gives life to an organisation.

The development of organisational culture is important as it has a direct impact on how operations are carried out within a company (Buchanan & Huczynski, 2010) and how employees, customers and people experience the company. Buchanan & Huczynski (2010), however, considered that it also impacts upon the emotional experience of the employees, e.g., how they feel about their work and the company that they work for. When managers

can change the culture, the basic assumptions related to it by employees remain the same (Buchanan & Huczynski, 2010).

2.2.4. Models of organisational culture

When considering the models of organisational culture, the major models include Harrison's (1993) theoretical model for diagnosing organisational culture, Hofstede's model and the model by Dennison. This study concentrates on the model by Dennison.

2.2.4.1. Hofstede's organisational cultural dimensions

Organisational culture can be defined as the way in which employees in an organisation connect to each other, during their work time and outside the company compared to employees at other organisations. It can either help or hinder the strategy of an organisation.

When considering the organisational cultural dimensions of Hofstede, these can be classified as process-oriented versus results-oriented, job-oriented versus employee oriented, professional versus parochial, open systems versus closed systems, tight control versus loose control and pragmatic versus normative (Hofstede, 2011).

1. Process-oriented versus results-oriented

Process-oriented cultures are mostly led by technology and bureaucracy while results-oriented cultures are led by common concern for the outcome. In results-oriented cultures, however, everyone considers their practices in a similar way, but in process-oriented cultures large differences can be seen. The degree of homogeneity of a culture is a measure of its strength. Hence, it can be understood that strong cultures are more result-oriented than the weak cultures and vice versa (Peters & Waterman, 1982).

2. Job-oriented versus employee-oriented

Job-oriented cultures concentrate on an employee's work performance, whereas employee-oriented cultures consider the broad responsibility of an employee's wellbeing. The differences between job-orientation and employee-orientation can be seen in Blake and Mouton's Managerial Grid (1964). The study by Hofstede et al., (2010) suggests that job versus employee-orientation is considered as part of a culture and is not the choice of any individual manager.

3. Professional-oriented versus parochial-oriented

In professional-oriented cultures, people are mainly considered in relation to their professions but in parochial-oriented cultures, a person is known by the organisation for which they are working.

4. Open systems versus closed systems

This is mainly referred to as a common method of internal and external communication. Organisational openness is the main characteristic of the society of Denmark rather than that of the Netherlands. Moreover, it shows that organisational cultures also contain elements of national cultural differences.

5. Tight versus loose control

This cultural dimension mainly deals with the formality and punctuality that needs to be shown within an organisation.

6. Pragmatic versus normative

This cultural dimension mainly deals with the environment and especially with customers.

2.2.4.2. Hofstede's national cultural dimensions

Hofstede (2001) provided strong evidence of the differences in national cultures which shape organisational behaviour and how the differences in national and regional cultures impact upon the work values of employees. Hofstede carried out research on five dimensions which are as follows:

1. Power distance (PDI)

This dimension connects how people react to inequality and how they accept the distribution of power within their society and organisations. A culture of high-power distance is impacted upon by the hierarchy of power, based on status, wealth, intellectual capacity and several other factors. In contrast to this, a culture with low power distance considers all individuals as equal without considering the difference in power, status or wealth.

2. Individualism / collectivism (IDV)

This mainly considers the extent to which priority in the culture is given to individual or collective interests. The collectivist prefers to be loyal to the groups they belong to unlike in an individualistic culture, where the interests of the individual prevail over the group.

3. Masculinity / femininity (MAS)

This dimension mainly looks at whether an organisation reduces gender role differences and gender discrimination. This dimension is mainly referred to as quantity of life versus quality of life (Bennett, 1999). It can be seen, however, as male employees being confident and strong while female employees are gentle, caring and focussed on the quality of life (MacGregor et al., 2005).

4. Uncertainty avoidance (UAI)

This index mainly highlights the ways that different cultures manage life uncertainty. A culture with strong uncertainty avoidance has little acceptance of ambiguity, prefers better planning and defines the rules and norms of the society. In contrast to this, cultures with low uncertainty avoidance prefer less structure, have few written rules and are more willing to take risks. Hofstede (1984) outlines three strategies that societies have developed to solve this problem including technology, law and religion.

5. Long-term / short-term time orientation (LTO)

This dimension mainly focuses upon the degree to which people consider the future versus the past or present. The values connected with long-term orientation are considered as thrift and determination, whereas the values connected with short-term orientation are considered as respect for tradition and satisfying social obligations.

2.2.4.3. Mintzberg's Framework

Mintzberg (1979) suggested that the adoption of strategy by an organisation mainly results in five configurations which include simple structure, machine bureaucracy, professional bureaucracy, divisionalised form and adhocracy.

1. Simple structure

According to Mintzberg (1979), simple structure is considered as one of the most important factors which uses supervision directly and considers vertical and horizontal centralisation. An organisation is mainly comprised of a senior manager and several employees. This structure lacks support staff and technical structure and its coordination is informal. Hence, these types of organisations can adopt environmental changes easily and quickly.

2. Machine bureaucracy

Mintzberg (1979) considers that the ideal bureaucracy in an organisation is machine bureaucracy and the coordinating system in such organisations is the standardisation of work processes. These organisations follow a formal style and the tasks of the employees are particularly specified. Moreover, this system is considered as inefficient when employees are widespread and direct supervision is not possible. This structure has little control variability in organisations with an increased percentage of duties with significant complexity (Wilkins & Ouchi, 1983). Hence, organisations with a bureaucratic structure will eventually become old, large and regulated in nature (Mintzberg, 1979). It is interesting to note, however, that non-governmental examples of bureaucracies explained by Mintzberg (1979) include tobacco monopolies and textile industries that experienced difficulties while addressing change within

their organisations. Moreover, organisational culture can develop bureaucracies, but symbolic management does nothing to decrease the behaviour variation in these organisations (Lunenburg, 2012).

3. Professional bureaucracy

Professional bureaucracy uses skills standardisation as the main coordinating system which employs vertical and horizontal decentralisation (Mintzberg, 1979). These kinds of organisations are mainly formalised but decentralised in order to support the autonomy of the professionals. Moreover, trained professionals support services to the clients. The senior management is small, however, and the support staff is large in size so that they can support the operations. The main aim of professional bureaucracy is to provide innovation and increase good quality services (Lunenburg, 2012).

4. Divisionalised form

Divisionalised form is considered as the central line which uses standardisation of output as the main coordinating mechanism showing limited vertical decentralisation. These kinds of organisations, however, articulate decision making as decentralised at the divisional level. The person at the cooperative level provides coordination, so that each division is centralised and provides a machine bureaucracy. Moreover, large corporations adopt a divisionalised form (Lunenburg, 2012).

5. Adhocracy

The important part of adhocracy is its support staff which use mutual adjustment to facilitate coordination and provide selective decentralisation. Hence, this structure is low in formalisation and decentralisation. Moreover, the support staffs are large and complex in structure. The important goal of adhocracy is innovation and swift adaptation to changing environments. In addition, they are typically medium-sized and utilise resources effectively and efficiently (Lunenburg, 2012). Adhocracy is similar to Hage's (1965) organic organisations.

Structural Configuration	Prime Coordinating Mechanism	Key Part of Organization	Type of Decentralization
Simple structure	Direct supervision	Strategic apex	Vertical and horizontal centralization
Machine bureaucracy	Standardization of work processes	Technostructure	Limited horizontal decentralization
Professional bureaucracy	Standardization of skills	Operating core	Vertical and horizontal decentralization
Divisionalized form	Standardization of outputs	Middle line	Limited vertical decentralization
Adhocracy	Mutual adjustment	Support staff	Selective decentralization

Figure 2. 3: “Mintzberg’s framework” (Lunenburg, 2012)

2.2.4.4. Harrison’s (1993) theoretical model of organisational culture

This model mainly concentrates on the culture gap between the existing and preferred cultures of an organisation (Harrison, 1993). It mainly considers four dimensions, power, role, achievement and support, and represents their measurement within two modes of operation, i.e., formalisation and centralisation. The method of operation is calculated on a high-to-low scale.

The four dimensions and their strengths and weaknesses are described below:

1. Power: This dimension is mainly found in smaller organisations, mainly those run by one person or one person is responsible for all the employees (Martin, 2005); it can also be found in large organisations. It is based on the fact that this one individual has control of the resources and the other employees have minimal access to those resources (Harrison & Stokes, 1992). Power is mainly used to maintain control which impacts upon the behaviour of the employees in the company. This is evidenced by increased formalisation and low centralisation. The power is mainly concentrated in strength and the main attributes include the single-minded approach of the leaders (Martin, 2001).

2. Role: Role is mainly dependent on the rules, policies, procedures and job descriptions which shape an organisation and its employees (Martin, 2001). Here, the power of the leaders is substituted by structures, systems and job descriptions, which are considered as more important than the actual employees who are already doing the job (Harrison & Stokes, 1992). The gaining of power is controlled by rules, and is influenced by the awareness that the role dimension is organised by rules and regulations (Harrison & Stokes, 1992). This dimension has both high formalisation and centralisation. Brown (1995), however, suggested that role is made up of a series of ‘pillars’ which characterise specific functions within an organisation, so that the roles and responsibilities are allocated without direct supervision from senior management.

3. Achievement: The differentiating element of achievement is that employees in an organisation are working towards the attainment of the vision and purpose of the organisation (Harrison & Stokes, 1992). Achievement is characterised by increased centralisation and low formalisation. The employees work towards the goal and purpose of their organisation and, while doing so, they use their personal energy for achieving the goals. The main aim is to consider suitable employees for attaining the goals of the organisation (Manetje & Martins, 2009).

4. Support: The main characteristic of a supportive culture is the shared trust between employees and the organisation (Harrison & Stokes, 1992). Here, the employees feel that they are considered as human beings and have a caring atmosphere at the workplace. Communication is mainly verbal and informal, and decisions are made through informal channels (Harrison, 1993). As a result, it is characterised by low formalisation and centralisation. According to Harmse (2001), employees feel that they belong and become more committed to their work; as a result, they will contribute more energy to the company. Support-oriented organisations are small and giving importance to inter-personal relationships in the long run. Therefore, there is minimal formal power (Harrison & Stokes, 1992).

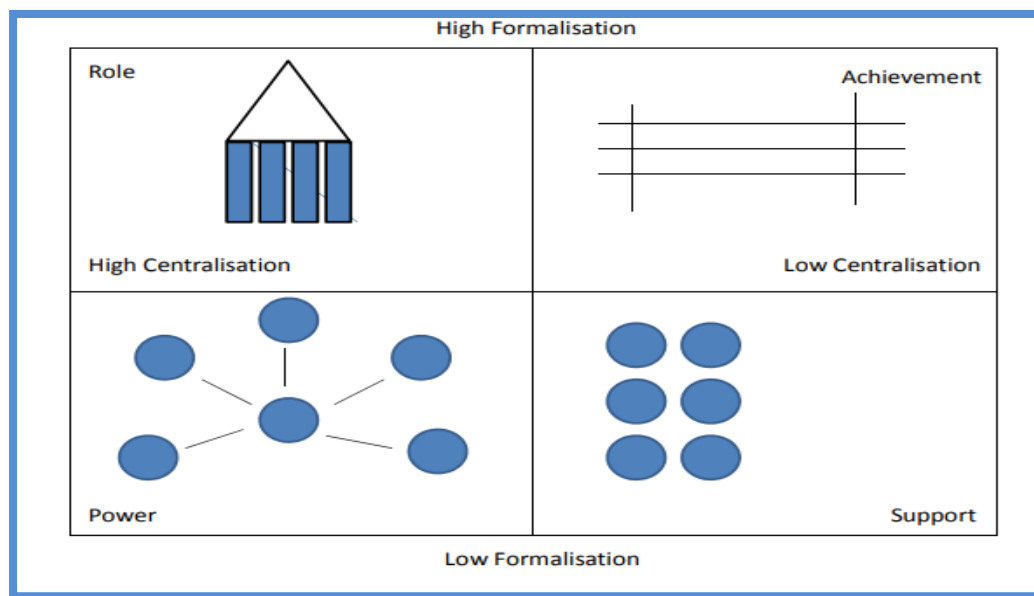


Figure 2. 4: “Organisational culture model” (Harrison, 1972, p. 121)

2.2.4.5. Denison’s cultural model

The present study uses Denison’s cultural model for measuring the culture and effectiveness of an organisation (Denison, 1990). The rationale for considering this model mainly impacts

upon the cultural relations within an organisation, its management practices and its efficiency. Moreover, this model considers the importance of the link between management practices and the assumptions and beliefs about the organisational culture and its effectiveness. This mainly supports the values and assumptions of the organisation. This model mainly examines the four behaviours of culture, i.e., involvement, consistency, adaptability and mission (Denison, 1990). When considering involvement, this is the extent to which employees at all levels of the organisation need to work towards the mission, in a co-operative manner, in order to attain the objectives of the organisation. Hence, it mainly includes the creative ability of humans, ownership and responsibility. Organisations mainly empower employees and increase the abilities of the employees at all levels (Becker, 1964; Lawler, 1996; Likert, 1961). When considering the consistency trait, all of the employees, including senior management, are more committed to their work and feel that they have a responsibility to their organisation. The employees, therefore, feel that the organisation accepts decisions which positively affect their work, and which are mainly related to the goals of the organisation (Spreitzer, 1995). In the case of adaptability, the external environment of an organisation is analysed and responds to the changing needs of customers and stakeholders. Organisations usually possess certain types of norms and beliefs which increase their ability to accept, interpret and translate signals from the external environment to the internal environment, which increases the possibility of growth and survival (Denison, 1990). Usually, organisations are connected with each other and are difficult to change (Kanter, 1983). Regarding the mission trait, companies and employees have an understanding of how they are progressing, how they are going to attain their goals and how employees are going to contribute to the success of the organisation. Organisations usually have a clear understanding of the purpose and direction which define the goal of the organisation and its strategy objectives. The employees also have a clear vision of how the organisation is going to progress in the future (Mintzberg, 1987; Hamel & Prehalad, 1994).

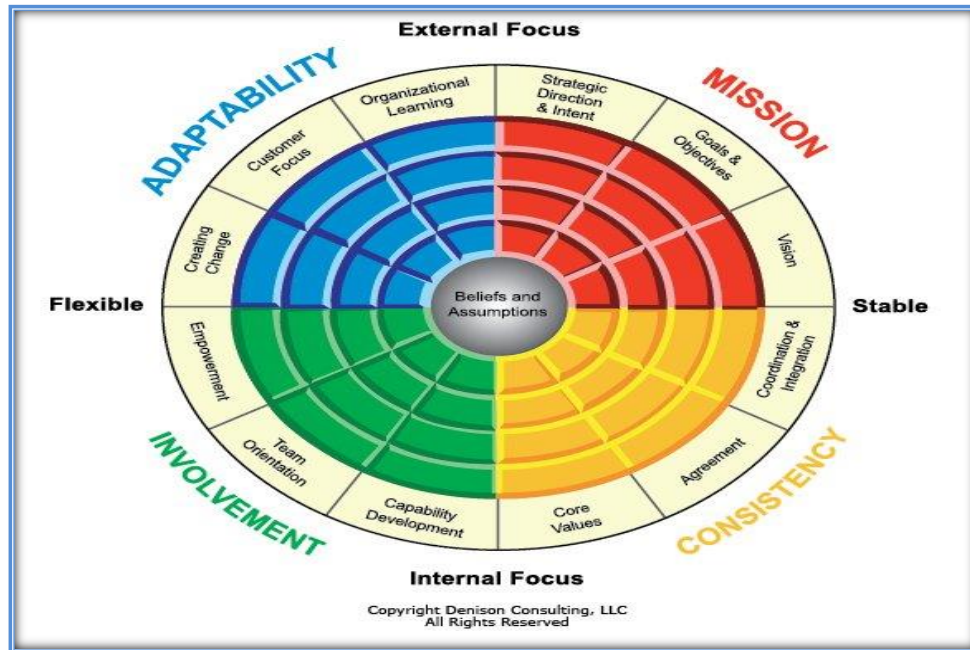


Figure 2. 5: “Denison cultural model” (Denison, 1990)

The current research is based on Denison’s cultural model (1990) as it exhibits the relationship between organisational culture and efficiency. The organisational efficiency in this model is calculated with different factors, such as increase in trade volume, market share, profitability and development of new services and products and their quality, the satisfaction of employees and organisational efficiency (Kokina & Ostrovska, 2013). In addition, this model covers the point of how performance is impacted upon by culture within an organisation. Moreover, this model tests the behaviour of a group and can apply to all levels in the hierarchy. The main significance of this model is that it has a direct influence on organisational culture and provides a detailed framework of other organisational cultural models (Pirayeh, Mahdavi & Nematpour, 2011). The main factor of adaptation of this model is that it consists of mainly four traits, two of which, i.e., involvement and adaptability, are the main factors of flexibility, openness and responsiveness; these are strong predictors of growth, whereas consistency and mission are indicators of integration, direction, vision and are the better predictors of profitability. In addition, these four traits are important predictors of other criteria, e.g., quality, the satisfaction of employees and their overall performance (Denison & Mishra, 1995).

The Denison model is differentiated from other models in several ways. This model mainly focuses on how culture impacts upon organisational performance and is concentrated on the cultural traits that have significant influence on business performance. Moreover, other than

having different frameworks, this model concentrates on the comparative generalisations of culture at the level of values. This model also considers the different aspects of the beliefs and assumptions that are difficult to generalise across organisations (Denison, 2000) and presents the concept of the culture which links managerial actions, cultural traits and other assumptions into a framework based on research about what influences performance.

Denison has criticised Schein's model in different ways, he has stated that this model describes the basic assumptions as the true domain without describing their relationship to more visible levels of culture. In addition, Schein's model concentrates on understanding at the cognitive level with less emphasis on the more visible levels of culture. Denison's model argues that organisational effectiveness needs to be studied as a cultural phenomenon, having related assumptions and shared values with practices and strategies of management, in order to understand the adaption of the organisation (Denison, 1990).

Model (Framework)	Concept	Advantages	Disadvantages	References
Hofstede's Organisational cultural dimensions	Organisational culture can be classified into mainly six types. It can either help or hinder the strategy of the organisation.	• Strong cultural characterisation • Supported with empirical research • Still relevant in the 21st century and analyses its validity and reliability nowadays.	• Considers as static culture • It is considered as out dated and old fashioned approach.	Hofstede (2011), Hofstede, (1980), Gooderham and Nordhaug (2001)
Hofstede's National Cultural dimensions	Strong evidence on the differences in national culture which shapes organisational behaviour and how the differences in national and regional cultures impact the work values.	• It is considered as a better model to study a particular company culture as it is unlikely to be impacted by the differences in a company culture. • It is impossible to quantify the different dimensions of the culture	• This model used only one organisation for the study, so that this model is not suitable to generate more general results. • This model considered culture as a whole and it does not address how it is applicable towards	Hofstede (2011), Hofstede & Minkov (2010), Smith (2015), Hofstede (2001)

		to get a better understanding.	individuals.	
Mintzberg's Framework	The strategy of an organisation adopts and the limit to which it practices the strategy leads into five structural configurations within the organisation- simple structure, machine bureaucracy, professional bureaucracy, divisionalized form, and adhocracy.	• This theory considers that not all organisations have the same structure. • Considers organisational structure as not structural in the classical approach, but considers as functional.	• This model does not consider the external environment of the organisation.	Mintzberg (1979), Lemieux (1998)
Harrison's (1993) theoretical model of organisational culture	This model mainly concentrates to the culture gap between the existing and preferred culture of the organisation.	• It considers formalisation and centralisation approaches. • It clearly distinguishes into four dimensions which clearly describes the culture gap between the existing and preferred culture of the organisation.	• It does not consider the external environment of the organisation and how it can affect the organisational culture.	Harrison (1993), Harmse (2001)

Denison's Cultural model	This model mainly looks into the four behaviours of the culture includes involvement, consistency, adaptability and mission.	• The employees have a clear vision about how the organisation is going to progress in the future. • It is considered as a powerful model which considers leaders, stake holders and employees to understand the effect of the culture on the performance of the organisation and learn how to readdress the culture to increase the effectiveness of the organisation. • Strong cultural characterisation • Comparative with other organisational culture	• It does not describe the external environment and the ability of the organisation to be flexible and adaptable to adjust with the changes. • This model is considered to be complex in nature. • Organisational homogeneity • Overall characterisation of the culture	Denison (1990), Mintzberg (1987), Hamel & Prehalad (1994)
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Table 2. 1: Organisational cultural mod

2.3. Job Satisfaction

Human resources, in any organisation, need to be used to a maximum extent for the attainment of organisational goals. For this to be achieved, employees need to perform well for the attainment of the goals. The performance of the employees is influenced by motivation and job satisfaction at the workplace. Put simply, job satisfaction is about how employees think about their job. The employee who feels that they are satisfied with their job has a positive attitude towards it, while a dissatisfied employee will have a negative attitude. In addition, it is evident from their attitude that a person who is dissatisfied with their job will experience nervousness, distress and tension, whereas an employee with a positive attitude will feel happy about their work. A satisfied employee tends to be absent from work on fewer occasions than a dissatisfied employee and will make positive contributions to the organisation; their relationship with their co-workers also tends to be good (Lease, 1998). An organisation needs to give significance to organisational culture because higher the level of culture, the greater the level of satisfaction will be, which, in turn, increases the productivity of the employees. Hence, it is significant to understand the relationship between organisational culture and the job satisfaction of the employees within an organisation (Tsai, 2011).

The level of job satisfaction depends on the level of work that the employee is doing (Momoria and Gankar, 2002). Employees can be satisfied by some aspects of their work but, at the same time, they may be dissatisfied with others (Aswathappa, 2009). The few important aspects which usually satisfy employees include their rate of pay and benefits, promotion opportunities, quality of working conditions and social relationships. Through job design, job rotation, job enlargement and job enrichment, the organisation can increase the job satisfaction of its employees. Some of the other factors which increase job satisfaction include the style of leadership, the involvement of employees and empowerment. There is still not a general definition related to job satisfaction and different authors have different perspectives on it. Job satisfaction is considered as the aggregation of psychological, physiological and environmental factors which affect a person in such a way that they presume that they are satisfied with their work (Hoppock, 1935). Vroom (1964) mainly concentrated on the role of employees at the organisation, which is evident in his definition of job satisfaction (Vroom, 1964). He considers job satisfaction as an employee's orientation towards their job role at their present job. Locke (1976), however, describes job satisfaction as the positive state of emotion that one develops from one's job experiences.

2.3.1. Definitions and importance of job satisfaction

The research carried out by Hoppock (1935) revealed that job satisfaction is the mixture of psychological, physiological and environmental conditions which motivate a person to say that they are completely satisfied with their work. From this, it can be understood that job satisfaction influences several external factors. Vroom (1964), however, revealed that job satisfaction has emotional orientations towards the job role of the employees in which they are presently working and Spector (1985) considers that job satisfaction deals with how people think about their work and its different dimensions. As it depends upon the limit to which one like or dislikes one's job, job satisfaction and job dissatisfaction can occur at any workplace.

Job satisfaction mainly represents the mixture of positive and negative feelings of employees towards their work. Moreover, Davis & Nestrom (1985) consider that job satisfaction is mainly connected with the behaviour of the employees within the workplace. Job satisfaction is considered as an employee's level of achievement and success in a particular job. It is mainly connected with productivity and personal well-being. Job satisfaction, therefore, is mainly connected with a job one enjoys, that one can do well, and with gaining rewards for one's efforts. Kaliski (2007) argued that important factors, such as recognition, promotion and goal achievement of the employee, will lead towards job fulfilment. Moreover, Statt (2004) stated that job satisfaction is the degree to which an employee is satisfied with the rewards they obtain through their job, mainly through intrinsic motivation. Interestingly, Armstrong (2006) defined job satisfaction as an employee's attitude and feelings towards their job. George & Jones (2008) agree with the research by Armstrong stating that an employee's attitude will depend upon the different elements of their job, e.g., the actual work that they do, their colleagues, supervisors and their pay. Job satisfaction can arise as a result of an employee's view of their job which provides material, as well as psychological needs.

The research by Spector (1997) has revealed three significant elements of job satisfaction; firstly, organisations need to consider the value of the employees, treat them equally and with respect. From this, job satisfaction can be considered as the better indicator of the effectiveness and efficiency of employees. Increased job satisfaction can be considered as the positive outcome of a better emotional and mental state of the workers; secondly, the behaviour and job satisfaction levels of employees will impact upon the functioning of the organisation's business. Hence, job satisfaction can lead to positive behaviour while dissatisfaction can lead towards the negative behaviour of employees.

According to Herzberg et al., (1959), the feelings of employees towards their jobs depend on two types of factors, i.e., motivational factors and hygiene factors. He considered motivational factors as the person's achievement, responsibility and recognition, whereas hygiene factors include working conditions, job security, pay and supervision. Sowmya and Panchanatham (2011) argued that the global approach is to consider job satisfaction as a whole, whereas Herzberg only considered job satisfaction as separate job divisions. Hackman and Oldman (1975) formulated a new model of job satisfaction to identify the causal relation between a job and the behaviour of employees. They discovered that employees are more willing to react positively to their job if they feel that their work is outstanding; through this they are able to improve their performance. Kennerly (1989), however, studied the connection between job satisfaction, behaviours of leadership and organisational culture. This study revealed that organisational behaviours, e.g., mutual respect and rapport among employees and supervisors are important elements of employees' job satisfaction in baccalaureate nursing programs of private colleges. Moreover, Billingsley and Cross (1992) suggested that leadership support, involvement with one's job and reduced role conflict are important factors of job commitment, job satisfaction and unwillingness to quit. The research by Moody (1996) demonstrated that increased job satisfaction can be seen in employees with many years of experience at a particular company because of the nature of their work, their income and the support of their colleagues. The research by Doughty et al., (2002) suggested that the most important factors supporting job satisfaction in an organisation include involvement in one's job, the unity of work colleagues, support from staff in superior positions and opportunities to work independently. The study by Castillo and Cano (2004) countered the previous study by stating that the working conditions in an organisation seem to be of little importance. On the other hand, salary and opportunities for promotion are considered as important by Ambrose et al., (2005).

2.3.2. Approaches to job satisfaction

The study of job satisfaction is considered an interesting topic by researchers; they have worked towards identifying its different components in order to calculate the relative importance of each component and to identify the impact of each component on the productivity of employees. Spector (1997) identified job satisfaction as how people feel about their jobs and their different approaches to their jobs. This was supported by Ellickson and Logsdon (2002) who identified job satisfaction as the degree to which employees like their

work. Schermerhorn (1993), however, defined job satisfaction as the emotional and demonstrative responses to different characteristics of employees' work.

Moreover, Reilly (1991) defined job satisfaction as the feeling of an employee towards their job or a common attitude towards work, which is impacted upon by one's perception of one's job. Maslow's (1954) theory, however, has been examined by researchers in order to define job satisfaction in terms of need fulfilment. Hussami (2008) argued, however, that job satisfaction and dissatisfaction not only depend on the job nature, but also on the job expectations of the employees. Moreover, Mulinge and Muller (1998) suggested that little convenience cost, as well as increased organisational, social and intrinsic rewards enhance job satisfaction. Job satisfaction is considered as a different phenomenon comprised of different levels and is impacted upon by aspects such as salary, working atmosphere, autonomy, communication and commitment to the organisation (Vidal, Valle & Aragon, 2007). Zobel (1998), however, considers compensation as varying according to different circumstances, such as reward, recognition in the workplace and wages. Salary is considered as an important factor for the motivation of employees. The research carried out by Kathawala et al (1990) identified compensation as the first element of job satisfaction and increases in pay for performance was considered as the prime factor for the motivation of employees in the automobile industry. Compensation is also considered as the most valuable element for retention and turnover of employees in the automobile industry. Friedlander and Margulies (1969), however, have demonstrated that management and friendly staff relationships will increase the level of job satisfaction. If there is a friendly atmosphere within an organisation, then communication will be smooth. This, however, contradicts the study by Herzberg (1966) who supported supervision not having any significance for the level of job satisfaction.

All people dream about a better job in which they will be well-motivated, receive respect from senior staff and their work colleagues and be well paid in terms of salary (Malik et al., 2010). Locke (1976) stated that job satisfaction has a positive emotional effect which leads to the employee's appraisal and their understanding of the job role. When researching job satisfaction for this research, the researcher used the Job Satisfaction Survey (JSS) by Paul. E. Spector (1985); this employs a nine-facet scale to measure the aspects of the jobs of employees within the organisation (Liu et al., 2004). These include:

1. Pay: The amount of payment in terms of finance received by the workers in an organisation.

2. Promotion opportunities: The opportunities for progression in the hierarchy.
3. Supervision: The supervisor's abilities to deliver assistance and support to the employees.
4. Fringe benefits: This includes both monetary and non-monetary benefits.
5. Operating procedures: The policies and procedures followed in the organisation.
6. Contingent rewards: These include the recognition, appreciation and rewards for good quality work.
7. Co-workers: The extent to which fellow colleagues are efficient and supportive.
8. Nature of work: The limit to which a job provides employees with interesting tasks, learning opportunities and chances to accept responsibility.
9. Communication: The process of communication within an organisation.

2.4. Relationship between organisational culture and job satisfaction

When considering organisational culture, Lund (2003) suggested that the level of job satisfaction differs according to the organisational culture typology. The study conducted by Chow et al., (2001) explored the connection between organisational culture and job satisfaction in the Chinese environment. The results were positive regarding organisational culture with some negative results. Moreover, there is still no conclusive evidence from the Indian context, as there is a clear difference in the lifestyle and social attributes of the working classes in both India and China. The studies by Pool (2000) and Allen (2003) argued that a culture with positive results will mainly decrease stressors, reducing job tension and increasing job satisfaction, job performance and job commitment. The study by Nair and Sommerville (2017), however, in the Indian context, argued that job satisfaction varies among employees in terms of gender with respect to organisational culture. This study revealed that males have a lower job satisfaction level and females have a higher job satisfaction level because of the friendly and enriched organisational culture. Additionally, Nair and Sommerville (2017) argued that organisational culture has an important role in increasing organisational commitment in the southern Indian IT sector. The study carried out by Gifford, Zammuto and Goodman (2002) revealed that organisational culture impacts upon the quality of work of nurses and those cultural values regarding human relationships were strongly connected to organisational commitment, job involvement, empowerment and job satisfaction. The study by Gray, Densten and Sarros (2003), however, reveals the importance of rewards and supportiveness; these are considered as important attributes of culture and job

satisfaction. Chang and Lee (2008) argued that an effective leadership role supports the development of an improved organisational culture.

The study by Crawford and Lok (2003) identified a casual modelling approach for studying organisational commitment factors and the turnover of employees. The main factors studied in the research include age, expectations of pre-employment, job characteristics and the dimensions of leadership styles. All these factors mainly influence organisational commitment indirectly through job satisfaction effects. Schein (1989) described different elements of organisational culture, e.g., office lay out, interactions that need to be taught to newcomers to the organisation, basic values, i.e., ideology, philosophy and the different groups which enable people to communicate and understand everyday incidents. The researchers Odom, Boxx & Dunn (1990) demonstrated that culture, which is autocratic, neither develops nor disturbs employee commitment and satisfaction. Their research reveals that the attitudes of the employees and their behaviour can be improved by an organisational culture which exhibits some innovative characteristics. The study conducted by Nair and Sommerville (2017) concluded that strategic direction and organisational goals are determined by organisational culture. This study also suggested that organisations rich in culture increase the chances of career growth, development, advancement and organisational commitment, especially affective and normative commitment.

The study by Sinha (1988) revealed that hierarchical structure influences Indian companies, as it is often easy to work in an employee-employer role on contractual terms. Roland (1984), however, concluded that in Indian work relationships, the employer is kind and the employee is obedient. Jimfrase et al., (2002) argued that organisational culture is considered as the basis from which the employees' understanding of behaviour needs to be grown. The research by Harris & Mossholder (1996) pointed out that organisational culture is the base from which all of the factors of human resource management evolve. Interestingly, Wallach (1983) suggested that the performance of a job and the outcomes of a job include job satisfaction, and that participation mainly depends on the connection between employee characteristics and organisational culture. Odom, Box and Dunn (1990), however, identified that an autocratic culture in an organisation neither increases nor decreases employee commitment and job satisfaction. The research carried out by Sabri, Ilyas and Amjad (2011) concluded that organisational culture can be divided into two, i.e., organisational culture connected with managers and leaders, and organisational culture connected with employees. Both of these cultures have a positive effect on job satisfaction.

The research by Boeyens (1985) suggested that job satisfaction is a complex phenomenon which cannot occur in an organisation alone, but depends upon other variables, such as salary, working conditions within the organisation, leadership and, especially, organisational culture. Koustelios (1996) discovered that there is no statistically significant difference between the employees of different organisational cultures and different types of organisations. It can be seen that in the majority of organisations, the prevailing culture is the culture of power, and from this it can be understood that there is a main source of influence and authority, i.e., of one person or a group of people. These impacts upon the job satisfaction of the employees within that organisation in terms of colleagues, working atmosphere and opportunities for promotion. Power in organisational culture, however, seems to be suitable for the important goals of management, and discovering the goals of employees, as well as those of the organisation. The research also suggests that the relationship between culture and job satisfaction in an organisation encourages the development of a suitable organisational culture and the job satisfaction of employees (Hellreigel & Slocum, 1974; Schneider & Synder, 1975). Moreover, Robbins (1993) and Huthcheson (1996) argued that job satisfaction is considered as the evaluation of organisational culture, as the elements of job satisfaction are the components of an organisation. Additionally, Koustelios (1991) investigated the correlation between job satisfaction and the different aspects of organisational culture, such as the size of the company, the background of the employees, their attitudes towards their jobs and the culture of the nation. In addition, he discovered that there can be an important difference in the job satisfaction of employees working in different organisational cultures. Moreover, the study by Kline and Boyd (1994) identified that employees working at different levels in an organisation are impacted upon by different factors. Additionally, Kerego and Mthupha (1997) argued that job satisfaction is the evaluation of the organisational environment, whereas organisational culture is the explanation of the work context. The research by Shurbagi and Zahari (2012), however, recognised the association between four types of organisational culture (Clan, Adhocracy, Market and Hierarchy Culture) and that the five elements of job satisfaction including supervision, benefits, rewards, operating and colleague satisfaction were positively significant. The study by McKinnon et al., (2003) investigated organisations that are flexible and consider a participative management style with proper communication; the employees within the organisation are likely to be satisfied, which then leads to the success of the organisation. Schein (1992) researched the relationship between the leader and organisational culture. Primarily, the leader creates the culture within an organisation. Two main types of leadership exist which affect the job satisfaction of

employees; these are transactional and transformational. Transactional leaders deal with the frame of the prevailing culture, whereas transformational leaders work towards the adaptation of the culture within an organisation. Hence, a good leader needs to have the capability to change the factors of elements of organisational culture which hinder the performance of an organisation (Brown, 1992). Leadership is not directly connected to performance, whereas the particular characteristics of organisational culture are directly connected to it (Ogbonna & Harris, 2000). Chang and Lee (2008) studied the relationship between leadership, organisational culture and job satisfaction in the private sector. According to their research, organisational culture and leadership styles affect the job satisfaction of employees, especially if the leadership style is transformational. Bushra et al., (2011) identified that the transformational leadership style positively affects the job satisfaction of employees in Pakistan.

Along with organisational culture, job satisfaction has a relationship with national cultures which affects an organisation's function, internal climate and culture (Hofstede, 1991; Cheng, 1995). There can be seen Many studies demonstrate the important differences in national and organisational culture between eastern and western types of organisations. Moreover, Pye (1985), Chen et al., (2008) and El Kahal (2001) carried out research on power distance values and bureaucratic cultures with the management of an organisation in China. The opposite of this research is evident in western countries, e.g., the USA and Australia (Hofstede, 1980; Malone, 1997; Conger & Kanungo, 1998). In these companies, authority is based on performance and merit but the processes of decision-making and control are decentralised. Moreover, increased empowerment by management increases the participation of employees and, thus, productivity, job satisfaction and job commitment will increase. When considering leadership, the transformational type of leadership is most common in western cultures, and is considered to be important for the motivation and performance of employees (Walder, 1995) including empowerment and clear vision, which is significantly related with increased job satisfaction and commitment (Smith & Peterson, 1988; Iverson & Roy, 1994). When it comes to eastern organisations, however, the leadership style can be seen as an initiating structure which has a relationship with job satisfaction (Walder, 1995). Hence, the role of national and organisational culture is important for the job satisfaction and commitment of employees, if those in authority are able to adopt the most important elements for enabling strong relationships with their colleagues.

The relationship between organisational culture and job satisfaction has been researched in terms of demographical characteristics. For this, the result is same for both eastern and

western types of organisations and cultures. The research by Sommer et al., (1996) identified that the job commitment of employees from Korea was positively related with the position they held, as well as tenure and their age, i.e., that older employees who held higher positions and had longer term tenures had increased levels of job satisfaction and commitment. This study also reveals that there is no significant relationship between the educational level and job commitment of employees from western countries. Moreover, the research by Lok & Crawford (2003) revealed that among managers from Hong Kong and Australia, Australian managers reported increased innovative and supportive culture, and commitment towards the organisation. The results from recent studies indicate that national culture can have important moderating effects on the impact of demographic and organisational culture variables on job satisfaction and job commitment.

The researchers examined the impact of organisational culture on job satisfaction and the relationship between the variables is demonstrated. If the relationship between organisational culture and job satisfaction is stronger, it shows a strong organisational culture but if the relationship between organisational culture and job satisfaction is low, it shows a weak organisational culture (Lund, 2003). Moreover, organisational culture concentrates on individual tasks; there is no need of supervision or strict control. In addition, employees are rated according to their success and need to consider the importance of autonomy in the workplace. Satisfaction, therefore, is related to the perceptions of organisational culture (Davis, 1994).

Tsai (2011) carried out research on 200 hospital nurses in Taiwan in order to identify job satisfaction, organisational culture and leadership behaviour. He discovered that there is a positive and significant relationship between organisational culture and job satisfaction. He also found that the level of job satisfaction in nurses is high and they identified the culture as a positive factor. Moreover, Shah (2011) studied 215 faculty members to examine whether organisational culture has an impact on the job satisfaction of employees in a university faculty in Pakistan's public sector. The results showed that organisational culture was negatively connected to the job satisfaction of the employees. The study, therefore, recommended improving the efficiency of the faculties in Pakistan's public sector universities. Bake & Nalla (2009) carried out research on the relationship between organisational culture and job satisfaction of police officers working in different cities in two midwestern states of the United States of America. Responses were taken from 669 respondents at five medium and large-sized police organisations, and the results indicated

that organisational characteristics are considered to be factors of job satisfaction rather than individual factors.

2.5. Occupational stress

Various disciplines, e.g., management, sociology and psychology, are keen to carry out more research on occupational stress (Tsarenko & Tojib, 2011; Blackhart, Nelson, Knowles & Baumeister, 2009). Stress mainly has an impact on productivity and organisational performance. There is a common misunderstanding related to working life in Britain, and also around the globe, which has caused a number of different issues for organisations and employees. There is, however, the reduction of manufacturing and other industries in the UK, the growth of IT and the service sector, globalisation and different international competitions (Cox & Griffiths, 1995; Schabracq & Cooper, 2000). From the changes, it can be understood that employees have experienced pressure to learn new skills and adapt to working conditions (Cox & Griffiths, 1995). Moreover, the addition of new technology, globalisation, new products and processes has resulted in tremendous changes and increased risks in the working environment (Schabracq and Cooper, 2000).

In this context, there needs to be increased awareness of occupational stress and what negative effects will result for employers and for the employees' quality of life. Health employment legislation has been implemented in order to reduce global work stress. The main legislation includes the Health and Safety at Work Act in the UK, the Work Environment Act in Sweden, the Code du Travail in France (Kompier, De Gier, Smulders, & Draaisma, 1994) and the European Parliament Working Time Directive (Europarl, 2004).

Additionally, interpersonal relations at work will result in increased stress levels where employees will experience pressure within their teams and will not be able to express their opinions because of being part of a group (MacDonald, Karasek, Punnett, & Scharf, 2001). Moreover, the individual's capacity to affect decisions or to engage in the decision-making process is referred to as another stressor (Troup & Dewe, 2002). Different researchers have discovered that autonomy at an organisation is related to occupational stress (Konstantopoulos, Sakas & Triantafyllopoulos, 2009b). Increased workloads and occupational stress are also connected to decreased organisational performance (Seo, Ko & Price, 2004).

2.5.1. Definitions of occupational stress

Occupational stress has been defined as having unpleasant, negative impacts, i.e., anger, tension, frustration or depression, which stems from an individual's perception that their work situation presents a threat to their self-esteem and wellbeing (Coetzee & Schreuder, 2008). Khoza & Milner (2008) identified stress as an event which impacts upon the individual and which can be harmful to the individual. Werner (2003) suggested that occupational stress is a phenomenon where employees consider their capability does not match with the challenges related to their job role. Occupational stress, however, has been acknowledged as a process which connects the stimulus of the environment to that of job strain, which is considered as the response of the individuals to these stimuli and the originator of stress (Warr, 2002). Moreover, Selye (1956 cited in Sutton & Huberty, 1984) distinguishes between stress and stressor, where stress is considered as a stimulating condition and a state of tension and anxiety for individuals which is brought about by the response to the stressor. Spector (2006) defines occupational stress as a situation which requires a positive response from the employee, and job strain is considered as a negative reaction by an employee to the stressor. Spector considered these stressors as role ambiguity, role conflict, workload, social stressors, politics in the organisation and work control. Interestingly, Greenberg and Baron (2000) considered occupational stress as the result of an individual being challenged by an opportunity, limitation or demand of an uncertain outcome, but where a specific reaction is needed. This is important if the impact of the stimulus is considered as significant to the individual. In other words, the researchers concluded that stress is a complex pattern of the state of the emotions, physiological reactions and connected responses to external demands which are referred to as stressors. The research carried out by Hitt, Miller and Colella (2006) considered that there are different types of stress; these can be classified as emotional stress, where stress is related to the emotions of the person, and physiological stress which is related to the human body. Stress is also considered as either acute or chronic. Acute stress is the short-term reaction to a threat, while chronic stress continues for a long period of time and is related to ongoing situations. Eustress is considered as different types of stress which have a positive reaction to work demands and a motivating impact on the individuals as they aim to achieve their job goals. Quick and Quick (1984) discovered that the reaction towards stress is common, and regular when facing the source of stress and focusing on its consequences. Summers et al., (1995) conducted a study on job stress which concentrates on an individual's uncomfortable feelings occurring when there are

changes to their normal lifestyle. Some researchers have identified occupational stress as an individual's reactions to their working environment which are threatening, and these reactions lead to physiological and psychological outbursts (Jamal, 1990).

2.5.2. Theories of occupational stress

2.5.2.1. Person-Environment Fit (P-E Fit)

The basic principle of P-E Fit theory is that stress emerges from the fit, or more specifically misfit, between the individual and their environment (French & Caplan, 1972; French, Caplan & Harrison, 1982; Harrison, 1978). The misfit can be also classified at different levels (Edwards, Caplan & Harrison, 1998). Moreover the misfit between demands and abilities encourages adjusting the defence mechanism which impacts objectively and subjectively on the environment (Edwards, Caplan & Harrison, 1998). In addition, the misfit between the objective reality of the working environment and the individual's subjective perceptions of the work environment can lead to stress. Lazarus (1991) mentioned that the P-E fit model shows advancements in thinking, but the fit between the person and the environment is considered as static considering the strong relationships between the change of action and interaction in work contexts. Buunk et al (1998) suggested that pragmatic support for this theory is very limited.

2.5.2.2. The job characteristics model

The job characteristics model by Hackman and Oldham (1980) considers the main characteristics of a job, e.g., skill variety, identity of tasks, importance of tasks and feedback. This model considers that it is either positive or negative job characteristics which are central to the respective cognitive and behavioural results, e.g., motivation, satisfaction, absenteeism and so on. Combined with this model, Hackman & Oldham (1980) established the Job Diagnostic Survey, which contains the main types of job-redesign including the tasks, the construction of the methods related with feedback, job enrichment, and so on. Kompier (2003) proposed that there is literature related to the results which varies according to the job characteristics. The model is connected with the Job Diagnostic Survey, but there is limited variety in the main characteristics of the job with only a small number of important psychological conditions needing to be considered.

2.5.2.3. The vitamin model

In accordance with the vitamin model, Warr (1987) researched different job characteristics having different impacts on the mental health of the workers which is similar to the way that vitamins work in the human body. Some characteristics of a job have a different effect, where health increases constantly with the rise of the threshold which may have no positive or negative effect, and which includes salary, safety and job significance (Bunnk et al, 1998). Some job characteristics, however, have different effects, which mediate but have more beneficial outcomes including job demands, autonomy, support from society, usage of skills and feedback (van Veldhoven, de Jonge, Broersen, Kompier & Meijman, 2002). Affective wellbeing is considered as one of the three factors of discontent-content, comfortable to anxiety and depressed-pleased, and characteristics of the individual can mediate the impact of job characteristics on health (Bunnk et al., 1998). Sonnentag and Frese (2003) and Buunk et al., (1998) described the evidence of this model as inadequate. Van Veldhoven, Taris, de Jonge & Broersen (2005) suggested that this model has not yet been identified empirically.

2.5.2.4. The Michigan model

The Michigan model is also known as the ISR model and was discovered by French and Kahn (1962). Similar to the P-E fit model (French et al., 1982), the Michigan model (Caplan, Cobb, French, Harrison & Pinneau, 1975) gives more importance to the perceptions of the stressors of individuals. In this model environmental stressors, e.g., role ambiguity, conflict, lack of participation, job security, workload and lack of challenge are subjectively considered, while other variables related to personality, e.g., demographics and support from society, are mediating perceptions which can lead to different health outcomes (Kompier, 2003). The issues related to jobs, such as role conflict, role ambiguity and role expectations are considered as stressors; this approach can be considered as the Role Stress Approach (ibid.). This model was later redesigned by Hurrell and McLaney (1988) and is commonly known as the NIOSH model which specifies how stressors, differences in individuals, severe reactions and results of illness occur and concentrates on the role of objective factors related to the workplace and to job stress (Huang, Feurstein & Sauter, 2002). Buunk et al., (1998), however, identified that the Michigan model does not have a clear theoretical viewpoint which mainly leads to hypotheses and the model cannot be evaluated because of its complex nature. In addition, a simplified version of the Michigan model has the relationship between support from managers and job satisfaction by Jones, Smith and Johnston (2005). Moreover,

the lack of empirical support does not have much prognostic validity for health outcomes and contrasts with different models, such as the Demand-Control model (Karasek, 1979).

2.5.2.5. Transactional theories of stress

Cox & Griffiths (1995) separate the psychological model of work stress, e.g., the DCS model and transactional process models. Interactional models mostly concentrate on the main aspects of stress which include the stressors that have an impact on the results of the targeted population. Transactional aspects are, however, more reasonable than interactional models and concentrates on the active relationship which is situated between the individuals and their surroundings including both mental and emotional processes (Cox et al., 2000). This theory concentrates on the importance of perceptions especially to the surroundings of the individuals and recognises the effects of different elements of the individuals including differences in appraisal, personality and locus of control.

2.5.2.6. JDACS model

The Job Demands-Control-Support model (JDACS) (Karasek, 1979) is considered to be an appropriate model for defining occupational stress. This model mainly consists of two important dimensions including demands and control. The demands refer to the work and the essential skills the employee needs to have at the workplace. The control is the ability of an employee to suggest the ideas and decisions relating to different elements of their work (Brough & Williams, 2007; Panari et al., 2010). Moreover, this model was extended to include a third dimension, i.e., social support, needs to align with the organisation or manager (Rodwell et al., 2011). This model was, therefore, also considered to be a demands-control-support model (Karasek & Theorell, 1990). It concluded that the strain on employees would increase with job demands and less control. Moreover, if the employees constantly experience increased job demands while they do not have sufficient control to cope with the situations, then their job performance level will be lower and they will experience job dissatisfaction (Dollard & Winefield, 1998; Mansell & Brough, 2005). This model of job demands in the present study refers to role overload, role conflict and role ambiguity.

Model (Framework)	Concept	Advantages	Disadvantages	References
Person- Environment Fit (P-E Fit) model	Stress occurs in the absence of fit or mismatch among person and environment.	• Differentiates into two major categories; a) subjective perceptions and objective reality and b) personal environmental variables. • Stress is explained as the scenario based analysis.	• Unrealistic assumption about the link between person and environment is static and stable. • Stress is considered as only the external attributes. • Lack of empirical evidence to support this model. • It does not consider other characteristics related with job (task identity, task response, task importance, skills varieties, autonomy etc.)	French, Caplan & Harrison (1982), Mark & Smith (2008), Jovanovic et al. (2006).
The Job Characteristics model	This model considers the relationship between job characteristics and individual	• This model rectifies the limitation of P-E fit model by considering job	• There are other studies which explain in detail about the	Hackman & Oldham (1980), Kompier (2003), Wong et al

	responses to work.	related characteristics (skill variety, task identity, task significance, autonomy and feedback). It also considers the cognitive and behavioural outcomes such as motivation, and job satisfaction etc.	different factors of the main job characteristics. This model fails to differentiate between the objective characteristics of the job.	(1986)
The Vitamin model	Different job characteristics have different impact on the mental health which is similar to the way vitamins work in the human body.	- This model introduced three dimensions of affective wellbeing a) Discontent- content, b) anxious-comfortable and c) Depresses- pleased. - Also this model details about the individual characteristics which can moderate the effect of job characteristics on health.	- The evidence of this model is inadequate and mixed approach. - This model has not yet been discovered empirically.	Warr (1987), Sonnentag & Frese, (2003), Buunk et al (1998) Van Veldhoven, Taris, de Jonge, and Broersen (2005)
The Michigan model	Considers individual's own subjective perceptions of stressors.	It gave importance to the environmental stressors such as role ambiguity, role conflict, job security, lack of	- This model is lacking the empirical evaluation because of its complex nature. - There is lack of	Caplan, Cobb, French, Harrison, Pinneau (1975), Kompier (2003), Huang, Feurstein, & Sauter (2002), Buunk et al.

		participation, workload etc which are subjectively considered. • Redefined the model later to consider the role of objective workplace factors related to job stress.	empirical support means it do not have predictable validity for the health outcomes as Demand-Control model.	(1998), Karasek (1979)
Transactional theories of stress	This model concentrates on the active relationship which follows between the individuals and their surroundings includes both mental, social and emotional processes.	• Explains very well why people respond to same stressor differently. • The appraisal process is considered as subjective and personal and depends on the evaluation of the ability of a person to adjust with the stress. • Introduces three types of appraisals a) Primary appraisal b) Secondary appraisal and c) reappraisal.	• It does not consider job related characteristics (job overload, time pressures and level of responsibility) • It does not differentiate different types of stress (eustress and distress) • It considers the physiological perspective of response with a stressor.	Cox et al (2000), Lazarus & Folkman, (1984), Cavanaugh, Boswell, Roehling, and Boudreau (2000)
JDCS Model	The strain of the employees increases with job demands and less control.	• Introduces third dimension as social support which needs to get from the organisation	• The results of this model are statistically weak.	Loretto et al. (2005), Spark & Cooper (1999), Johnson & Hall (1988), Karasek

		or manager. • Job mainly demands role overload, role conflict and role ambiguity. • It is the three- way interaction effect of job demands, job control and social support. • Most widely tested model of occupational stress.	• It mainly focused on the psychosocial work environment variables without considering the individual aspect of other job factors.	& Theorell (1990), De Lange, Taris, Kompier, Houtman & Bongers (2003), Rodwell et al (2011)
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Table 2. 2: Models of occupational stress

2.6. Role conflict, role overload, role ambiguity

The factors which cause occupational stress can be divided into two categories, one connected with job tasks or the physical conditions of the working atmosphere and the other one is connected to the role characteristics including role conflict, role ambiguity and role overload. Role conflict arises when people do not agree about the expectations of a particular job (Muchinsky, 2000). Role overload occurs when employees feel that they have a too much responsibility expected of them compared to their capabilities and limitations (Rizzo, House & Lirtzman, 1970). When considering role overload, employees may feel inconsistency between the time needed to complete a task and the time available to them. In general, role ambiguity is the anticipation connected with a role, the method to complete role expectations and the consequences of the performance of the role (Graen, 1976; Kahn et al., 1964). Role overload, role ambiguity, role conflict and occupational stress, however, can have an impact on productivity causing employees to produce less, cause tension, cause dissatisfaction with the job and withdrawal from the work group (van Sell et al., 1981). Role overload and role ambiguity, however, can have a negative effect on employees with the increase of occupational stress. If role overload and role ambiguity occur in the working environment, then the job will be more difficult to do. Researchers treat role conflict as an important occupational stressor for employees (Jex & Bliese, 1999). Moreover, role conflict in occupational stress has a negative correlation with job satisfaction and affective commitment but has a significant, positive correlation with tension and mental health (Dobrev-Martinova et al., 2002). The research carried out by Senol-Durak et al., (2006) revealed that internal consistency between role conflict, role ambiguity, role overload and occupational stress is positively related to depression, anxiety and hopelessness. Glazer and Beehr (2005) constructed an occupational stress framework to examine the relationship between role stressors (ambiguity, overload and conflict), anxiety, commitment and turnover. The results show that these three role stressors were expected to forecast anxiety and commitment, as well as indirectly forecasting the turnover rate.

French, Caplan and Harrison (1982) concluded that role ambiguity and role overload are the main causes of stress and tension. Furnham and Schaffer (1984) considered that pressure at the workplace can have a negative impact on the attitude and wellbeing of employees. Moreover, role conflict, role ambiguity and role overload affect the consequences, which lead to threat and tension (Hammer & Tosi, 1975; Carter, 1978; Peltit, 1973; Miles, 1974). Role

conflict, role ambiguity and role overload impact upon employees by causing emotional collapse (Schwab, 1981). These factors also encourage lower turnover, decreased performance at the workplace and lower employee morale (Lyon, 1971; Flora, 1977; Helwig, 1979; Lamble, 1980; Beehr, 1976; Chonko, 1979; Szilagyi, 1977). Mishra (1987) suggested that role overload does not have any mediating effect on the relationship between job involvement and job satisfaction and Keenan and McBain (1979) identified a positive relationship between tension and work overload. When considering junior and middle-level managers, they differ in terms of stress dimensions (Singh, 1990). Junior-level managers have an increased lack of group cohesiveness, role conflict, role ambiguity and role overload. Madhu and Harigopal (1980) found that male executives experience role ambiguity which is negatively related to job performance; role conflict, however, did not display any important relationship with job performance. In addition, there is no significant relationship between role conflict or role ambiguity and experience for supervisors. Bateman (1981) discussed that role overload leads to poor job performance. Furthermore, role conflict, role ambiguity and role overload related positively to anxiety (Flora, 1977). Role overload is mainly negatively correlated with age and experience (Koshy, 1994). Hence managers who are younger and less experienced will suffer from more overload. Sen (1981) concluded that age is negatively related to role overload (cf. Pestonjee, 1992). Dwivedi (1997) suggested that the levels of education, experience and age influence employees who are more exposed to role stress. The research by Cooper and Bramwell (1992) concluded that blue collar employees have low job satisfaction and high occupational stress.

Kahn, Wolfe, Quinn, Snoek and Rosenthal (1964) considered a role stressor as a feeling which is influenced by organisational and work-related factors in the form of demands and constraints. Moreover, Cooper and Marshal (1976) divided job stressors into five categories including role, development of career, relationship with others, organisational structure and climate. In addition, Ivancevich and Matteson (1980) classified work stressors into four different categories which include the physical environment, role and career development, the relationships and organisational structures, as well as the climate and characteristics of a job. Moreover, Srivastava and Singh (1981) formulated an occupational stress index which contains role overload, role ambiguity, role conflict, group pressures, responsibility, lower participation, powerlessness, weak colleague relationships and non-profitability. Schuler (1982), however, identified the main divisions of work stressors which include relationships, the structure of an organisation and career advancement. Parker and Decotiis (1983) studied the six different reasons for work stress including job characteristics, the structure of an

organisation, organisation climate and flow of information, as well as career advancement, external commitments and responsibilities. Quick and Quick (1984) examined the four main categories of occupational stressors, e.g., task demands, role demands, physical demands and interpersonal demands. Parasuraman and Alutto (1984), however, carried out research on the three different categories of stressors within an organisation, i.e., contextual, work related and personal stressors. Jackson, Schwab and Schuler (1986) identified that the main source of job stress is role ambiguity which can occur when the requirements of a job are not clearly stated or when employees are not sure of their duties and responsibilities. Hendrix et al (1994) found that workload, work autonomy, controlled supervision, support, role ambiguity and role conflict are important organisational stressors. Cummins (1990) studied role conflict and ambiguity, work overload, usage of skills, insufficient resources and absence of participation and identified these as important factors related to occupational stress. Summers, DeCotiis and DeNisi (1995) examined personal factors, the structural characteristics of an organisation and role characteristics and identified these as important factors regarding occupational stress. It was also identified that the absence of career development, workload, facing risks, decision making skills, the morale of employees and the culture of an organisation are different, important categories of stress.

Some earlier studies recognised different factors related with occupational stress, e.g., work overload is considered as the expectations of the role of employees which go beyond the resources needed to finish the allocated responsibilities (Bacharach et al., 1991). Moreover, role conflict is considered as the incompatible needs and expectation that is received by the workers from their managers or colleagues (Rosen et al., 2010). Role ambiguity is a factor which points to occupational stress, and which can occur when the objectives and duties of an organisation are not clearly developed for employees. They are, therefore, unsure of their managers' reactions to their duties (Karasek, 1979; Beehr & Bhagat, 1985). The causes of occupational stress mostly include working long hours, overload of work, complex tasks, absence of breaks and poor working conditions (Malik, 2011). Role theory explains the behaviour and mental conditions of the employees and can disclose their distinct roles in the organisational environment (Tubre & Collins, 2000; Walker, Gilbert & Ford, 1975). When individual roles are not properly controlled, the roles of employees become unsuccessful which creates role stressors (Walker et al., 1975). Role stressors are hypothesised as different factors and consist of role conflict, role ambiguity and role overload (Belasco, 1966; Behrman & Perreault, 1984). Role conflict mainly occurs when an employee considers that their original role and the role expected of them are mismatched, whereas role ambiguity is

the confusion related to the expectation of the role because of less knowledge or clarity about role expectations. Role overload can be considered as the collective role tasks of the workers, which go beyond their capabilities, resulting in their not being able to complete the work on time (Conley & You, 2014; Singh, 1998). Kahn et al., (1964) proposed that the role episode model suggests that role stress can arise when employees cannot separate the expectations happened from their own behaviour. Stress, however, can be affected by an employee's mental ability, social factors and personal characteristics, whereas the needs of destructive leadership can be a reason for role conflict, role ambiguity and role overload for employees (Singh, 1998). According to the research, when the prospects of destructive leadership change with the goals of the organisation, the role conflict of the employees will increase (Teas, 1983; Tubre & Collins, 2000). The workers, however, may be not able to finish their tasks on time because their managers consider them as incompetent, then they will be given more tasks than others and this may lead to role overload (Peterson et al., 1995). Earlier studies have described role stressors as having a negative impact on the attitudes and behaviours of the employees (Brown & Peterson, 1993). The employees who are stressed need to be motivated to conserve their resources by avoiding communication to prevent their outstanding resources from being depleted (Hobfoll, 1989, 2001). Those workers who are in role conflict may worry about being classified as complainers which may result in their not having access to career opportunities (Detert & Trevino, 2010). Moreover, employees experiencing role ambiguity through destructive leadership face more risk in the future because they keep silent at their workplace (Ng & Feldman, 2012). Workers who suffer from role overload try their best to retain their outstanding resources and silence is the most suitable way to defend themselves (Morrison, 2011). The workers who experience role stress are encouraged to decrease the negative impact of stressors (Xu et al., 2015). They do not use their remaining resources to alter their status quo because it influences their working condition (Ng & Feldman, 2012). The workers are aware that silence is unfavourable to the growth of the company, but they still use it to separate themselves from their work, in order to guard their resources (Bolton, Harvey, Grawitch & Barber, 2012).

Mishra (1987) suggested that job involvement in an organisation is not connected with occupational stress but with job satisfaction. This supports the findings of Weissenberg and Gruenfeld (1968), Schwyhart & Smith (1972); Rao (1986); Sharma & Sharma (1978); Ben-Porat (1979); Cheloha & Farr (1980), Saal (1981). Indian managers do not delegate work when their workload becomes too stressful and there will be more workload gathered if they

fail to delegate the work. According to Miles (1974), role conflict and role ambiguity are connected with job dissatisfaction; this supports the studies by Rosenheim (1976), Organ & Greene (1974), Bernardin (1979), Coldwell (1979), Keenan & McBain (1979), Madhu & Harigopal (1980). The study by Abdel-Halim (1980) identified that there is a negative relationship between role ambiguity and positive work results.

2.7. Relation between job satisfaction and occupational stress

When considering job satisfaction and occupational stress, Askari (2011) set out to identify the relationship between organisational culture and occupational stress in the public sector at Firozabad city and concluded that there is a significant negative relationship between them; they also identified that organisational culture differs between males and females. Bhalla and Nazneen (2013), however, studied retail sector employees and discovered that they have a moderate level of job satisfaction. In this study, males and females have the same job satisfaction level. In addition, there is a negative correlation between occupational stress and job satisfaction. Singh & Dubey (2011) discovered that job satisfaction was negatively related to occupational stress among middle-level executives. Occupational stress and organisational culture were discovered to be negatively related to each other in these middle-level employees and both male and female staff of the retail sector. Muzainah & Mahamad (2010) discovered that deciding on a culture which is suitable for all organisations is considered an impossible task because of the features of an organisation, its outside environment and the constraints of the situation ruling over distinct values, beliefs and behaviours in developing countries. The research carried out by Pool (2000) identified that a constructive culture will mostly decrease the impact of role stress and, thus, will decrease occupational stress, increasing job satisfaction and commitment towards the job. According to the study of Nazneen & Bhalla (2014), if the employer creates a better culture within their organisation, the retail sector is the best destination for new graduates and even for existing employees.

Kesavachandran et al., (2006) demonstrated that the working conditions and health of IT sector employees is causing musculoskeletal disorders, ocular disorders and psycho-social problems. The study stated that there is a need to implement health education and training for the prevention of illness and psycho-social problems among employees in the software industry. The research by Nagesh and Murthy (2008) suggested that employees in the IT sector need training to enable them to manage stress at their workplace. They also identified

the six factors which are the main causes of occupational stress of IT sector employees; these include: job demands, work control, support from co-workers and management, lack of role clarity and organisational change. Moreover, the research study carried out by Chan et al., (2000) revealed that the pressure on staff regarding their performance at work, and work-family conflict, were considered as stressful factors in the workplace. While the study by Shah (2003) suggested that employees experience stress in the banking industry because of the inadequacy of role authority, role erosion and role overload. Singh and Dubey (2011) studied managers from different private sector companies in order to research the role of stress and the locus of control on job satisfaction. The results showed that role overload was negatively correlated with job satisfaction; role ambiguity was negatively correlated with satisfaction, and role conflict was negatively correlated with satisfaction. Overall stress was negatively correlated with satisfaction with management and total satisfaction. Alwee et al., (2012) examined the relationship between occupational stress, job satisfaction and intent to leave with organisational commitment. Their findings revealed that job satisfaction, occupational stress and intent to leave do affect organisational commitment, and occupational stress which has a higher impact on intent to leave. The research performed by Johnson et al., (2005) revealed that employees with less occupational stress have more job satisfaction than employees with high occupational stress. It can also be seen that there is a strong negative relationship between occupational stress and job satisfaction (Sweeney & Quirin, 2009; Lambert et al., 2009). The studies that have investigated job satisfaction and occupational stress have revealed that role overload (Butt & Lance, 2005; Gaither et al., 2008; Correa & Ferreira, 2011), role ambiguity (Koustelios et al., 2004; Karadal et al., 2008; Faucet et al., 2012), and work-family conflict (Lambert et al., 2002; Calvo-Salguero et al., 2010; Chen et al., 2012) are considered to be different factors affecting job satisfaction. The relationship between role overload and job satisfaction has been studied by different groups (Butt and Lance, 2005; Gaither et al., 2008; Zainudin et al., 2010; Correa and Ferreira, 2011; Rai, 2013). The study by Kemery (2006) identified that even if role conflict and role ambiguity have a negative relationship with job satisfaction, the collective impact of the two factors on job satisfaction is considered to be complex. When role conflict and role ambiguity was high, satisfaction was low and vice versa. Moreover, Karadal et al., (2008) discovered the impact of role conflict and role ambiguity on job satisfaction and commitment. Their findings revealed that role conflict and role ambiguity were negatively connected to job satisfaction and the organisational commitment of employees. Work-family conflict is considered to be a major problem regarding the job satisfaction of employees. The studies revealed a negative

relationship between occupational stress and job satisfaction (Lambert et al., 2002; Lu et al., 2008; Calvo-Salguero et al., 2010; Chen et al., 2012). Lambert et al.'s (2002) research, however, demonstrated that work-to-family conflict has a negative impact on job satisfaction. Moreover, Lu et al., (2008) found that the policies and practices in an organisation, e.g., flexibility towards work will improve work life balance, which increases job satisfaction and organisational commitment. Stress can affect employees by resulting in decreased organisational commitment and job satisfaction (Leather et al., 2003). Antoniou et al., (2003) discovered, however, that the sources of stress can have an impact on the job environment and, thus, it decreases job satisfaction. Thus, job satisfaction plays a particular role in increasing an employee's performance.

2.8. Organisational culture and occupational stress

Chang and Lee (2008) researched the relationship between organisational culture and occupational stress, which did not seem to be productive for this research. The cultural values attached to an organisation are replicated in the real behavioural aspects of each employee within that organisation (Schein, 1992). Organisational culture, however, has a moderate relationship with occupational stress when the culture addresses the norms of the organisation (Ogbonna, 1993). Quinn and Rohrbaugh (1983) identify the differentiation between the values of an organisation with internal elements, such as employees, and external elements, such as customers. These are considered as the values related to collaboration and morale as internal elements and the values connected to innovation and productivity as external elements. Organisational culture also helps to improve performance in different ways, e.g., increased motivation, more positive opinions of the organisation and increased retention of staff which results in lower stress levels for employees (Ogbonna and Harris, 2000). Organisational culture can, however, be related to increased job satisfaction if there is adequate support for problems associated with work and a positive relationship with the leadership; these help to decrease the chances of employees experiencing occupational stress (Ogbonna & Harris, 2000). The research performed by Koko and Ramarumo (2015) revealed that job stress can be reduced by a favourable organisational culture when adopted by organisations in the hospitality sector of the Free State Province of South Africa. Organisational culture and occupational stress are, thus, considered as related variables which need more attention from human resources managers within an organisation. A holistic analysis is also needed, however, to help create a suitable working environment for

decreasing stress levels. When considering the literature related to occupational stress, it can be seen that role stressors and the specific tasks performed by employees, e.g., role conflict, role ambiguity and role overload are connected with emotional exhaustion, de-personalisation and employee turnover (Kazue & Stephen, 2011). Cultural influence on role conflict, however, lead to role stress and this was experienced by local Japanese staff in the form of role overload and role incompetence. Thus, it can be understood that different contexts of work culture influence the stress levels in organisations (Monga et al., 2015). There is, however, no conclusive evidence available for the IT sector in the UK or India to support this study.

2.9. Occupational stress and job satisfaction

Job satisfaction is considered as one of the most accepted studies in the current literature in which it considers the job appraisal of a person for the attainment of job values (Locke, 1969). Job satisfaction consists of different factors including the content of the work, the relationship with co-workers and supervisors, the security of the job, the career opportunities, the customers and, importantly, self-accomplishment and self-advancement (Lu, Barriball, Zhang & While, 2012). The main factor which drives the job satisfaction level includes the relationship between what is expected and what is actually achieved (Robinson & Rosseau, 1994). Lee and Cummings (2008), however, identified that the job satisfaction of line managers can be increased by the workload, as well as by increased support from superiors and managers. Job satisfaction, therefore, is mainly connected to the individual and stress associated to the job (McGowan, 2001; Bhuian, Menguc & Borsboom, 2005). McGowan (2001) concluded that the negative effect of stress on job satisfaction can lead to the absence of support from the organisation and seemed to be the important stressor in nurses. Similarly, nurses who can adapt to stress were connected with increased job satisfaction levels (Golbasi, Kelleci & Dogan, 2008). The meta-analysis of Blegen (1993), however, revealed that work-related stress is considered as an important factor which can be related to job satisfaction. Different researchers have, however, considered a negative relationship between job related stress and job satisfaction (Blegen, 1993; Healy & McKay, 2000; Prosser et al., 1997; Stewart & Arklie 1994; Lu, Chang, & Wu, 2007). Draper et al., (2004) researched the important, positive relationship between job satisfaction and stress.

The research by Johnson et al., (2005) revealed that employees with low work-related stress are more satisfied with their jobs than employees with increased work-related stress. Role overload was considered to be one of the factors of stress which has an important negative impact on job satisfaction and a positive impact on emotions during work.

2.10. The Research Gap

The literature suggests that there is a significant difference between the culture of an organisation and the culture preferred by the employees within an organisation. This information needs to be considered as researchers have revealed that it affects employees by decreasing their job performance and job satisfaction, as well as increasing their occupational stress (Belias & Koustelios, 2014). Moreover, the differences in the preferred and present organisational culture of the employees can have an impact on their job commitment and turnover rate.

Studies have revealed that occupational stress can be prevented by increasing the job satisfaction of the employees within an organisation. Employees feel stress because of work overload, being underpaid and their relationships with other employees and superiors. The employees themselves can also affect occupational stress because of issues at home with their families and, thus, lower their performance. The preferences of the employees need to be considered in accordance within their organisation's culture and their national culture, as the wellbeing of the employees increases according to their performance and their productivity makes companies more competitive. The literature shows that job satisfaction can occur in several types of organisational cultures and can have an important effect on the behaviour of employees and their performance at work. Organisational cultures, therefore, are significantly related to employees' personal accomplishments in which that they consider their workplace to be more dynamic and have increased job satisfaction (Belias & Koustelios, 2014).

The literature shows that increased support and job satisfaction can decrease the consequences of occupational stress and its other aspects. Hence, researchers have been looking at the ways in which organisational management and job characteristics can influence employees to make better decisions and increase their job satisfaction and quality of life. To increase the effects of job satisfaction within an organisation, the management can implement stress management programmes. In addition, management needs to create those working

conditions which motivate all employees to improve their work performance and job commitment; so that their levels of occupational stress decrease and that they experience higher levels of job satisfaction (Belias & Koustelios, 2014).

This particular study focuses on considering the Denison model of organisational culture in order to uncover the main cultural impacts within an organisation, followed by mission, adaptability, consistency and involvement traits (Denison, 1990). There are only a few studies associated with the Denison cultural model and the impact of organisational culture on occupational stress considering role ambiguity, role overload, role stress and role conflict. The selection of the Denison model was appropriate as it shows the direct impact on the efficiency of the employees. The efficiency is mainly linked to how the employees are satisfied with their jobs (Denison & Mishra, 1995). It is, therefore, mainly connected with job satisfaction by considering the four factors stated in the Spector JSS survey (Spector, 1985). There have been no previous studies carried out to identify the impact of organisational culture using these two models by considering salary, opportunities of promotion, communication and fringe benefits. The Denison cultural model connects management practices with the assumptions and beliefs about organisational culture and its effectiveness on employees (Denison, 1990). There is no evidence that previous researchers consider the strategic framework of organisational culture on the job satisfaction of employees in the IT sector in India, as well as the UK. In addition, there have been only a few studies carried out to compare the IT sector in the two economies. The previous studies have, however, considered the differences in the culture of the organisation, as well as job satisfaction (Nair and Sommerville, 2017). There is no evidence to support the relationship of organisational culture with job satisfaction. This study, therefore, will be an addition to the existing literature as it considers the two contrasting economies.

When considering the effect of organisational culture on occupational stress, there is little evidence for role ambiguity, role overload, role stress and role conflict, especially in the IT sector of developed and developing economies. In addition, there is little evidence that cultural orientation affects the job satisfaction of employees, and there is a need to change the current cultural orientation within the organisation in order to decrease the levels of stress of the employees and to improve their job satisfaction (Sinha, 1988). For that to occur, the hierarchical organisation culture has to be changed if it is considered as unsupportive and, as a result, employees are feeling stress and cannot achieve job satisfaction. The cultural

orientation, therefore, needs to be considered in both of the economies, as the organisational culture will have an impact upon the job satisfaction of the employees.

When considering job satisfaction and occupational stress in the IT sector of the contrasting economies, there are previous studies which discuss other aspects of occupational culture (De Lange et al., 2003; Rodwell et al., 2011) while the present research has been carried out using the main issues within the organisation including role stress, role ambiguity, role overload and role conflict (Glazer & Beehr, 2005; French, Caplan and Harrison, 1982; Hammer & Tosi, 1975; Carter, 1978; Peltit, 1973). This study mostly focuses on the main internal organisational factors of job satisfaction and how they impact upon role stress within the IT sectors of both economies.

Moreover, the present study formulates a strategic framework for future researchers who want to find evidence of organisational culture, job satisfaction and occupational stress within their organisation, especially for both developing and developed economies. The current research also uses qualitative analysis, as well as quantitative analysis. There are no studies available which explore the analysis of all of these variables using both sets of analyses. Hence, this research is contributing to the knowledge of organisational behaviour at an international level (cross-sectional level). The research, therefore, is aimed at analysing the impact of organisational culture on occupational stress and the role of job satisfaction in the IT industries of the contrasting economies (India and UK).

2.11. Conclusion

The present chapter has described the literature associated with organisational culture, job satisfaction and occupational stress. The chapter started with the approaches and definitions of organisational culture, as it is important to consider organisational culture in order to understand the beliefs, norms and values exhibited by employees within an organisation. The theoretical background of organisational culture is then explained, as well as its different models. There is a clear description of the relationship between organisational culture and job satisfaction, which is one of the objectives of the present study and then the different aspects of job satisfaction, including definitions, importance and approaches are dealt with. Furthermore, the chapter explains the definitions and theories of occupational stress and the relationship between job satisfaction and occupational stress. The role of stressors, including

role conflict, role overload and role ambiguity, as well as the relationship between organisational culture and occupational stress is clearly explained.

CHAPTER 3- CONCEPTUAL FRAMEWORK

3.1. Introduction

The objective of this chapter is to construct a conceptual framework for the present research by coordinating the concepts of organisational culture, job satisfaction and occupational stress in relation to SMEs in the Indian and UK IT sectors. The first part of the chapter discusses the resulting framework which concentrates on the concepts used in the present research. The characteristics discussed in the previous chapters form the foundation of this chapter.

3.2. Conceptual framework

The main concepts related to this study include organisational culture and occupational stress as the main variables, while job satisfaction is considered as the mediating variable in Indian and UK IT SMEs. The current study is based on the IT SME sector and organisational culture; the model followed is Denison's cultural model (1990) which has been classified as Adaptability, Consistency, Involvement and Mission. When considering job satisfaction as the mediating factor, the main variables considered will be salary, fringe benefits, opportunities for promotion and communication. In the case of occupational stress, the researcher used concepts such as role ambiguity, role conflict, role overload and how they affect role stress. The focus of the study, therefore, is to analyse the impact of organisational culture on occupational stress, the impact of the role of job satisfaction on occupational stress and to develop a strategic framework for the analysis of the impact of organisational culture on job satisfaction in the IT SMEs of both India and the UK. This study concentrates on middle and lower-level employees within the IT sector and focuses particularly on responses from each stratum.

The following diagram 3.1 demonstrates the conceptual framework of the current research; the variables highlighted in green are the factors that have already been researched by previous researchers and the proposed extended variables and the relationships highlighted in red are new developments to the existing literature relevant to this research.

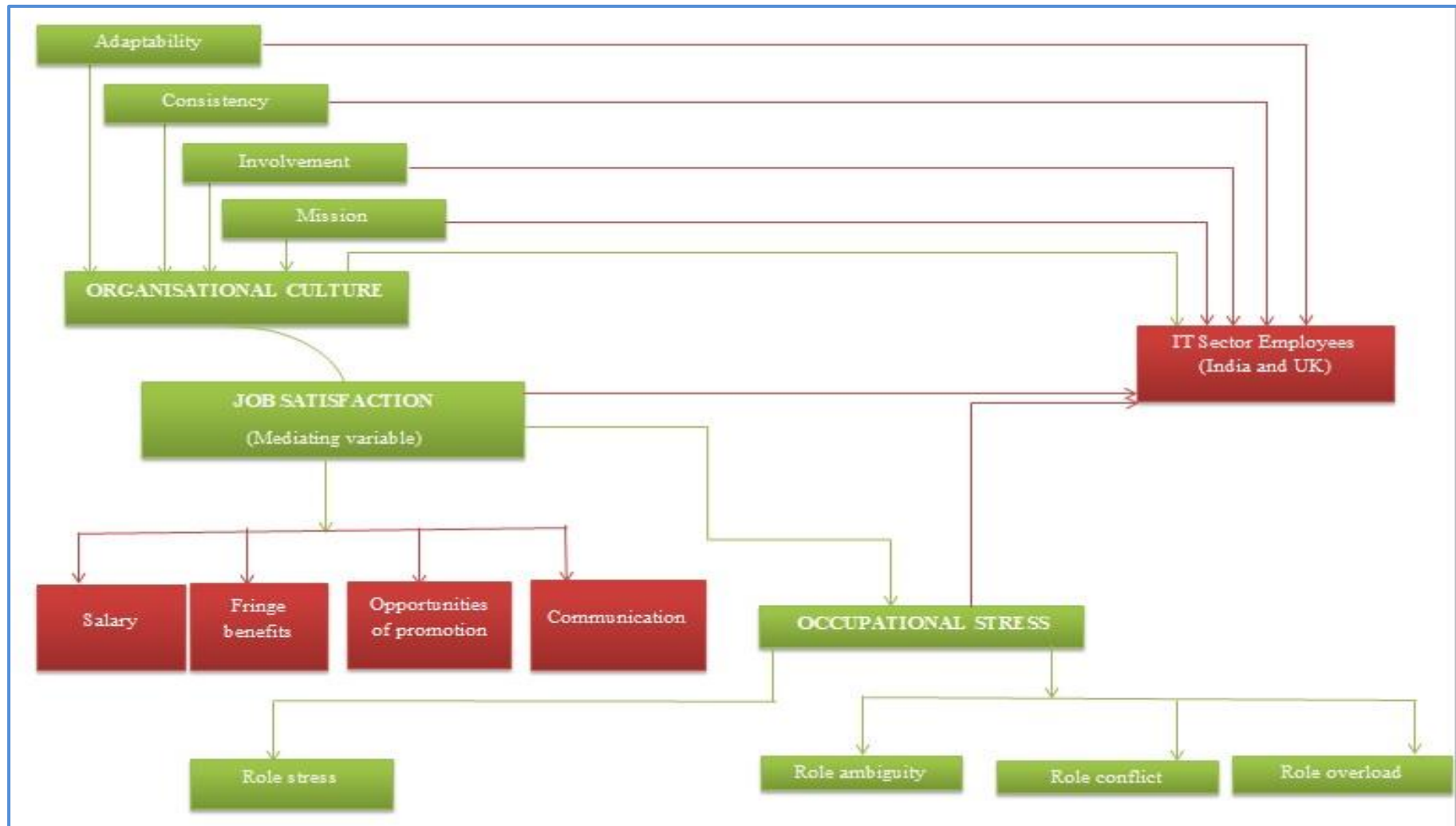


Figure 3. 1: “Theoretical framework” (Own elaboration). Legend: variables and arrows highlighted in green refer to existing variables and their relationships, variables and arrows highlighted in red refer to proposed extended variables and their relations

There are previous studies on the four traits of organisational culture, i.e., mission, adaptability, consistency and involvement. (Denison, 1990; Becker, 1964; Lawler, 1996; Likert, 1961; Spreitzer, 1995; Mintzberg, 1987; Hamel & Prehalad, 1994). There is also an existing relationship between organisational culture and job satisfaction (Tsai, 2011; Chow et al, 2001; Pool, 2000; Allen, 2003; Nair and Sommerville, 2017; Gifford, Zammuto & Goodman, 2002; Gray, Densten & Sarros, 2003). Several previous studies have also considered the effect of organisational culture in IT industries (Nair & Sommerville, 2017; Nair, Aston & Kozlovski, 2019), as well as the relationship between job satisfaction and occupational stress (Askari, 2011; Singh & Dubey, 2011; Pool, 2000; Lambert et al., 2002; Lu et al., 2008; Calvo-Salguero et al., 2010; Chen et al., 2012) in which variables such as role ambiguity (Koustelios et al., 2004; Karadal et al., 2008; Faucet et al., 2012), role overload (Butt and Lance, 2005; Gaither et al., 2008; Correa and Ferreira, 2011), role conflict (Okamoto & Teo, 2012; Billingsley and Cross, 1992; Kompier, 2003; Jex & Bliese, 1999) and role stress (Kahn et al, 1964; Xu et al, 2015; Pool, 2000) were considered. Hence, these variables and their relationships are exhibited in green.

There are no previous studies that consider the different variables of organisational culture that are examined in the present study, e.g., involvement, adaptability, consistency and mission and their relationship with IT sector employees in India, as well as the UK. In addition, there are few studies that have considered the relationship between job satisfaction and organisational culture in IT sector employees in India and the UK. Moreover, the relationship between occupational stress and job satisfaction in the Indian and UK IT sector has not been established previously. Other studies have considered the variables of the Spector Job Satisfaction Survey in detail, but the present research examines only four of its factors, i.e., salary, fringe benefits, communication and opportunities for promotion, as job satisfaction variables. Hence, the above-mentioned variables are displayed in red.

3.3. Denison's cultural model

In organisational culture studies, there are different techniques and methods for analysing and evaluating organisational culture. Among them, the studies by Cameron & Quinn (1999) are considered as the most complete and elaborated. These studies consider the important characteristics of cultures which enable the identification of quantitative and qualitative values, as well as the changes taking place within an organisation (Kokina & Ostrovska, 2013), whereas Denison developed a more practical approach which explains the link

existing between organisational culture and efficiency. This model contains four features of organisational culture: involvement, consistency, adaptability and mission, and each of these have three sub-groups. Denison's model demonstrated the connection between organisational culture and efficiency with twelve different features of organisational culture having been identified. The efficiency of organisational activity in this model is calculated with factors, such as increase in trade volume, market share, profitability, development of new services and products, quality of services and products, satisfaction of the employees and the efficiency of the organisation. Denison symbolises the mutual impact of the four factors of culture in an organisation's efficiency: mission and consistency, adaptability and involvement. Denison, however researched organisational culture in the same way as Cameron and Quinn, i.e., within the frame of two dimensions:

Dimension 1: Internal focus when attention is given to the process in an organisation and external focus when attention is given to what is happening outside of an organisation.

Dimension 2: Stability and control, such as interest in maintaining the existing situation, and flexibility and freedom of action, namely, interest in changes and development.

This model mainly allows re-evaluating cultural quality as a significant essence for deciding organisational coherence, integrity and teamwork in a wider aspect.

3.3.1. Involvement trait

Involvement is considered as the degree to which employees at all levels of an organisation are involved in the attainment of the mission and work in a collaborative manner to achieve the organisation's objectives. This trait, however, mainly focuses on human capability building, ownership and responsibility. Organisations mainly empower their staff, build teams and develop human capability at all levels (Becker, 1964; Lawler, 1996; Likert, 1961). Employees at all levels of an organisation feel that they have authority in the decision-making process that will impact upon organisational goals (Spreitzer, 1995). When capability development is greater than empowerment, however, this indicates that the organisation does not delegate significant decisions to capable employees, which affects their work. Consequently, they feel that their skills are not being fully used and this can encourage them to leave their organisation for better opportunities elsewhere. When empowerment is greater than capability development, employees in organisations are making decisions that they are not capable of making. When team development is greater than empowerment or capability development, it signals that there is no substance in the team.

3.3.2. Consistency trait

Consistency is considered as one of the main values and internal systems within an organisation which helps to resolve problems, and increase efficiency and effectiveness at each level throughout an organisation. Organisations, however, tend towards being effective because they have very strong cultures which are very reliable, well-coordinated and combined (Saffold, 1988; Davenport, 1993). The main concept is that implicit systems of control depend on internal values and that regulations are more efficient ways of attaining coordination than the external control systems, which are based on explicit rules and regulations (Pascale, 1985; Weick, 1987). Moreover, behaviour is linked to different main values, and leaders and followers are skilled at attaining agreement when there are different points of view (Block, 1991). This type of consistency is considered as very powerful as the internal integration results from a common mindset and high degree of conformity (Senge, 1990).

Different researchers (Frost et al., 1985; Martin et al., 1983) have studied this topic and have given significance to the shared beliefs, values and effectiveness of the organisation. They suggested that shared meaning has a positive effect because employees within an organisation are working from a common framework of different beliefs and values which forms the origin of their communication. Consistency is considered as a strong source of stability and internal integration, which results from a common mindset and increased degree of conformity. Mainly this trait can be considered with three indexes: core values, agreement, coordination and integration (Denison, 1990). This trait makes an assumption that low levels of involvement and participation lead to increased levels of consistency and uniformity. The decision-making process of an organisation can be enhanced by its integration and shared meaning process. A very well-designed response with common meaning for a member of an organisation enables that organisation to react to its environment and reserve the meaning system of its members (Denison, 1990). Moreover, consistency, which is considered as the main source of integration and coordination, helps an organisation to formulate the set of systems which build the governance system and which depend on consensual support (Denison Consulting, 2016b).

3.3.3. Adaptability trait

Adaptability is considered as the capability of an organisation to check its external environment and respond to the changing need of its customers and stakeholders. Organisations have specified systems of norms and beliefs which support their ability to receive interpret and translate the signals from the environment into internal behaviour changes which enhance their chances of survival and growth (Denison, 1990). Moreover, organisations that are very well connected are the most difficult ones to change (Kanter, 1983). Organisations which are more susceptible to adaptability are influenced by their customers, taking risks and learning from their mistakes and having the ability and experience to create change (Nadler, 1998; Senge, 1990; Stalk, 1988). When customer focus is greater than change creation and organisational learning, this implies that an organisation is good at meeting customer demands at present but needs to plan for future customer needs or leading customers to what they will want in the future.

3.3.4. Mission trait

Mission is considered as the point at which an organisation and its employees are aware of what they are doing, how they intend to meet expectations and how employees can contribute to the success of their organisation. Successful organisations have a clear understanding of the purpose and direction which define their goals and objectives. They express the vision of how their organisation needs to look in the future (Mintzberg, 1987; Hamel & Prahalad, 1994). When, however, the mission of an organisation changes, this can affect the culture of that organisation. When strategic direction, intent and vision are greater than goals and objectives, an organisation will have a difficult time implementing or completing its mission. When goals and objectives are greater than the strategic direction, this shows that an organisation is very good at implementation but is deficient in the real direction, purpose or long-term planning.

Hence, the four traits of Denison's cultural model and effectiveness have been further studied by Denison & Neale (1996), Denison & Young (1999) and Fey & Denison (2003) to include three more sub-dimensions for each trait, resulting in a total of 12 dimensions. The following are the sub-dimensions of each trait:

1. Involvement trait (Attributes: capability development, team orientation and empowerment)

2. Consistency trait (Attributes: core values, agreement, and coordination and integration)
3. Adaptability trait (Attributes: creating change, customer focus and organizational learning)
4. Mission trait (Attributes: vision, strategic direction and intent, and goals and objectives)

All of these four characteristics of organisational culture ensure the effective and efficient functioning of an organisation, which demonstrates the quality, satisfaction and degree of motivation of employees (Lukasova & Novy, 2004).

3.4. Spector Job Satisfaction Survey

The Spector Job Satisfaction Survey is a questionnaire mainly used to assess the nine dimensions of job satisfaction connected with total satisfaction. This instrument is comprised of 36 items and for each item, the respondents have a choice ranging from strongly disagree to strongly agree, 6 choices in total. The Job Satisfaction Survey by Paul Spector used nine subscale measures including pay, promotion, supervision, fringe benefits, contingent rewards which is performance related, operating procedures which includes the rules and procedures of an organisation, co-workers, nature of work and communication. There are 4 questions for each subscale developed by Spector.

The research by Van Saane et al (2003) suggested that the Spector JSS survey met criteria, such as content validity, internal consistency, convergence validity and the Pearson correlation, so that it is applicable to both public and private organisations and not only for human services organisations (Spector, 1985; Spector, 1994). The JSS survey fulfils the needs of human services to have an instrument to calculate employee satisfaction. Job satisfaction was formed by the attitudinal reaction to an employment situation and was the basis for JSS. Moreover, the JSS scale gives the total satisfaction score of an employee, as well as considering the subscales which reflect the different factors of job satisfaction. These subscales provide more unique components of job satisfaction which can be calculated individually.

For the present study, the researcher considers only 4 factors of the 9 subscales to measure the mediating effect of job satisfaction on occupational stress, as well as organisational culture in IT SMEs of both India and the UK. The four subscales include fringe benefits, salary, and opportunities of promotion and communication.

3.5. Role stress

Role stress has attracted different research attention in terms of role conflict and role ambiguity (Conley and Woosley, 2000). Recently, role stress concentrated on role overload (Conley and Woosley, 2000). Rizzo et al (1970) consider role stressors as they connect to the principle of chain of command and the principle of unity of command by pointing out that both classical organisation theory and role theory are linked to role stressors. Role conflict occurs when different actors have different expectations of their roles and demonstrates conflicting expectations of behaviour with regard to how to perform those roles (Wincent et al, 2008). The research by Rizzo et al (1970) defines role conflict as the dimensions of congruency-incongruency or compatibility-incompatibility according to the need of the role, where congruency or compatibility is decided by a set of standards or role performance. The role conflict scale by Rizzo et al (1970) depends on the definitions of role conflict factors which were defined in Kahn et al's (1964) framework as person-role conflict, inter-role conflict, inter-sender conflict, and intra-sender conflict. The items in the scale measure different factors of conflict. Latack (1981) stated that a role overload is the extent to which time and resources of an organisation, available to the person, are insufficient to meet the expectations of the role set. Rizzo et al (1970) suggested that role ambiguity is the predictability of results or responses to behaviour, and that the clarity of behavioural needs depends on the inputs from the environment, which can help to form behaviour and provide knowledge that the behaviour is suitable. According to research by Latack (1981), empirical work has been connected to role stress with a variety of dysfunctional outcomes for both the individual and the organisation (job dissatisfaction, distrust, anxiety, tension, increased turnover, high absenteeism and physiological symptoms, e.g., high blood pressure. The studies have revealed that role stressors decrease organisational commitment (Agarwal, 1993), job satisfaction (Abdel-Halim, 1981) and performance (Jackson and Schuler, 1985). Kemery et al (1987) identified that role conflict and role ambiguity has an impact upon job satisfaction and physical health. In the model proposed by them, role conflict and role ambiguity have a direct impact on work related tensions, job satisfaction and intention to leave an organisation; they also identified some indirect impacts. Beehr et al (1976) suggested that the negative impacts of role stress include those on the wellbeing of the employees. Danna and Griffin (1999) stated that wellbeing in an organisation is significant, and every organisation needs to pay attention to this. The most important part of occupational

wellbeing, however, focuses on occupational stress, which is closely connected to wellbeing and job satisfaction.

3.6. Conclusion

This chapter has described the conceptual framework which the researcher used to carry out the current study, as well as explaining the concepts and measures adopted. The conceptual framework of the study mainly concentrates on three aspects includes organisational culture, job satisfaction and occupational stress. Organisational culture, in this study, gives importance to Denison's culture model (1990), which includes adaptability, mission, consistency and involvement. Job satisfaction is measured using the Spector Job Satisfaction Survey in which the main concepts adopted are salary, fringe benefits, opportunities of promotion and communication within an organisation. Occupational stress focuses mainly on role stress, role ambiguity, role conflict and role overload.

CHAPTER 4- RESEARCH METHODOLOGY

4.1. Introduction

This chapter explains the researcher's reasons for using the different research methods employed in this research study. To ensure that the research is effective and clear, different methods of investigation were used. This chapter also looks into the sampling techniques, research design and ethical issues associated with the research. In addition, the reliability and credibility of the study are discussed. In this research, the primary data collection was carried out using both quantitative and qualitative approaches; this enabled the researcher to avoid the drawbacks associated with each approach by using the strengths of each simultaneously. In this way, the researcher avoided the negligence of the 'social actor' associated with quantitative research, as well as the moderating effect of the objectivity of social reality associated with the qualitative approach (Erzberger and Prein, 1997). The first part of this research describes the inductive method associated with the qualitative approach, which creates the general principle from exceptional cases -"theory-building" (Mason, 2002).

4.2. What is research?

Research is an exploration and examination of an area of study which assists in revealing interesting or new facts (Walliman, 2011). Research is considered as the appropriate term for the process of discovering solutions to a problem after a careful study and analysis of the different elements (Sekaran, 2003). Research also, however, includes a sequence of effective processes which enables manager to understand how to solve organisational problems, or at least how to reduce them. In addition, research provides managers with relevant evidence to make appropriate decisions for solving a particular problem. When considering business research, this considers the problems associated with productivity, profitability and growth (Burrell & Morgan, 1979) and all of these factors are, at present, considered as the major elements in business (Schweitzer & Duxbury, 2006). Business research, however, includes the wider aspects of the influence of business on different characteristics, including business ethics (Lightstone & Driscoll, 2008), differentiation at the workplace (McKay, 2001), and so on.

Table 4. 1: Data collection procedures of present study (Own elaboration)

Research Method	Research Instrument	Number of Respondents			Participating Technique	Sampling Techniques	Approach to research respondents	Determination of Sampling size
Qualitative Methods	In-depth Interviews (Open-ended, semi-structured questions)	Total 62			One-on-One (Face to Face and Skype)	Snowball, convenience, purposive (Louangrath, 2013) and Quota sampling	Network and connections	Point- of- Saturation (Creswell, 2013) strategy and covering of major strata
		Dimensions	Description	No.of Respondents				
		Economies	India	31				
			UK	31				
		Level of Employment	Middle Level	31				
			Lower Level	31				
Quantitative methods	Survey Questionnaire 5-point rating	Total 284			Online survey through Google Doc. The link was shared with the Gate keepers to email to the lower and middle level of employees. The email were password protected	Proportionate stratified, area cluster sampling, convenience and purposive sampling	Circulated through Gate keepers in all selected organisations	Sample size larger than 30 and below 500 is considered as suitable (Crimp & Wright, 1995), Over 200 responses are considered as sufficient (Sekaran and Bougie, 2010).
		Dimensions	Description	No.of Respondents				
		Economies	India	142				
			UK	142				
		Level of Employment	Middle Level	142				
			Lower Level	142				

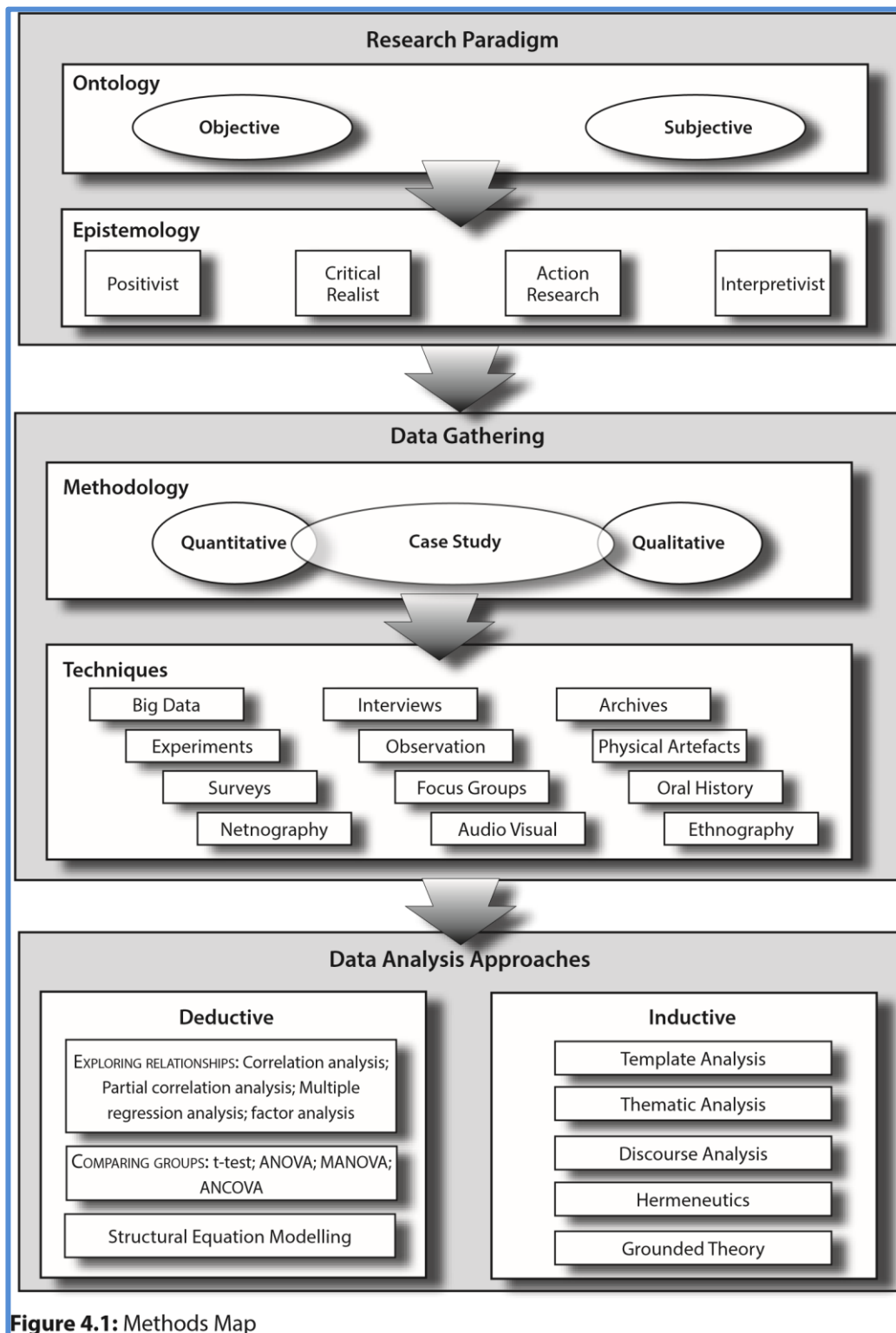


Figure 4. 1: “Research methods map” (O’Gorman and MacIntosh, 2015)

4.3. Research paradigm and philosophy

The success of research activity depends on the accuracy of the methodologies adopted to conduct that research. There are different methodologies, including: research philosophy, research strategy, methods for data collection, research instruments used to collect the data

and analysis of the data. The research paradigm is defined as the logically related collection of assumptions, concepts and thinking related with the research; it is, however, also connected with the development and nature of knowledge (Saunders et al., 2012). Researchers use different types of assumptions during each stage (Burrell & Morgan 1979). These assumptions include knowledge about humans, which are considered as epistemological assumptions, whereas the realities of the research are considered as ontological assumptions (Saunders et al., 2012). These assumptions are mainly concerned with the knowledge and nature of realities within the research which enable the researcher to understand the research questions, the methods and the interpretation of the findings (Crotty, 1998).

TerreBlanche and Durrheim (1999), however, have added one more element to the research process by including methodology along with ontology and epistemology; this was supported by Lincoln and Guba (1985). According to them, the research paradigm is considered as the interrelated practice and thinking process which describes the nature of the enquiry including the above-mentioned three dimensions. (Please refer to Appendix 1).

4.3.1. Ontology

Ontology is related to the nature of reality. It is particularly concerned with assumptions about the world and opinions of a specific viewpoint. Blaikie (1993) considered ontology (as cited in Grix, 2004) as the study of opinions and assumptions which constitute the nature of social reality, including what exists, what it looks like and how these are connected with each other. Moreover, Grix (2004) considers that people who want to carry out clear, specific research and analysis need to understand the philosophical underpinnings which facilitate the choice of the research questions, methodology, methods and intentions. The ontological assumption is considered as an important factor of the research process because it enables the researcher to reveal their perceptions of how human nature affects their approach to research (David & Sutton, 2004).

Ontology is classified as objectivism and subjectivism through which the researcher ensures the nature of reality (Easterby-Smith et al., 2004). Objectivism is described as the social entities which exist as an important reality external to social actors who are concerned with their existence (Crotty, 1998; Neuman, 2003), while subjectivism is considered as a social phenomenon which is constructed through perceptions and consequent actions which impact upon social actors.

Ontologically, objectivism is connected with realism, where social entities are considered as physical entities and exist independently. Ontologically, subjectivism is associated with nominalism. Nominalism is considered as an important form which is created by researchers and different social actors using language, categories, perceptions and different actions. (Please refer to Appendix 1).

The previous ontological assumption related with organisational culture, job satisfaction and stress is that the culture of an organisation affects occupational stress of employees who work within that organisation, either positively or negatively. Many researchers have investigated this particular topic linking job satisfaction with organisational culture and occupational stress. Through ontological assumptions, the researcher focused on how the culture of an organisation affects occupational stress by considering how employees can be satisfied within their workplace. In this study, the researcher focused on the positive side of the topic, so that the ontology of the study is considered as objective in manner. In addition, the judgements made by the researcher regarding this research were not affected by their personal feelings or opinions when considering the facts. Moreover, this research is fact based and can be measured and observed. Hence, the researcher uses objective ontology in this study.

4.3.2. Epistemology

Epistemology is considered as the nature of knowledge and understanding which can be attained through different types of investigation and different methods of examination (Hirschheim, Klein, & Lyytinen, 1995). Epistemology depends upon valid and clear knowledge and how the researcher communicates this knowledge to others (Burrell & Morgan, 1979). Moreover, epistemology is the theory of knowledge focuses on theoretical viewpoint which forms the part of methodology (Crotty, 1998).

Epistemology is divided into two categories, i.e., positivism and interpretivism. The research by Neuman (2003) considers positivism as a social science which uses different methods, combining deductive methods with clear empirical observations of the behaviour of individuals, in order to discover the fundamental laws which are used to forecast general activity. When considering the interpretivist point of view, qualitative research is constructed, interpreted and experienced through the interactions with each other in the vast social systems (Maxwell, 2006; Bogdan & Biklen, 1992; Lincoln & Guba, 1985; Merriam, 1988). According to this paradigm, the nature of the investigation is interpretive and the purpose is

to realise this particular phenomenon, not to apply the generalisation to the whole population (Farzanfar, 2005) (Please refer to Appendix 1).

Epistemology can be divided into four categories: positivism, critical realism, interpretivism and action research.

4.3.2.1. Positivism

Positivism is connected with the philosophical position of natural scientists and requires working with social reality, which is observable, in order to create law-like generalisations (Saunders et al, 2012). Positivism mainly concentrates on the scientific empiricist method to generate pure data and facts and which is not influenced by human interpretation or any kind of bias.

A positive paradigm has the characteristics of independence, uses the hypothetico-deductive model and large samples, which are mainly quantitative. It also uses generalisation as the basis of selection of adequate samples to generalise a population (Easterby-Smith et al., 2004; Scholarios, 2005). Positive paradigms were widely used in previous research carried out by Hofstede (1984 and 1991) about the effect of national cultures and the work behaviour of IBM employees (Easterby-Smith et al., 2004). These studies mainly used structured interviews or questionnaires for a large sample size. (Please refer to Appendix-1).

4.3.2.2. Interpretivism

Interpretivism is similar to critical realism which was developed as a contradiction to positivism but through a subjective perspective (Saunders et al., 2012). It attaches importance to individuals being different from one another and their creation of different meanings. (Please refer to Appendix-1)

4.3.2.3. Critical realism

In social science research, it is difficult to follow purely positivist and interpretivist paradigms. Hence, researchers use different research designs according to their convenience. Critical realism has its own importance in research as it combines the strengths of positivist and interpretivist paradigms, while avoiding their limitations. Critical realism concentrates on the experience and observation of reality and depends upon observable events (Saunders et al., 2012). According to Bhaskar (1989), people are able to understand what is happening in the social world if they can recognise the social structures. (Please refer to Appendix-1)

4.3.2.4. Action research

Action research is a combined approach between the researcher and the organisation. The main focus of this approach is to create change through different processes so that research can be carried out in a particular situation. The main aim of this approach is to generate methods, create theories related with policy implementation and to improve the practice through incorporated theory connected with the research. This approach has some negative effects as it deals with increased levels of subjectivity. According to the researchers, credibility and robustness are considered as the negative, weak points of action research (Huxham, 2003; Tranfield & Starkey, 1998).

The current research follows ontological assumption as objective (Easterby-Smith et al., 2004) and critical realist epistemology (Saunders et al., 2012). The study follows the pragmatic approach by combining both qualitative and quantitative methods (Creswell, 2013). The researcher started this study with a theory which was developed by reading and understanding the literature discussed in the literature review; the research strategy was then developed in order to test the theory; the researcher adopted the hypothetico-inductive-deductive methodology (Saunders et al, 2012). In addition, the research philosophy is a combination of positivism and interpretivism. Positivism is used in phase two, which is quantitative, and interpretivism is used in phase one, which is qualitative.

4.3.3. Axiology

Axiology is considered as the values and ethics involved in the process of research. Axiology is a branch of philosophy which focuses on judgements about value. This relates to questions regarding how the researcher perceives with their own values and with the research respondents. The research carried out by Heron (1996) states that researchers need to demonstrate their skills connected with axiology to express their values as a hindrance to proper judgements and how the research is going to be conducted. The data collection techniques chosen by the researcher are considered as a reflection of their values. For instance, when conducting a research study, researchers giving more significance to data collected by using interviews suggest that they attach more importance to the personal interaction with the respondents rather than opinions expressed through an anonymous questionnaire. Heron (1996) stated that values are considered as the main reason for all human activity. According to him, axiology provides a person with the possibility of having their own statement of personal values regarding the topic they are researching.

In the present study, the researcher collected data in two phases. In the main phase, the data was collected via interviews, using open-ended, semi-structured questionnaires which form the qualitative part of the present study. The second phase of this research was conducted through an online survey using questionnaires. In this study, the researcher does not attach great value to their personal interaction with the respondents. Hence, this research can be considered as value free and detached from the respondents (Saunders et al., 2012). This study particularly deals with the researcher's own assumptions and values and does not depend on the personal interaction with the respondents. As this study has been conducted in an objective manner, the epistemology focuses on discovering the truth by observable, measurable facts and having a value free, detached axiology (Saunders et al., 2012).

4.3.4. Methodology

A methodology is considered as a research design which outlines the choices of the researcher, using specific methods and connecting them to the appropriate outcomes. It provides an outcome of the methods employed in a particular study or piece of research. A methodology is mainly regarded as the mixture of techniques used to investigate a particular situation (Easterby-Smith et al., 2004). It is concerned with which approach needs to be taken and simultaneously considers the alternatives, including hypothetico-deductive, inductive and cooperative investigations. A hypothetico-deductive methodology is mainly used with a positive paradigm and an inductive methodology is used with data other than the literature, and a co-operative investigation contains an increased level of involvement from the researcher (Please refer to Appendix-1).

4.4. Quantitative versus qualitative research

With regard to conducting research, qualitative and quantitative methods are considered as the two main approaches. Qualitative research generates textual data, while quantitative research produces numerical data (Easterby-Smith et al., 2009). These two approaches can be used with both positivist and interpretivist epistemologies which are supported by both nominalist and realist ontologies (Easterby-Smith et al., 2009). In addition to the above, researchers have reinforced the idea of using a multi-method approach for building a research strategy, i.e., using a mixture of these two methods in order to draw conclusions from a research study (Flick 2002 and Carson et al 2001).

A quantitative approach contains a collection of numerical data which is analysed by using statistical methods, through statistical tests (Hussey & Hussey, 1997). In addition, this approach uses different methods and procedures, which conclude with the generalisation of the findings, for measuring and assessing the casual relationship between the different variables (Denzin and Lincoln, 2000). A quantitative approach also deals with the testing, validating and measuring of variables; it is objective and concentrates on hypothesis testing, which is mainly results, oriented (Ghauri & Gounhaug, 2003). Quantitative research, therefore, is mainly focussed on experimental research for the discovery of facts and reasons for social phenomena (Robson, 1993). A qualitative approach deals with the opinions, perceptions and interpretations of groups or individuals using in-depth interviews (Easterby-Smith et al., 2009). Moreover, qualitative data deals with meanings which are communicated verbally and gains an understanding of the behaviour of the respondents from their own experiences (Robson, 1993). (Please refer to Appendix-1)

For a qualitative study, interviews are conducted and a maximum number of participants are included in all major strata. This study cross examines variables, for example, management levels (lower and middle levels), economies (developing and developed) and gender (male and female). Making a decision on the number of interviews is based on the stratification and the point of saturation. For this purpose, the researcher interviewed the respondents from the IT sector in both India (developing country) and the UK (developed country). The targeted audiences are the lower and middle-level employees. In the second phase, i.e., the quantitative phase, questionnaires were circulated to the respondents.

4.5. Research approaches

The main purpose of research is to evaluate existing theories, to create new theories or to add new knowledge to the already existing theories based on the findings (Saunders et al, 2009). The research approach enables the researcher to concentrate on and consider problems more thoroughly and make decisions on how to solve those problems when considering the research subject (Saunders et al., 2007). Research approaches are considered as plans and procedures to conduct research from a broad assumption to the data collection methods, analysis and interpretation (Creswell, 2013). The research approaches can be classified as deductive and inductive (Saunders et al., 2009 and Hussey & Hussey, 1997).

4.5.1. Deduction

A deductive approach is concerned with developing a hypothesis based on existing theory, and then designing a research strategy to test the hypothesis. It is considered as an important research approach in which the researcher can anticipate the situation, allowing them to have a controlled approach (Collis & Hussey, 2003). When making statistical generalisations about human social behaviour, there is a need to select samples of appropriate numerical size (Saunders et al., 2012). If the research starts with a theory, which is often developed by reading and analysing the academic literature, the researcher can then develop a strategy to test the theory by using the deductive approach (Saunders et al., 2012). (Please refer to Appendix-1).

The present study follows the hypothetico-deductive method in its second phase, as the study follows a quantitative approach. Here the relationships with different variables were identified, and hypothesis was formulated and tested. The researcher analysed the research literature and developed a research strategy to test the hypothesis. The present study tested the hypothesis in its second phase and drew conclusions based on the statistical analysis of the data (Lee & Lings, 2008). In addition, the application of the deductive approach helped the researcher obtain details of the relationship between the variables.

4.5.2. Induction

If research is carried out by the gathering of data for the purpose of building a theory from a conceptual framework, then the researcher is using an inductive approach (Saunders et al., 2012). When a researcher collects data for their research, they need to search for themes and patterns and to develop a new theory or modify a currently existing theory, which can then be tested. When using the inductive approach, researchers use qualitative data, analyse that data, and then formulate a theory from that data. An inductive approach is mainly concerned with the situation in which the events are happening. Hence, in induction, the research of a small sample size may have more importance than a large sample size. The researcher who follows an inductive approach uses qualitative data to gather the data for creating different opinions (Easterby-Smith et al., 2008). According to Bryman (2001) an inductive approach starts with observations and, following that, conclusions are drawn which are appropriate for explaining the research problem.

A qualitative analysis forms the first part of the research via conducting interviews. This study, therefore, can be considered as using a hypothetico-inductive-deductive method, i.e., a

mixed methodology. During this analysis, different themes were identified and conclusions were drawn to support the study.

4.6. Mixed research paradigm

A mixed methodology involves the mixing of quantitative and qualitative research methods, approaches, or other paradigm characteristics. The exact mixture that is considered appropriate depends on the research questions and the situational and practical issues facing the researcher. A mixed method approach usually combines some aspects of quantitative and qualitative methods (Creswell, 2003; Tashakkori & Teddlie, 2010; Teddlie & Tashakkori, 2009). A mixed approach (Tashakkori & Tessie, 1998) which supports the fact that the researcher needs to consider research philosophy as a continuing process rather than opposite or diverging opinions. This does not limit the selection of methods, assumptions and procedures but focuses on the most appropriate option for considering the research question. The main reason for using the triangulation method is that different methods can be combined for data collection and analysis, and both of these methods confirm the results of the research (Greener, 2008). (Please refer to Appendix-1)

Many researchers have pointed out their reasons for using mixed methods, as they consider new perspectives on research questions, in order to enhance the credibility of the research, to prove generalizability and to provide an understanding of the research with a deeper insight. Tashakkori and Teddlie (2003) consider that mixed methods are useful if they enable analysis of the research questions more effectively, which gives the researcher an opportunity to evaluate the research to limit the reliable research findings. By using a mixed-methodology, the researcher can be assured that they were considering the most important issues within the research. There are, however, many arguments regarding the use of mixed research methods because some researchers do not agree with mixing two methods together. A mixed-methods approach can generate a semi-detached design (Burrell & Morgan, 1979; Morgan & Smircich, 1980). Recent research suggests, however, that the boundaries of a paradigm are more flexible (Cunliffe, 2011) so that it is adequate to connect both paradigms, up to a certain point. The research carried out by Bryman (2006) considers that the predominant approach is a quantitative methods approach, using structured interviews and questionnaires within a cross-sectional design, whereas a qualitative methods approach needs to employ a semi-structured interview within a cross-sectional design.

The present study uses a mixed methodology, in which the first phase considers the qualitative data analysis through in-depth interviews. The conclusions can be drawn from this phase and, consequently, hypotheses can be created and statistical tests performed during the quantitative phase. In a quantitative methods approach, the responses are collected via questionnaires through an online survey. The responses are tested using statistical methods and then the results of the study are validated. For qualitative analysis, the reliability and validity are checked using demographic checks, pilot testing, content validity, construct validity and par value/phase value, while quantitative data is validated using Cronbach's alpha and Exploratory Factor Analysis. This study, therefore, uses the triangulation approach with a qualitative method, a quantitative method and validation.

4.7. Research instruments

The variables of research studies have been identified by researchers using a different variety of research instruments (Walliman, 2001). To identify the research variables in a proper manner, it is important to select the most suitable tool (Sekaran & Bougie, 2010). Additionally, pilot testing is considered an effective approach because it enables the researcher to evaluate research reliability and identify logistical problems in using the chosen methodology (van Teijlingen & Hundley, 2001).

In the present study, an online survey questionnaire and in-depth interviews are the two main research instruments. As the study uses both a qualitative and quantitative approach, the data was collected via in-depth, face-to-face interviews. The data was collected from two countries, from India and the UK. The face-to-face interviews were conducted using semi-structured, open-ended questions. The data was analysed by using thematic analysis (Attride-Stirling, 2001), charts, coding, percentages and tabulations. So, as stated above, the first stage of the study employs a qualitative approach. The second phase of the study follows a quantitative approach. For this purpose, the data was collected through questionnaires using a 5-point Likert scale ranging from strongly disagree to strongly agree using GOOGLEDPCS. The data was analysed using IBM SPSS 24.0.

4.8. Measurements

According to Clark & Watson (1995), the purpose of the scale is to build an appropriate measure to develop the construct Hinkin, Tracey, & Enz (1997), however, identified that the measurement of behavioural responses required researchers to create a scale which is valid

and reliable. The four types of scales used in social research include: nominal, ordinal, ratio and interval scale (DeVellis, 2012).

The nominal scale is otherwise known as a label, because of the feature of labelling variables, and is commonly qualitative rather than quantitative in nature (MMRM, 2012; Davis, 2013). The ordinal scale arranges data according to ranking (DeVellis, 2012). The limitation of this scale is that it does not have equal intervals between the two sets of points of scale (Davis, 2013). The interval scale is numerical in nature and includes equal intervals of difference but it does not have any known order (MMRM, 2012). Moreover, the ratio scale is quantitative in nature and considers equal intervals of difference with known order (MMRM, 2012; DeVellis, 2012; Davis, 2013).

In the present study, the measurement tool is a combination of a nominal and ordinal scale. For the demographic variable, the researcher opted for the nominal scale including gender, education, country of employment and work experience. The demographic variables identifying age and experience are ordinal in nature because the researcher is interested in finding the modes for only these two variables. A 5-point Likert scale is ordinal in nature, as the aim of the research is to identify the degree of responses related to the research variables. The importance of the research, however, is to identify the order and mode of the responses and, thus, the ordinal scale is considered as more suitable for this study. The researcher used two models for measuring organisational culture and job satisfaction. For organisational culture, the Denison Cultural model (1990) was employed, and for job satisfaction the Spector (1994) Job Satisfaction Survey (JSS) was used. For studying occupational stress in the present research, the researcher has followed different scales. For role ambiguity and role conflict, the 6-point scale of Rizzo et al, (1970) has been adopted, whereas for role overload, Spector and Jex (1998) scale was used. For studying job stress, the scale of Parker & DeCotiis (1983) was adapted by the researcher.

4.9. Time horizons

The time horizons of the research design are independent of the research strategy that the researcher used. There are two types of time horizons in a research process, i.e., cross-sectional and longitudinal.

4.9.1. Cross sectional studies

A cross-sectional study is considered as a research study carried out at a particular time (Saunders et al, 2012). This study also covers multiple focus groups, whilst spanning a short period of time. Cross-sectional studies use a survey strategy (Easterby-Smith et al., 2008; Robson, 2002) and include questionnaires and surveys, and mainly fall under the positivist paradigm (Easterby-Smith et al., 2008). Lyles and Salk (1996) studied the limitations of this approach, as it is difficult to process over different time throughout the research process.

The external validity of cross-sectional research is considered as very strong because of the representative nature of the research. It is considered as strong even if a random sampling methodology is used (Bryman & Bell, 2007). When using other sampling methods, such as convenience and judgement, however, these can lead to bias and will have an impact on the research findings. In addition, the main weakness of the cross-sectional design is the attainment of internal validity. This is considered as the result of the difficulty in attaining casual direction (Creswell, 2007; Saunders et al., 2009).

The study used a cross-sectional time frame because one event will be studied only once in given timeframe (Waliman, 2001). The research design was cross-sectional because the study focuses on multiple focus groups, whilst spanning a relatively short period of time and cross examines the variables, for example, management levels (lower and middle levels), economies (developing and developed) and gender (male and female).

4.9.2. Longitudinal studies

The main advantage of longitudinal research is its ability to research change and development. Adams and Schvaneveldt (1991) identified that by observing people or events over time, the researcher is capable of adopting a measure of control over different variables in a study and they are not influenced by the process of research. If the researcher needs to understand the changeover of different time periods, then it is essential to accept longitudinal studies (Easterby-Smith et al., 2015). (Please refer to Appendix-1).

4.10. Data collection

Data collection is significant for a researcher, as gathering all of the necessary information and important data is essential for achieving the desired aims and objectives of the research. The data collection process begins once the research problem has been defined and the

research design has been drawn up (Kothari, 2004). According to Saunders et al., (2009), there are two methods of data collection, i.e., primary and secondary. Collis and Hussey (2003) identified primary data as collecting information from the main source for the research. The important sources of primary data include: observation, surveys, questionnaires and interviews (Hussey & Hussey, 1997). Primary data is gathered first, so that it will be original in nature (Kothari, 2004). In the case of secondary data, this involves the collection and analysis of data which has already been gathered by previous researchers for other purposes and which has already gone through the statistical process. It may appear in the form of raw data and/or previously published summaries (Saunders et al., 2003).

For this study, the researcher used in-depth interviews and semi-structured questionnaires as a source of obtaining primary data. The data collection process mainly involves the selection of respondents and the collection of data from them (Brink, 2006; Burns & Grove 2009). In-depth interviews were conducted with lower and middle-level employees. According to Burns and Grove (2009), in-depth individual interviews are considered, as the measure engages the researcher and the respondents in one-to-one conversations; these are used to obtain better qualitative information which can provide deep insights into the perceptions and experiences of the respondents. A semi-structured interview guide was used at the time of the interviews and detailed questions were written down.

4.10.1. Primary data

Jankowicz (2005) argues that data gathered from primary sources is considered as more important and reliable with regard to the objectives of the study. Moreover, Ghauri and Gronhaug (2003) state that only primary data can answer the questions connected with people's attitudes and intentions.

The survey strategy enabled the researcher to gather the data which was assessed quantitatively using descriptive and inferential statistics. Moreover, the data gathered through a survey strategy is thought to be easy to analyse and understand (Saunders et al., 2009). In addition, it can be used to suggest possible reasons for relationships between the variables and to produce models of those relationships (Saunders et al, 2009). Primary data can lead to new insights into particular studies and increased confidence in the results of the research (Easterby-Smith et al., 2015). Some examples of primary data include individuals, focus groups, and panels of respondents, set up by the researcher, from whom responses need to be obtained on important issues during a different time frame (Sekaran, 2003).

The analysis of primary data is considered as an important focus of this study. The researcher, therefore, has employed a survey strategy using self-administered questionnaires in phase two, and in phase one, in-depth interviews for collecting primary data has been used.

4.10.2. Secondary data

The collection of secondary data usually includes textbooks, surveys, reports, newspapers, magazines articles, video recordings and so on (Saunders et al. 2007). The range of available secondary data provides a basis for a better literature review and secondary research analysis. The accessibility of secondary data increases the knowledge of researchers and provides guidance for the collection of primary data (Creswell, 2009).

Secondary data gathering and analysis is considered as time saving, cost effective and provides a variety of different opinions and findings (Ghauri & Gronhaug, 2003; Saunders, et al., 2007). The main disadvantage of using secondary data is that the aims and objectives of previous studies might not match with the research aims and objectives of the present study (Ghauri and Gronhaug, 2005). Moreover, secondary data might not be accurate and up-to-date and, thus, might not appropriate for the purpose of the existing research question (Saunders et al., 2000).

Earlier research carried out by many researchers on organisational culture, job satisfaction and occupational stress has helped the researcher to assess and build on the available secondary data and to work on further research, which adds value to the research topic. The author used different methods to collect the secondary data, for example, journals, textbooks, the internet and electronic resources.

4.11. Questionnaire

In the field of business and management, a research questionnaire is considered as the commonly used data collection technique within the survey strategy (Saunders et al., 2009). According to deVaus (2002; cited in Saunders et al., 2009), a questionnaire contains data collection techniques; each respondent is asked to respond to the same sets of questions in a predetermined order and, therefore, this method is considered as the most efficient way of collecting responses. Additionally, it avoids bias in the data collection process (Saunders et al., 2009). As a result, a questionnaire is considered as the most important way to gather data from a large number of people to fulfil the aims and objectives of a research study.

4.11.1. Questionnaire design

For collecting data, the researcher distributed self-administered questionnaires to be completed by the respondents. These questionnaires were electronically administered using the internet or intranet and were posted or delivered by hand to the respondents (Saunders et al. 2009). These types of surveys are considered as easy, relatively cheap and enable the opportunity for surveying a large number of respondents (Saunders et al., 2009).

The questionnaire is designed in a way which includes all of the variables for the present research and is the same questionnaire which was constructed by researchers to ensure the validity of the research. It includes a survey and an in-depth interview for the research is classified into four major sections. The first section deals with collecting the demographic data of the respondents; section two contains the questions for exploring and examining organisational culture; section three deals with the questions related to job satisfaction, and the final section is concerned with the questions related to occupational stress. All of the sections of the questionnaire are made coherent so that the respondents can understand the questions very easily and respond to them in an unambiguous manner. The questionnaire itself states the aim and purpose of the study. The questions were formulated in English and the researcher used a 5- point Likert scale to assess the degree of agreement for each question. Likert scale questions are considered to be easy to respond to (Robson, 1993). The researcher guaranteed the confidentiality of the information provided by the respondents.

4.11.2. Pilot test

The purpose of a pilot test is to improve the questionnaire so that the respondents do not have to face any issues while answering the questions and to reduce additional problems while recoding the data. A pilot test also helps with checking the reliability and validity of the data to be gathered (Saunders et al. 2009). The number of respondents needed for pilot testing the questionnaire depends on the research questions and research objectives. The research by Fink (2003b), however, revealed that the sample size needed for a pilot test is 10 in number (cited in Saunders et al., 2009).

The researcher conducted an expert pilot test rather than a population pilot test by allocating the questionnaire to 20 experts in the field of Human Resources Management, including 10 from the UK and 10 from India. The researcher used expert piloting to ensure the exact strengths and weaknesses of the questions, as the feedback can only be provided by the experts in the field. The experts were selected using random, purposive and convenience

sampling and they included senior HR managers, strategic HR managers and senior HR consultants, all of whom are currently working in the IT sector in India and the UK. The questionnaire itself included a section for their feedback. After the expert pilot test, any unclear and/or confusing questions were revised and changed. Prior to the data collection, the researcher chose pilot testing to ensure the feasibility and the accuracy of the research instrument.

4.12. Sampling

Deciding on a suitable research population and proper sampling procedure is considered as a better position for a researcher when analysing the research questions. According to Jankowicz (2000), sampling is considered as the choice of different people who represent a given population. It was impossible for the researcher to survey the whole population because of time constraints, expense and access; it was considered important for the researcher to decide on the size of the sample and sampling frame for collecting the findings from a representative set of the given population. Sampling procedure can be classified into two parts, namely: probability and non-probability sampling. Probability sampling is based on the fact that every member of a population has a known and equal chance of being selected (Saunders et al., 2009). Probability sampling depends on a statistical study, whereas non-probability sampling selects samples by using a random selection method. However, some units are more likely to be considered than others in a given population (Bryman & Bell, 2003). Aczel and Sounderpandian (2002) consider probability sampling as the chances of a sample being chosen from a population based on randomisation or chance. Hence, probability sampling is considered as time consuming and costly than non-probability sampling (Saunders et al., 2003). When considering business and management research, research questions, objectives and the choice of a research strategy use non- probability sampling (Saunders et al., 2007). Non-probability sampling is cheaper and is used when the sampling frame is not defined (Saunders et al., 2003). Moreover, it can be used when the researcher wants to study the attitude and perceptions of the respondents (Churchill, 1995). In addition, non-probability sampling is connected with identifying and distinguishing respondents based on their background and former experiences (Jankowicz, 2005).

For the first part of the qualitative study, in-depth interviews were conducted. A minimum 25 individuals were interviewed but the saturation point (Creswell, 2013) was considered as the benchmark to decide on the total number of interviews, as well as covering all of the major strata. The study by Morse (2000) considered the range over 30 participants is sufficient for

determining a saturation point. During the interview, the researcher observed the respondents with their consent. The study used a non-probability sampling technique by combining snowball, convenience, quota and purposive sampling in order to collect the data. Purposive sampling was used for ensuring that all of the respondents have the same IT background and that there is an equal representation of respondents. Snowball sampling was used for reaching the hidden respondents. Convenience sampling is mainly used in selecting samples for a pilot study. The analysis was performed using MS packages for percentages, the funnel approach, coding, creating themes, as well as tabulations and charts.

For the second part of the quantitative study, proportionate stratified, area cluster, convenience and purposive sampling methods were used for collecting the data from the respondents. Purposive and convenient sampling methods mainly uses in quantitative research when probability sampling proved high non-response rate or other factors complicating randomization (Wijnhoven et al., 2015). The proportionate stratified sampling method was used in order to obtain precision for the research study, as well as for gathering enough samples to support the separate analysis of the sub-group and to obtain equal responses from both countries. An area cluster sampling method was used because the researcher wanted to cover the main areas which are the biggest IT hubs of SMEs in India, as well as in the UK. The total number of interviews conducted was 62 including 31 from the UK and 31 from India. Any sample size between 30 and 500 is considered as a suitable sample size for research (Crimp & Wright, 1995). In addition, the researcher kept the sampling size the same for middle and lower-level employees, i.e., 31 from each level.

For the quantitative part of the study, the researcher included the middle and lower-level employees in each organisation, with a sample size of 200 or more. In Denison's culture model, a company has to obtain a minimum of 25 respondents from the representative population (Denison, 1990). In comparative studies, over 200 responses are considered as sufficient for reaching a logical conclusion (Sekaran & Bougie, 2010). This study has more than 200 respondents and, therefore, it has a large enough sample drawing a logical conclusion. Moreover, it is important to remember that if the data is higher, the sig-values reach infinity because of the higher number of frequencies. An increased number of frequencies, however, automatically increase the infinity power, so that it has a suitable number of respondents to attain enough and logical conclusion. The questionnaires distributed numbered 330 in total of which 284 were returned to the researcher. The response rate for this study, therefore, is 86%. The study targeted a total number of 11 companies in both countries; these companies are considered as the main IT SMEs in both countries. The

responses received from India and the UK were 142 in number; these make up the total sample size. The researcher kept the sample size equal from both countries and, when investigating middle and lower-level employees, the researcher kept the sample size the same, i.e., 142 from the middle and lower levels. The targeted audiences are the middle and lower-level employees at IT SME's both in India (developing country), as well as in the UK (developed country). The respondents participated voluntarily in this survey and also in the interviews to ensure ethical considerations (Sekaran & Bougie, 2010).

The research activity took place in both the UK and India. As the part of data collection, the researcher gathered data from both countries. After obtaining ethical approval from the University, the researcher carried out an expert pilot test to ensure what about the questionnaire formulation. After the expert pilot study, the researcher circulated the questionnaire, first in UK, and secondly in India. For questionnaire circulation, the researcher asked for help from the gatekeepers/point of contact (working inside the organisation) in both countries. Participants were informed about the purpose of the research and their voluntary participation. Formal emails were sent to gatekeepers/points of contact asking for their assistance in circulating the questionnaire. After receiving consent from them, the researcher sent a link to the survey questionnaire, which is password protected, to the targeted respondents and informed them of their voluntary participation. The points of contact were the HR manager, HR administrator or Director of the organisation; these were contacted in order to arrange interviews with the respondents. The bias of the survey was rectified by placing an option in the questionnaire asking the respondents to provide their email identification, while they were recording their responses. By taking note of the respondents' email identification, the researcher understood that different individuals were participating in the activity and the point of contact distributed the online survey to the appropriate respondents.

After that the researcher interviewed the respondents from both countries, which were carried out through face-to-face. The researcher recorded the responses during the interviews by writing them down while listening to the interviewees gives their answers. At the time of the interview, the researcher observed the participants as the part of the research.

4.12.1. Sampling size

The problems related with sample sizes for all non-probability sampling techniques (excluding quota sampling) are unclear and there are no rules (Saunders et al., 2009).

According to Patton (2002), a sample size mainly depends on the research questions and objectives, and the analytical skill of the researcher (cited in Saunders et al., 2009). Crimp and Wright (1995) identified that a sample size which is anything larger than 30 and below 500 is considered as suitable for research methods.

The sample size for the qualitative phase is smaller than that of the quantitative phase. This is because the purpose of a qualitative data collection is to extract more and extensive information from a small sample, whereas quantitative research employs larger samples for conducting statistical tests. For this study, the researcher had a total sample size of 284 for the quantitative phase; for the qualitative phase, the researcher conducted in-depth interviews considering 25 respondents from each country, covering all strata, but saturation is considered as the benchmark for deciding the sample size. From India, the researcher received responses from 31 respondents and from the UK a similar number of responses was received, i.e., 31. This figure constitutes the saturation point in both countries for phase one, the qualitative method.

4.13. Data quality issues

When conducting research, there are a number of data quality issues that need to be considered. According to Saunders et al., (2009), the quality of research findings can be measured by reliability, validity and generalisation. In research design, reliability and validity decrease the opportunity of obtaining the incorrect findings (Saunders et al., 2009).

4.13.1. Reliability

Reliability is considered as the limit to which the data collection techniques and the analysis process leads to the appropriate findings (Saunders et al., 2009). Moreover, Cooper and Schindler (2003) have argued that reliability is concerned with delivering appropriate findings. The reliability of research is considered as the capability of the study to provide similar findings to the same questions if the research were to be conducted again (Hussey & Hussey 1997). According to Easterby-Smith et al., (2008) the reliability of research can be examined by presenting certain factors (cited in Saunders et al., 2009) including whether these measures create the same findings in other settings, whether other researchers achieved similar findings and whether there is clarity in the investigation of raw data.

To ensure the reliability of the study, the researcher conducted an expert pilot test to eliminate any confusion present in the questionnaire and to make it easier for the respondents

to understand. Reliability can be calculated based on the consistency in the measurements (Creswell, 2007). An important way of ensuring the reliability of the research is to ensure that the research instrument is circulated to a sample which has similar characteristics or similar backgrounds (Creswell, 2007). In the present study, all of the respondents are the employees of the IT industry in India and the UK; the researcher has, therefore, attained reliability in this study. Reliability was also achieved by circulating the questions asked about the research (Cohen et al., 2007). The researcher used different scales to assess the data and those scales had enough reliability for the measurements. The presentation of the questionnaire in the study was achieved with clarity in order to enhance reliability. In addition, in order to further increase reliability, the researcher used Denison's model (1990) for measuring organisational culture and the Spector Job Satisfaction Survey (1985) for measuring job satisfaction. For studying occupational stress in the present research, the researcher followed different scales, e.g., for role ambiguity and role conflict, the 6-point scale of Rizzo et al., (1970) was adopted, whereas for role overload, Spector and Jex (1997) scale was used. For studying job stress, the scale of Parker and DeCotiis (1983) was adapted by the researcher, whereas for the quantitative phase, reliability was ensured by using Cronbach's alpha.

4.13.2. Validity

According to Hussey and Hussey (1997) validity is connected with the degree to which the research findings precisely represent what is actually occurring in the situation. Validity is connected with the truth, whether or not the findings of the research are actually about what they seem to be about (Saunders et al. 2009). Validity is considered as a substitute word for truth (Silverman, 2000). Moreover, Janskowicz (2000) considered validity as connected with the precision of the measurements used for collecting data.

The researcher maintained the validity of the research by circulating questionnaires for an expert pilot test before starting the main research, in order to eliminate any confusion, amendments were then made. For a research study to be more reliable, it needs to be valid (Phelan & Wren, 2006). The validity of the research is also achieved by the selection of the samples from among those respondents who had previously experienced occupational stress. The results attained from the study were cross checked with the results of existing research, in order to verify the validity of the study results. The validity of the qualitative analysis was checked by content validity, construct validity and par value. The validity of the quantitative analysis was measured by using Exploratory Factor Analysis.

4.13.3. Generalisability

Generalisability is usually considered as the external validity (Saunders et al., 2009). It considers the degree to which the research findings can be generalizable, which means whether the research findings are similarly appropriate to other research settings, for example: different organisations (Saunders et al., 2009). Moreover, Hussey and Hussey (1997) argued that there is a connection between the sample population and research findings by declaring that the larger the sample size, the greater the generalisability. Different people have different opinions regarding whether a smaller sample size represents the total population. In addition, the use of a convenience sample would make it more difficult to assess the sample as a whole population. For enhancing generalisability, the respondents have only been asked questions that are relevant to the present study.

4.14. Ethical considerations

Ethical concerns in research are considered as important. If the principles of ethics are lacking in a research study, then the research cannot yield genuine, valid and reliable outcomes. It is the responsibility of the researcher to maintain the privacy of the information throughout the research process. During the research process, demographic information is required for the survey, e.g., gender, age, education and educational qualifications. Before gathering the private details of the respondents, the researcher needed to ensure that this personal information was secure both during and after the study. Once the respondents had completed the online survey, the information was automatically updated to an Excel worksheet to which only the researcher had access. There was, therefore, no direct contact between the researcher and the respondents. The responses gathered from this study will be destroyed after a period of time. The consent of HR departments is a precondition for the participation of employees. The purpose and measures taken to protect the confidentiality and anonymity of the participants of this study is described at the beginning of the questionnaire, as well as in communications with the companies' HR departments.

During this study, the researcher did not force any of the respondents to participate in the survey and only those who were interested in participating voluntarily were given the survey questionnaire. The researcher kept the survey brief in order to enhance the response rate from the respondents and to reduce survey fatigue. The researcher used a neutral language to address the survey and, in addition to this, in the face-to-face interviews, the researcher did not ask the respondents any questions about their names, personal details, contact details and

so on. They were informed at the beginning of the interview that their participation was voluntary and confidential. In addition, the researcher assured them that the study was purely for academic purposes. The participants were treated as anonymous throughout the whole process. No personal information was collected from them and a copy of their responses is available for distribution to them if they require it. These will only be provided after completion of the research and its submission.

4.15. Data analysis

The data analysis of the qualitative phase was carried out by using the funnel approach through coding, creating themes, percentages, charts and frequencies using MS Excel. The data gathered through the online questionnaire was assessed using SPSS software, as part of the quantitative phase. The researcher used statistical techniques, e.g., correlation and t-test to assess the relationship between the variables. This analysis was followed by group statistics and Frequency Descriptive Analysis was used to assess the quantitative data in a manageable form. It was also used to analyse the trends of the demographic data. Descriptive statistics aim to conclude and support the facts. A correlation analysis was used to investigate the relationship between two or more variables. In addition, it demonstrated the relationship between two or more variables by examining how the changes in one variable affect other variables. The T-test is used mainly for the analysis of different variables. It is used to assess the relationship between a dependent variable and independent variables. The T-test is used to identify variations in the predictors.

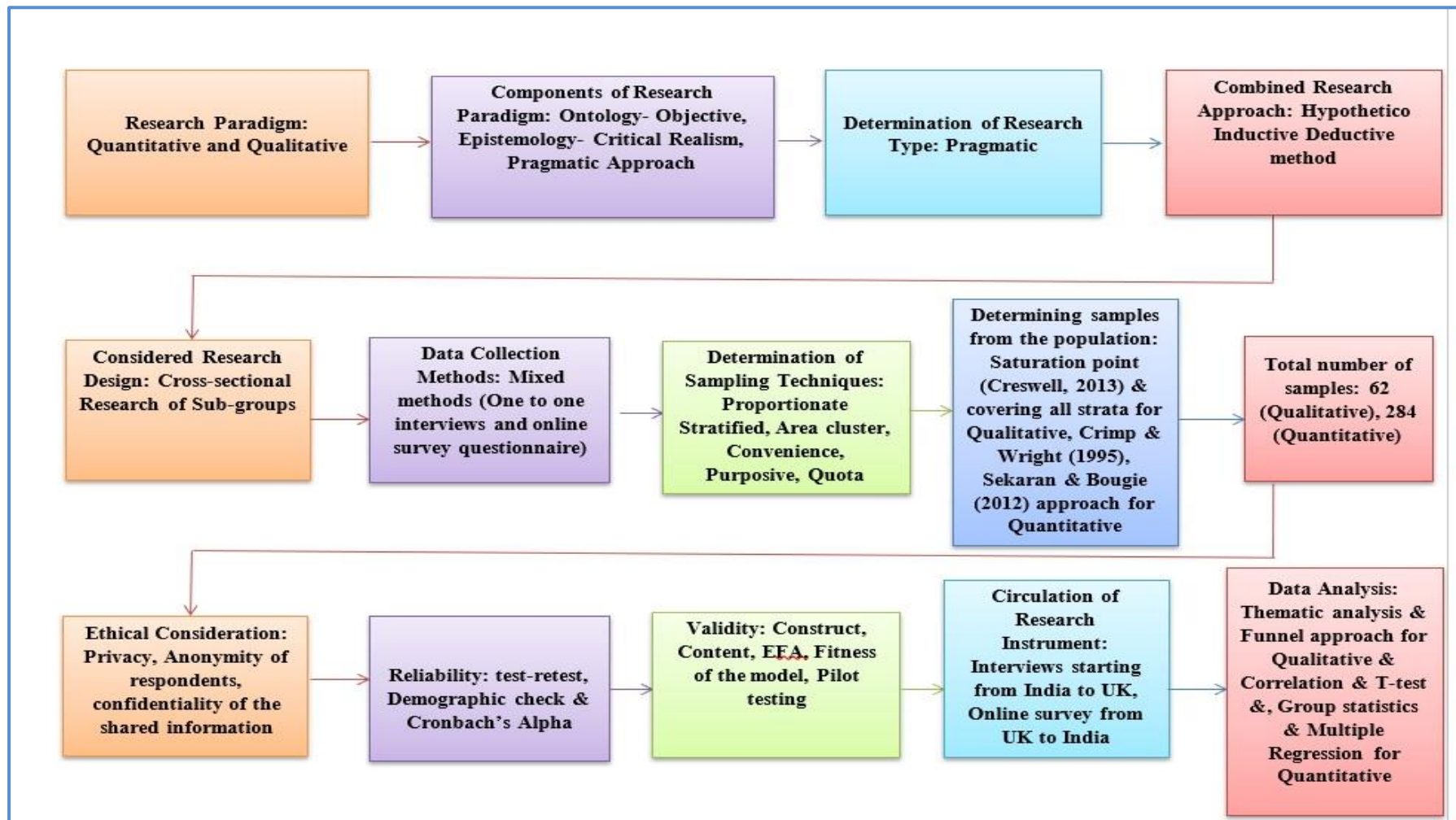


Figure 4. 2: “Outline of current research process” (Own elaboration)

The above diagram illustrates the research process during the present study. The research uses both quantitative and qualitative methods as the research paradigm. It can, therefore, be described as using a mixed methodology. The main components of this present research paradigm include an objective ontology, whereas the critical realism epistemology and research approach is pragmatic. When considering the research type, this study follows a pragmatic approach. The research approach includes the hypothetico-inductive-deductive model. The research design proposed for this study includes a cross sectional study in which the research is carried out only once, by considering all major strata. The data for the present study was gathered through one-to-one interviews for the qualitative analysis, whereas an online survey questionnaire was used for the quantitative analysis. The sampling technique used for the present study includes both probability and non-probability sampling techniques, including proportionate stratified, area cluster, convenience, purposive and quota sampling. The main approaches used to determine how many samples were needed for the present study includes saturation point, as well as covering all strata in the qualitative approach, whereas the quantitative approach considers the studies by Crimp and Wright (1995) and Sekaran and Bougie (2010). The total number of samples used for the study includes 62 for the qualitative approach and 284 for the quantitative approach. Later ethical considerations were achieved by deciding not to reveal the identity of the respondents, as well as the confidentiality of the shared data. The reliability of the study was achieved through test-retest, demographic checks and Cronbach's alpha. Similarly, the validity of the study was attained through construct validity, content validity, EFA, the fitness of the model and pilot testing. The research instruments of this study were circulated during two phases in which the qualitative research instrument, i.e., one-to-one interviews, began in India and were later held in the UK, whereas the quantitative research instrument, i.e., the online survey, began first in the UK and then was held in India. The data analysis of the study was carried out through a thematic analysis for the qualitative phase, whereas statistical analyses were used in the quantitative phase, which included correlation, t-test and group statistics.

Components	Techniques	Rationale	References
Scales used	6 point scale for Role Ambiguity and Role Conflict, Cultural model questionnaire, Job satisfaction questionnaire, Role overload questionnaire and Job Stress scale	Face validity of the study can be considered through the scale which has already been validated by the experts for gathering the data from the respondents and for measuring it.	Rizzo et al (1970), Denison (1990), Spector & Jex (1997), Parker & DeCotiis (1983), Spector (1994)
Qualitative Approach	Thematic analysis using coding, labelling, frequency, proportions, Charts and Funnel Approach	A thematic analysis was used for the interview findings by coding the responses and later labelling and transforming them using the COUNTIF formula, and using the percentages and charts by using funnel approach.	Nair & Sommervilla (2017), Attride-Stirling (2001)
Proportional Analysis	Bar diagram and proportional representation	Representing the results of the qualitative analysis of both countries into graphical representation and percentages of the subgroups of the main study.	Nair & Sommervilla (2017)
Reliability Test	Cronbrach's Alpha	It is considered as the test of consistency in which the responses from the respondents reflecting all items which are aligned in the scale.	Sekaran & Bougie (2010), Faizan, Nair & Haque (2018)
Validity Test	EFA & Pilot testing, Construct and Content Validity	The EFA is considered as a statistical procedure for deciding the number and nature of constructs needed for the correlations among a set of measures. The pilot study provided the self-assessment of the preparation of the	Dalkey & Helmer (1963), Fabrigar & Wegener (2012), Duma, Khanyile & Daniels,

		researcher and increased the credibility of the research. The construct validity was used to measure the fitness of theories. The content validity is the limit to which the questions on the instrument and the scores from those questions represent all of the possible questions that can be asked about the research topic.	(2009), Sekaran (2003), Creswell (2005)
Equal and Normal Distribution	Proportional Analysis and Q-Q plots	Proportional analysis was used to ensure that the data was equally distributed among the subgroups, i.e., gender, management levels and contrasting economies. Q-Q plots were used to determine the normality of the data distribution.	Elliott & Woodward (2007), Haque et al (2017)
Statistical Test	Correlation, T-test and group statistics	Statistical analyses were used to investigate the relationship between two or more variables and also to identify the statistics between different groups.	Sekaran (2003)

Table 4. 2: Application of statistical models and qualitative analysis

4.16. Conclusion

The researcher studied the impact of organisational culture on occupational stress along with job satisfaction in the IT industries of India and the UK by identifying the limitations and practical implementations of this study. The researcher considered objectivist ontology and the critical realistic epistemology in a deductive manner through formulating hypothesis. The researcher used a mixed methodology, i.e., a combination of quantitative and qualitative methods, in order to gather the data using in-depth interviews, as well as an online survey questionnaire. The researcher used axiology a value free and was detached from the respondents. The study followed an online survey method for data collection, so the researcher avoided giving increased value to personal interaction with the respondents by

using an in-depth interview method. When using the quantitative approach, the researcher created a hypothesis, which was assessed and analysed by use of different statistical tools. The researcher used different types of scales and statistical tools for the data analysis. They accurately validated the research and ensured enough reliability. The researcher considered the ethics in an appropriate manner, so that the study accomplished the ethical considerations.

CHAPTER 5- DATA ANALYSIS AND INTERPRETATION

5.1. Introduction

This chapter deals with the analysis of the data which was obtained from India and the UK and provides an explanation of the different methods of analysis used for this research study. Beginning with analysis of the data obtained from in-depth interviews, the chapter progresses onto the quantitative analysis, where different statistical analyses were used to obtain the conclusion. The reliability and validity of both the quantitative and qualitative approaches were considered. In the qualitative analysis, the in-depth interviews were analysed using themes and graphs and funnel approach. The quantitative analysis was carried out by using statistical analysis, e.g., correlation, group statistics and an independent t-test using SPSS.

5.2. Reliability and validity of qualitative analysis

In the research performed by Stenbacka (2001), the reliability of qualitative research is considered as misleading. Patton (2002), however, argues that validity and reliability are two important factors which the qualitative researcher is concerned with regarding the design of the study, the analysis of the results and its quality. To ensure the reliability and validity of the qualitative phase, the researcher first used a demographic check (Haque, Faizan & Crockrill, 2017) which cross-checked the demographic profile of the respondents with the relevant HR departments, so that the researcher could rely on the responses being reliable. Again, to ensure the validity and reliability of the interview questions, the researcher carried out expert pilot testing rather than population pilot testing. The expert pilot testing involved experts in the fields of organisational culture and occupational stress and included senior HR managers, strategic HR managers and senior HR consultants who are working in the IT sector in both India and the UK. From each of the countries, 5 experts were chosen to carry out the expert pilot test for ensuring the validity and reliability of the study. The main aim of the pilot study was to test the suitability of the questions and to obtain some suggestions on the practicality of the research for the researcher. Moreover, pilot studies provide an opportunity for the qualitative researcher to decide on how to conduct the study, using in-depth interviews which include dealing with the participants, and searching for emerging topics in the interview process (Nunes et al, 2010). In addition, a pilot study provides a self-assessment of

the preparation of the questionnaire by the researcher and increases the credibility of qualitative research (Duma, Khanyile & Daniels, 2009).

To ensure reliability and validity, content validity has been taken into consideration. Content validity is considered as the limit to which the questions on the instrument and the scores from these questions represent all possible questions that can be asked about the research topic (Creswell, 2005). It also ensures that the questionnaire contains enough sets of items to cover the concepts of the study. The content validity of the present study has been assured by the researcher by assessing the literature related to the topic from the past 5 to 10 years. In addition, the content validity of the study was achieved by the use of a Likert scale to gather data from the respondents. Another factor, e.g., the face validity of the study, can be considered through the scale used for the research, which has already been validated by the experts in previous studies. The face validity of the study was achieved by the use of Rizzo et al.'s (1970) 6-point scale for measuring role ambiguity and role conflict, Denison's cultural model (1990) questionnaire, the Spector Job satisfaction questionnaire, Spector & Jex (1998) role overload questionnaire and Parker and DeCotiis' (1983) Job Stress scale. The construct validity of the study was achieved through correlation analysis and explains how well the results are obtained from the theories (Sekaran, 2003).

5.3. Qualitative analysis of Interview questions

The researcher used the interview method to collect qualitative data from India and the UK, collecting 31 responses from both India and the UK to keep the number of responses from both countries equal. The researcher considered the saturation point in the qualitative part of the research. Saturation, in the research performed by Urquhart (2013), is defined as the point in coding when the research identifies that no new codes occur within the data. Given (2016), however, considers saturation as the point at which the additional data does not lead to any new developing themes. This was supported by Birks and Mills (2015) and Olshansky (2015). Apart from the saturation point, the qualitative sample size depends on when the researcher has to understand the common themes within the homogenous group; 12 in-depth interviews are sufficient (Guest et al, 2006). This sample size, however, is not sufficient to collect in-depth interviews from a heterogeneous population if the questions are wide ranging. Creswell (2007), however, stated that a researcher needs to conduct between 25 to 30 interviews to carry out a qualitative study in general. These criteria have been met by this research, as the researcher carried out in-depth interviews with a total number of 62

respondents. Also, any sample size between 30 and 500 is considered as suitable for research (Crimp & Wright, 1995).

5.3.1. Demographic Analysis

In this research, when considering the demographic variables of India, it can be seen that the majority of the respondents are female (54%), within the age group of 31-35 years (32%), educated to the level of a Master's degree (46%) and have 6-8 years' work experience (36%). When considering the demographic profile of the UK, the majority of the respondents are male (64%), within the age group of 26-30 years (43%), educated to the level of a Bachelor's degree (47%), with work experience of 8-10 years (45%).

Demographic variables	Country	
Gender	India	UK
Male	46%	64%
Female	54%	36%
Age	31-35 years	26-30 years
	32%	43%
Qualifications	Masters	Bachelors
	46%	47%
Experience	6-8 years	8-10 years
	36%	45%

Table 5. 1: Descriptive statistics

Based on these results, a hypothesis can be made that the IT SME industry in an emerging economy, e.g., India, are more female dominated with a majority holding a Master's degree and with 6-8 year's work experience. On the other hand, in the IT SME industry in a developed economy, e.g., the UK, males dominated, with almost half of them holding Bachelor's degrees and 8-10 year's work experience.

5.3.2. Interview question analysis

When considering the interview question analysis, the researcher has carried out in-depth interviews comprised of 21 questions, covering all aspects of the study, in order to gather adequate information from the respondents.

5.3.2.1. Questions related to organisational culture

Question 1: Do you think your organisation has a characteristic management style and set of practices?

This question was asked in order to understand whether an organisation has a specific management style and set of practices. Responses were received from a total of 62 respondents, 52% of whom agreed that they have experienced an adequate management style and set of practices within their organisation, as part of their organisational culture, whereas the opinion of the remaining 48% of the employees is that they did not experience an adequate management style and practices within their organisation.

With regard to developed (UK) vs developing economies (India), the employees interviewed from both of the countries have the same opinion in terms of management style and practices within their organisations, i.e., 52% in both economies. It is also evident that in both of the economies, more than 50% of the respondents agreed that they have experience of management style and practices, while around 50% have not. When considering management layers, Indian middle-level employees agreed that they understand the management style and practices of their institutions, whereas in the UK, lower-level employees do not agree that they understand the management style and practices within their organisations.

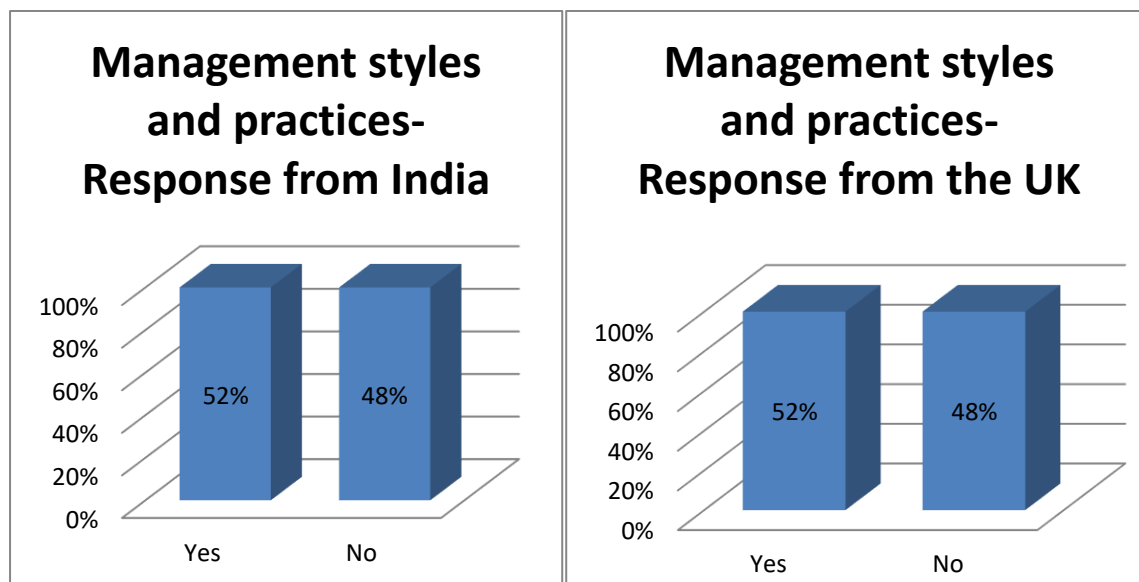


Figure 5. 1: Graphical representation of responses for management styles and practices

Respondent 1: Middle-level employee from India

"I can experience there is distinct set of management styles and practices are within the organisation. The organisation is giving flexible working hours which gives satisfaction to us to perform the job effectively. Also the productivity of the organisation is improving. The

styles and practices are already communicated to the employees, so there is no chance of confusion. My organisation is experiencing different sets of beliefs and values which increases the effectiveness of the organisation. These beliefs and values are shared within the organisation uniformly so that each and every employees are aware about it”.

Respondent 6: Middle-level employee from India

“When considering the management styles and practices, I like the management styles and practices in our organisation. It doesn’t give me a feeling that I am at workplace. We can share anything with our management and all the employees are respecting the styles and practices in our organisation which gives us energy to work more. Through these practices the internal consistency of the organisation and coordination is achieved”.

Respondent 14: Lower-level employee from the UK

“My response to this question is no because I am not sure about what all the management styles and practices are spreading within my organisation. I am confused about it so that I cannot understand the culture of the organisation. Because of this, I am finding it difficult to finish my tasks on time. Management needs to consider this and needs to improve it”.

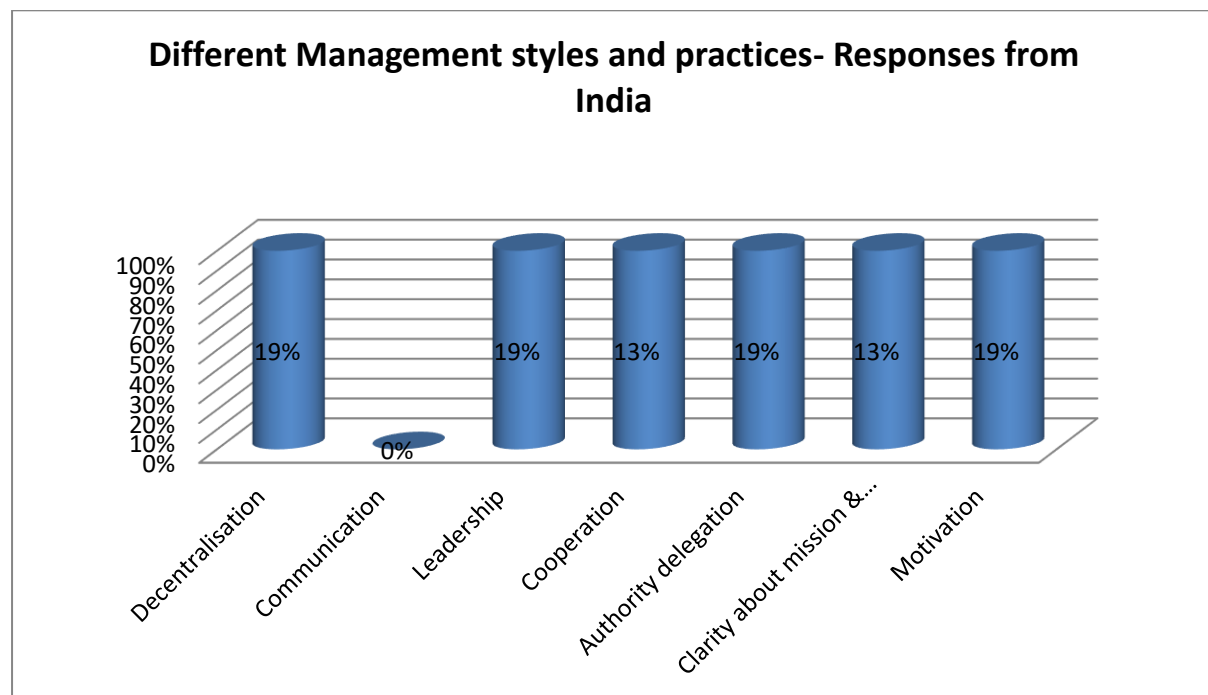
This particular question is included in the Denison cultural survey (1990) under consistency within the organisation. From these responses, it can be understood that there is a link between management practices and beliefs in organisational culture and its effectiveness. The overall response from the respondents supports the research by Denison (1990). From this, it can be understood that the organisation has its own values and assumptions. In addition, from the interviewees’ responses, from both countries, there is not much difference in opinion about this as 50% of the employees agree that they can identify the management styles and practices within their organisation. Management styles and practices need to be formulated by the management in order to make appropriate decisions on policy and organisational culture; overall, therefore, it can be seen that management is performing very well within the IT sector, and this, therefore, supports the study of Armstrong (2006). In addition, the role of effective leadership supports the development of better organisational culture, and this supports the study by Chang and Lee (2008). This study, thus, supports the Denison model (1990), as it suggests the importance of core values which reflects a strong organisational culture. Here, the organisational culture of each of the contrasting economies is connected with their management. This study, however, supports the research by Sabri, Ilyas & Amjad (2011).

Question 2: (If yes) what are those management styles and practices?

In responding to this question overall, the employees stated that they experienced decentralisation (22%) and appropriate leadership (22%); cooperation from colleagues, management and different departments (13%), and delegation of authority (13%).

With regard to each country, it can be seen that Indian employees feel that they experience decentralisation, leadership, authority delegation and motivation (19%) but they do not feel that there are proper communication channels within the organisation (0%); in the UK, the employees experience decentralisation (25%), proper communication (25%) and leadership (25%). They do not, however, experience any kind of motivation (0%) at their work place.

In the case of the different management levels within IT SMEs in the contrasting economies, Indian middle-level staff experience management practices such as decentralisation (22%), leadership (22%), authority delegation (22%) and motivation (22%), whereas UK lower-level employees experience decentralisation (38%) and leadership (38%) as management practices within their organisations. Middle-level employees in the UK, however, consider communication (38%) as management practices within their organisations.



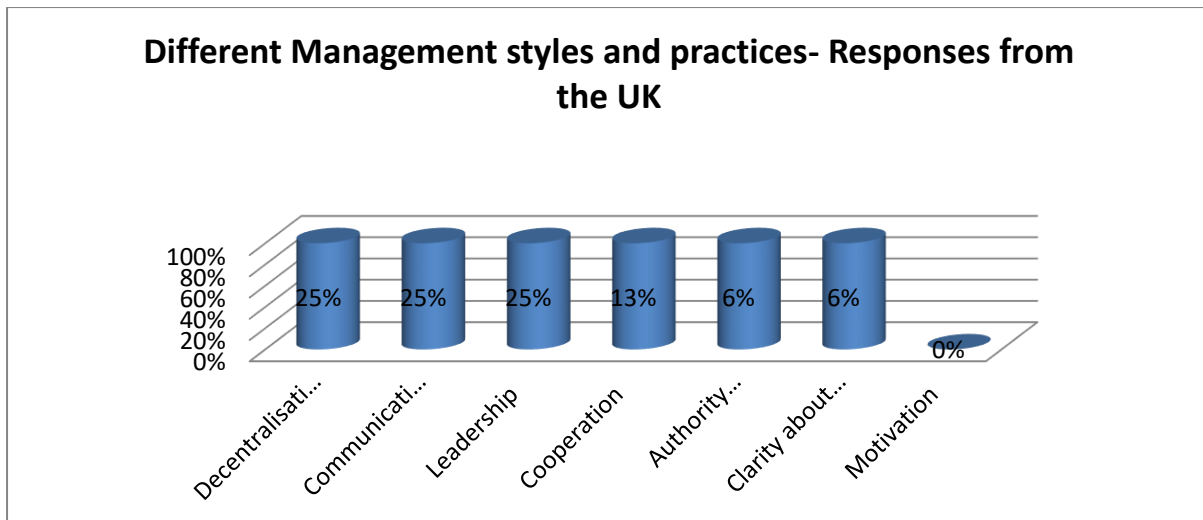


Figure 5. 2: Graphical representation of responses for different management styles and practices

Respondent 1: Middle-level employee from India

“When telling detail about the management styles and practices the organisation I work which gives us flexible working hours to work which is related with the prevailing practices within the organisation. I like to work in this organisation not only because of its atmosphere, because all employees are got the chance to work by their own. This organisation is giving more freedom to the employees to work by their own without having more control. This type of practice gives us to work by our own and can incorporate our own aspects to our jobs from our previous experience”.

Respondent 6: Middle-level employee from India

“When considering the management styles and practices, I like the management styles and practices in our organisation. It doesn’t give me a feeling that I am at workplace. We can share anything with our management and all the employees are respecting the styles and practices in our organisation which gives us energy to work more. The main practices I experienced within the organisation includes employees can freely work in the organisation without any stress. It gives the employees proper communication, proper decision making chances and excellent leadership”.

Respondent 10: Lower-level employee from the UK

“In my opinion this organisation provides different management styles and practices which is true and the effect can be seen in our productivity. The manager in my organisation knows how to manage their employees with clear instructions. All decisions are decentralised which involves employees also. The organisation is providing proper flexibility towards work and has distinctive sets of management practices”.

From this we can conclude that the management characteristics and practices of emerging economies are different to those of developed economies. In emerging economies, management characteristics and practices do not give importance to communication within an organisation, whereas in developed economies, the employees do not feel motivated. In both India and the UK, decentralisation can be seen as prevalent but communication and leadership is evident in the UK rather than in India. From this we can understand that the employees are well aware of the management style and practices within their organisations in both of the contrasting economies. Through decentralisation, the employees will be more motivated; will contribute towards the economy, as well as attaining job satisfaction. From the analysis, both countries have very effective cultures which are well coordinated and combined. Both of the IT sectors having attained their consistency have helped them to create a set of systems which have assisted the governance system of the organisation. This proves that the organisations are well coordinated and follow Denison's cultural model (Denison Consulting, 2016b). The employees from both of the contrasting economies consider that their organisations follow appropriate management styles and practices because they receive support from their organisations, which supports the study by Lok and Crawford (2003). The above response reveals that employees in the UK IT sector do not feel motivated at their workplace, even if their organisations have a strong leadership style, so the study does not support Walder (1995). Considering the response from employees of the Indian IT sector, organisational culture within their organisations helps to increase the performance of the employees through increased motivation. This, therefore, supports the study by Ogbonna and Harris (2000). In addition, in both of the economies, the employees state that there is decentralisation within their organisations. Through this decentralisation, the employees get more support, better innovation and higher quality services. From this response, it can be understood that the IT sector in India and the UK follow the professional bureaucracy of Mintzberg's framework (1979) and supports the study by Lunenburg (2012).

Question 3: What is the agreement about the right and wrong ways of doing things within the organisation?

This question was asked mainly to understand the consistency trait under Denison's Cultural model (1990), in which the employees were asked about the agreement of right and wrong ways of doing things within the organisation. They have responded that, overall, the appropriate way of doing things within their organisations includes resource implementation (21%), relationships between the staff (21%), followed by the reduction of operational costs

(18%) and appropriate leadership (18%). By acting in this way organisations can achieve productivity, and can lead to job satisfaction for employees.

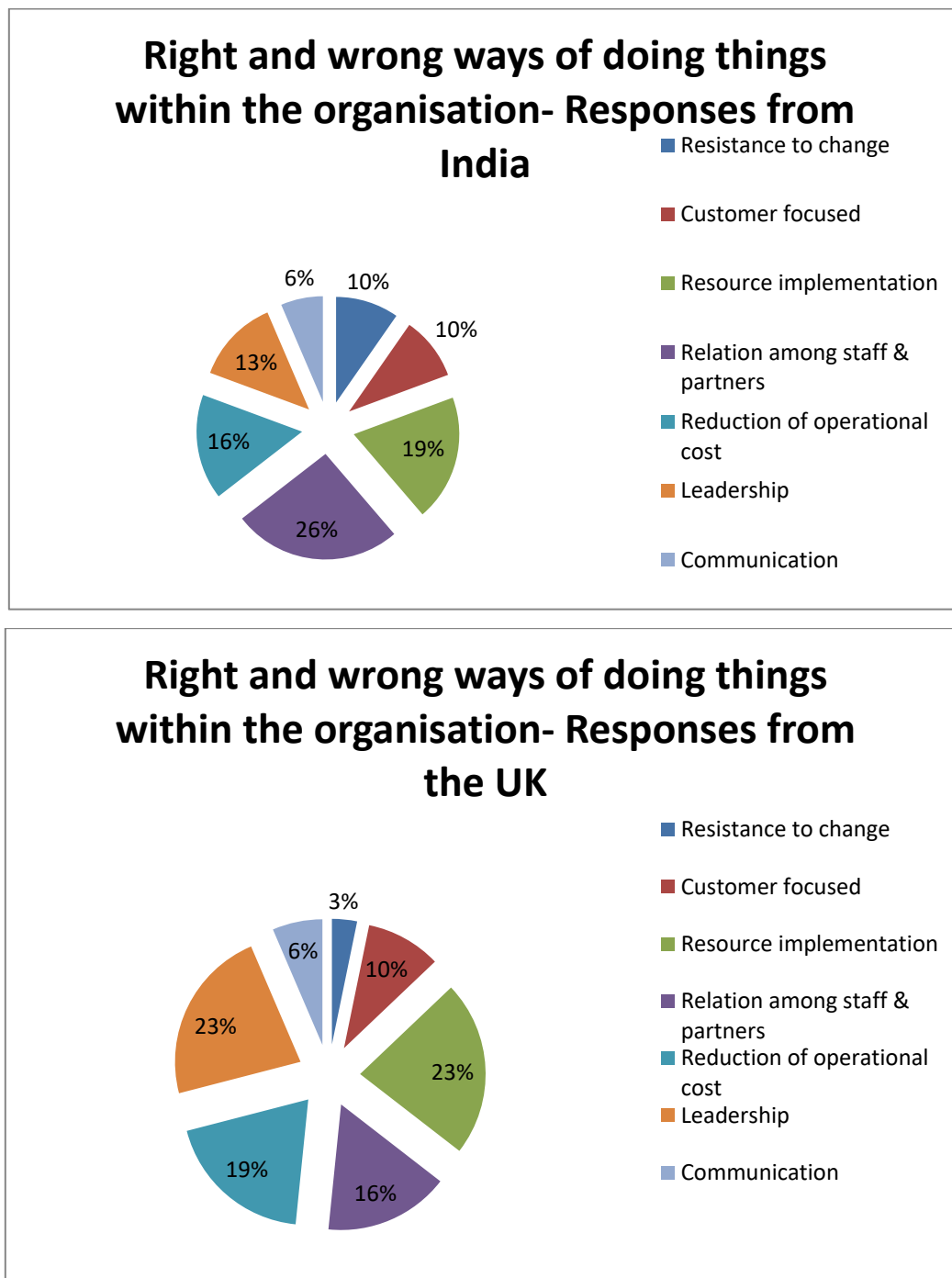


Figure 5. 3: Graphical representation of responses for right and wrong ways of doing things within the organisation

When considering the majority of the responses from employees working in the IT sector of the two contrasting economies, Indian employees feel that their organisations promote good working relationships between the staff (26%). The Indian IT sector, therefore, has a clear agreement about the right and wrong ways of doing thing. Nineteen percent of employees

suggest that the right way of doing things is to implement resources. From this, it can be seen that that they are aware of the right and wrong ways of doing things within the organisations. With regard to the responses from the UK, resource implementation and leadership (23% each) are considered as the best way of doing things within the organisations. Thus, the agreement of the consistency trait is evident in the UK IT sector. This supports Denison's core values traits (1990) and also reflects that there is a strong self-consensus prevailing within the organisation. India gives more importance to working relationships, whereas the UK places more importance on resources and leadership. The Indian IT sector employees attach more importance to their relationships with their colleagues, which makes them more satisfied with their work and, thus, they can make a more positive contribution to their organisations. This supports the study by Lease (1998), Moody (1996), Friedlander & Margulies (1969). The IT employees from the UK consider that leadership is the right way of doing things within their organisations. This supports the study by Kennerly (1989) as supervisors are considered as important and through this the employees are satisfied. In addition, through leadership, employees from the UK IT sector have more involvement with their work, which supports the study by Billingsley and Cross (1992).

When considering Indian lower-level employees, they regard working relationships between staff (29%) are important for the organisation to determine the appropriate ways of doing things, whereas UK middle-level employees consider leadership (29%) as important for determining the correct ways of doing things within their organisations.

Respondent 38: Lower-level employee from India

"The right and wrong way of doing things in the organisation is considered as the good relationships among the staffs. We are having strong self-consensus prevailing within the organisation, which allow us to differentiate right and wrong ways of doing things. So that we can come into an agreement about the culture of our organisation. The organisational activities and coordination among the staff are well integrated. We have clear set of do's and don'ts are created within the organisation. The leadership style is so evident which gives us the confidence about the right and wrong things".

Respondent 33: Middle-level employee from the UK

"When asking about doing right and wrong things in our organisation, I would say proper leadership is considered as the right approach. Through this, the overall productivity of the organisation increases and through this employees are satisfied. The organisation itself made its employees to feel the difference between right and wrong ways of doing things within the organisation."

Question 4: How are projects coordinated by different departments of the organisation?

This question was asked in order to understand the goals and objectives of the different departments (27%) followed by proper communication between different departments (18%), cooperation between colleagues in different departments (11%), the vision and mission of the organisation (11%) and support from colleagues working in different departments (11%). When considering the responses from India, strategies and the clear understanding of the goals and objectives between the different departments comprise 26% each, followed by colleague support (16%) and communication (13%). In the case of the UK respondents, a clear understanding of the goals and objectives comprises 29%, which is followed by communication (23%) and cooperation between staff in different departments (16%).

With regard to the management layers of the contrasting economies, Indian lower-level employees stated that projects are coordinated across different departments through strategies (36%), whereas Indian middle-level employees said that they are coordinated by the clear understanding of goals and objectives (35%). The UK lower-level employees, however, stated that communication (29%) and a clear understanding of their goals and objectives helps to coordinate projects within their organisation (29%) but the UK middle-level employees said that a clear understanding of the goals and objectives (29%) achieves this.

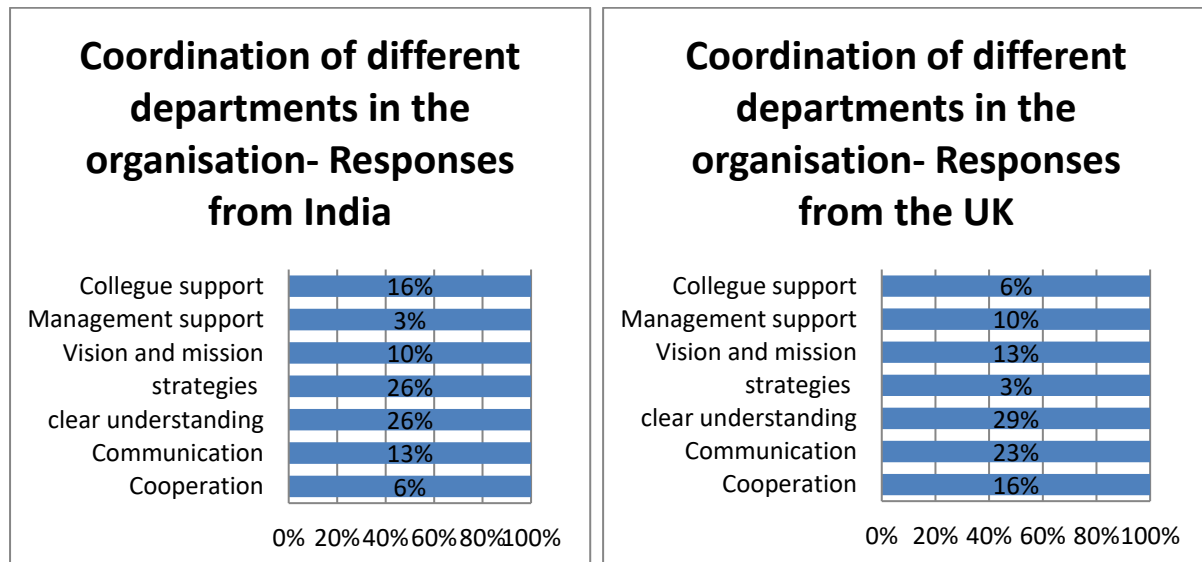


Figure 5. 4: Graphical representation of responses for coordination of different departments in the organisation

Respondent 14: Lower-level employee from the UK

“When talking about the coordination of the projects by different departments have enabled by the organisation to have a mutual understanding about the whole process. Communication plays a clear role in that, through this proper communication the coordination is possible as

one project needs to handle by different people from different departments. Through communication, it is evident that we can deliver the project on time”.

Respondent 16: Middle-level employee from India

“The cooperation through different departments for handling a particular project depends on the clear understanding of the goals and policies of the organisation where I am working. I as an employee is very much aware about the policies and our work goal. These all properly communicated to different levels of employment so that there is no need to repeat the goals and policies anymore, so that the employees can work their own”.

All of the departments are aware of each other’s goals and objectives, through which the projects are carried out using team orientation. The employees work as a team to attain the organisational objectives; they know each other’s goals and objectives very well. When considering this approach in the two contrasting economies, Indian employees use the same approach as they also practise team orientation by strategies. UK employees also agree to the same thing as in developed economies we can also see team orientation. This, therefore, supports the team orientation approach of the involvement trait of Denison’s model (1990). Indian employees consider that organisational culture is determined by strategies and the goals of the organisation. This supports the study by Nair and Sommerville (2017). IT sector employees from the contrasting economies of both India and the UK have a clear understanding of the goals and objectives; from this it can be understood that they are following achievement element of Harrison’s theoretical model of organisational culture (1993). Moreover, this also supports the study by Harrison & Stokes (1992). The employees from both of the contrasting economies attain the goals of their organisations through their projects, by the coordination of different departments. Thus, the study supports the findings of Manetje & Martins (2009).

Question 5: How are you dealing with your competitors and other changes in the business environment?

When the question about competitors and how changes in the business environment are dealt with was asked, the overall responses received were the appropriate strategies (16%) followed by forecasting of the business environment (15%) and better leadership (15%). The responses received from India consist of leadership (19%) followed by communication (16%) and strategies of the organisation (16%), whereas in the UK, the responses received include benchmarking (19%) and strategies (16%).

The response from Indian lower-level employees identify communication (29%) and innovation (29%) as their method of dealing with competitors and other changes in their

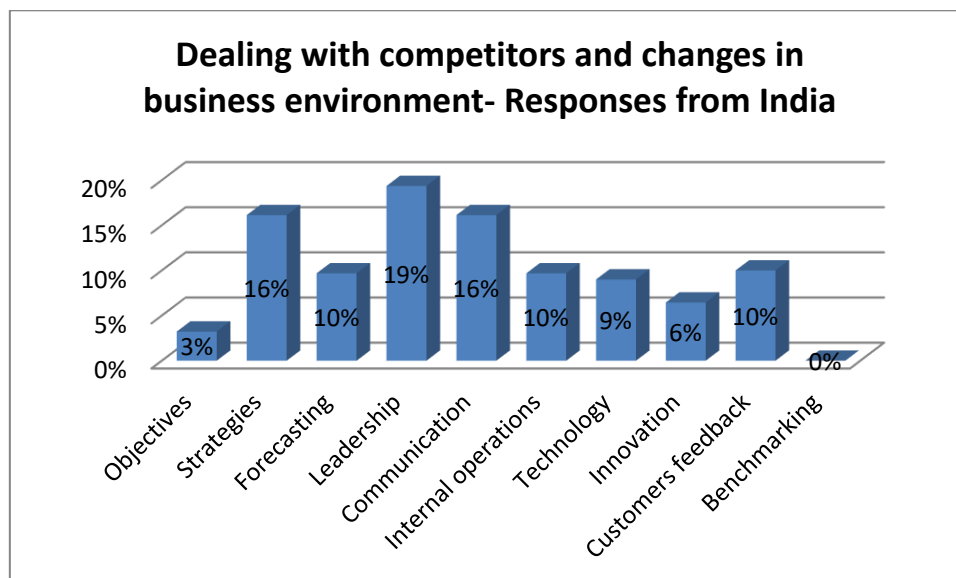
business environments, whereas Indian middle-level employees identify leadership (29%). The UK lower-level employees, however, suggested that they prefer benchmarking (24%), as well as strategies (24%), for dealing with competitors.

Respondent 24: Lower-level employee from the UK

“The organisation is dealing with the competitors in a way that better strategies are formulated to beat the competitors. As our product is Software, we are reviewing the strategies every year so that we can formulate short term and long term strategies and if there is any change in the business environment happens, we can follow either short term or long term strategies whoever is the best”.

Respondent 18: Middle-level employee from India

“We have experienced the challenges from our competitor and the changing business environment. We overcame these challenges through better leadership. Our managers are well capable and have enough leadership qualities to manage these difficult phases. With their leadership along with the cooperation from the staff have encouraged our organisation to overcome the challenging business environment”.



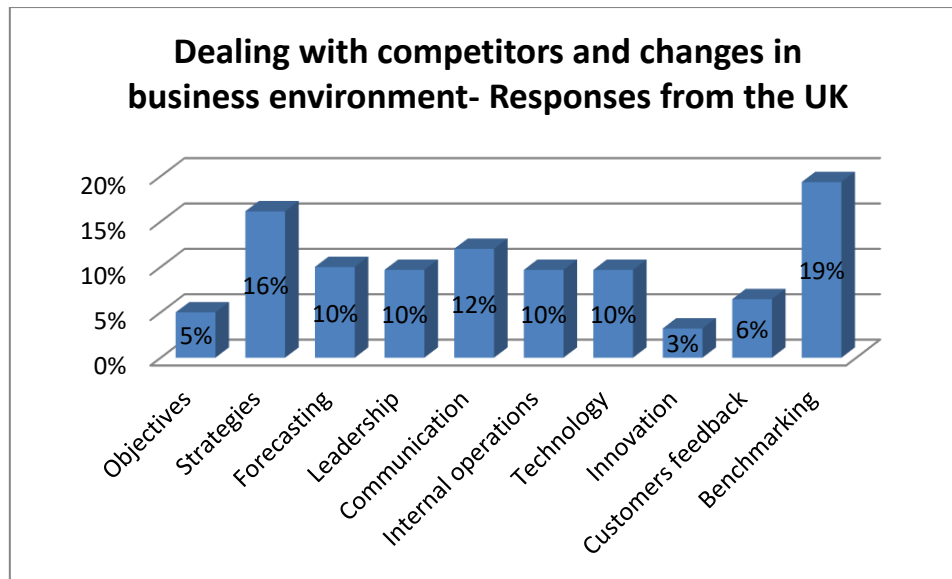


Figure 5. 5: Graphical representation of responses for dealing with competitors and changes in business environment

Every organisation has its own competitors and, thus, all organisations want to excel in their field of business. When it comes to the analysis of competitors and other changes in the business environment, generally, the responses received suggested that the organisation's strategies help them to be competitive and create changes in the business environment. From this, it can be understood that the IT sectors are following their own strategies, which is understandable to both middle and lower-level management and creates change within the organisation. With regard to India, the responses received were mainly related with leadership. The Indian IT sector employs better leadership practices, so that they have become competitive. The study by Chang and Lee (2008) suggested that organisational culture supports the development of leadership. Indian senior management has the capability to change cultural factors of the organisation which decrease their organisation's performance; in this way they can deal with their competitors and other challenges in the business environment. This, therefore, supports the research by Brown (1992) and Walder (1995). Senior management in the IT sector in India is decentralised so that employees are adaptable within the organisation. In the UK, however, they employ benchmarking and strategies to make themselves more competitive. Thus, this supports the creating change aspect of the adaptability trait (Denison, 1990).

Question 6: Is your organisation focussed on customers?

This question was asked in order to gain an understanding of whether the IT organisations in both of the economies focussed on customers or not. The overall response received was a ‘yes’ (44%). With regard to each country individually, the response received from India was ‘yes’ (45%) and in the UK it was also ‘yes’ (42%).

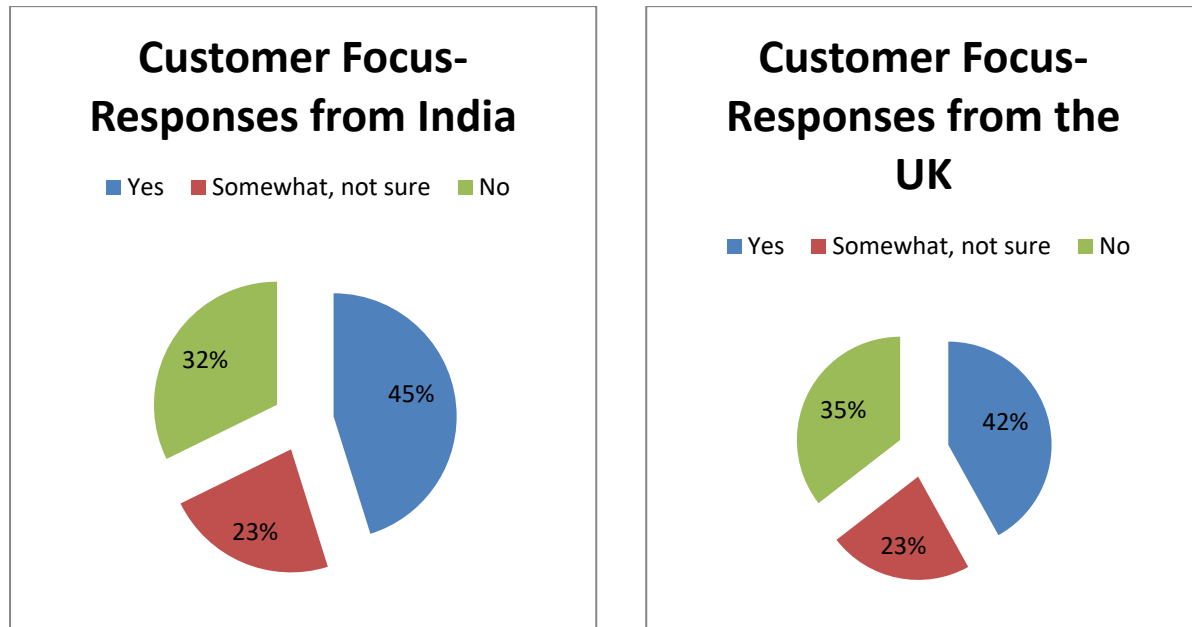


Figure 5. 6: Graphical representation of responses for customer focus

The responses related to customer focus from Indian middle-level employees were ‘yes’ (82%), whereas in the UK, middle-level employees also agreed that their organisations are focussed on customers (93%).

Respondent 3: Middle-level employee from the UK

“Our organisation is particularly concerned with the customers as our product is particularly designed for customers. Without customers our organisation cannot exist. So I can definitely assure that this organisation is focussed towards customers”.

Respondent 6: Middle-level employee from India

“The organisation I am working is particularly manufacturing products for our customers. So without customers our organisation cannot attain any profit which will hinder the growth of the organisation”.

With regard to the IT sector, it needs to focus on its own customers, as the products are nonphysical. From the overall responses received, it can be concluded that the IT sectors of both economies are focused on their customers. It is difficult to say which economy concentrates more on their customers, because both of the economies have the same response

rate. From this it can be concluded that both economies are focused on their customers within the adaptability trait of Denison's model (1990). This supports the study by Buchanan & Huczynski (2010), as organisational culture has a direct impact on how customers experience the company. It can be concluded that both of the economies follow pragmatic versus normative element of Hofstede's organisational culture dimensions (2011), as the cultures of the contrasting economies align with their customers.

Question 7: (If so) do you consider the comments and recommendations from the customers and how influenced you to change your business?

When the question about how the comments and recommendations from the customers influenced organisations to make changes to their businesses was asked, the overall response was that customer feedback helped businesses to improve production efficiency, as well as the efficiency of the employees (30%), followed by increased production (19%) and recommendations improving the confidence of the employees (19%). With regard to the responses from India, 43% agreed that customer feedback helped their businesses to increase production efficiency, improved the production of the organisation (14%), increased the confidence of the employees (14%) and increased the profit of the organisation (14%). When considering the responses from the UK, customer feedback improved the confidence of the employees constitutes (35%) followed by customer feedback helping the organisation to improve the efficiency of its employees (30%).



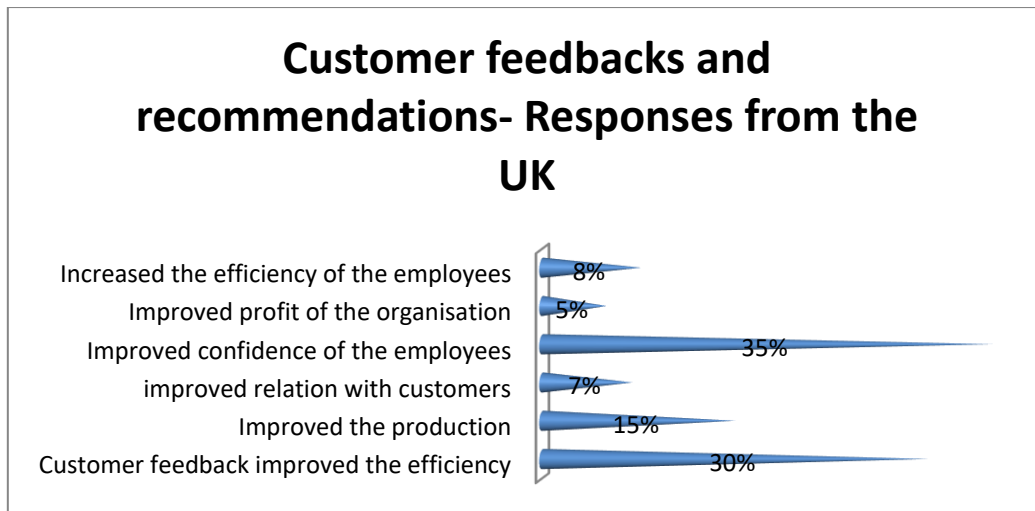


Figure 5. 7: Graphical representation of responses for customer feedback and recommendations

Middle-level employees from the Indian IT sector state that customer feedback improves their confidence (43%), whereas middle-level employees from the UK IT sector said that increased production of their organisation (23%) and 23% agreed that their confidence have been increased.

Respondent 1: Middle-level employee from India

“When considering about the customer feedback and responses, we from our company are mainly concentrating about the feedback received from the customers. Through this customer feedback, our employees can increase their efficiency as well as can increase the efficiency of our operations. We strongly receive the customer feedbacks from the customers”.

Respondent 15: Middle-level employee from the UK

“Customer feedbacks and concerns are important for any business, but we consider it as more importance as we are more focussed towards customers. Through the customer feedbacks, my confidence increases if I know where I need to improve my performance.”

When considering how customer feedback and recommendations help to change businesses, organisations do take these into account, enabling them to review possible defects, meaning that their products are more focussed towards their customers’ needs. Receiving proper feedback and recommendations from customers will help to rectify an organisation’s problems, as well as improving the efficiency of employees and operations. In addition, through this, employees can feel more confident, which leads to job satisfaction. The findings are supported by the study of Hackman and Oldham (1980), as feedback is considered to have an impact on the motivation and job satisfaction of employees. From the analysis, it can

be concluded that both India and the UK are taking the recommendations and suggestions from customers seriously and are using them to help increase the efficiency of their organisations. This supports the customer focus of the adaptability trait of Denison's cultural model (1990).

Question 8: Do you prefer long-term vision through short-term thinking?

The responses received in reply to this question demonstrate that 66% of respondents agree that they prefer long-term vision through short-term thinking. Meanwhile, 34% do not consider the long-term vision of their organisations. In the case of India, 68% prefer the long-term vision of their organisations, whereas in the UK, 65% prefer it.

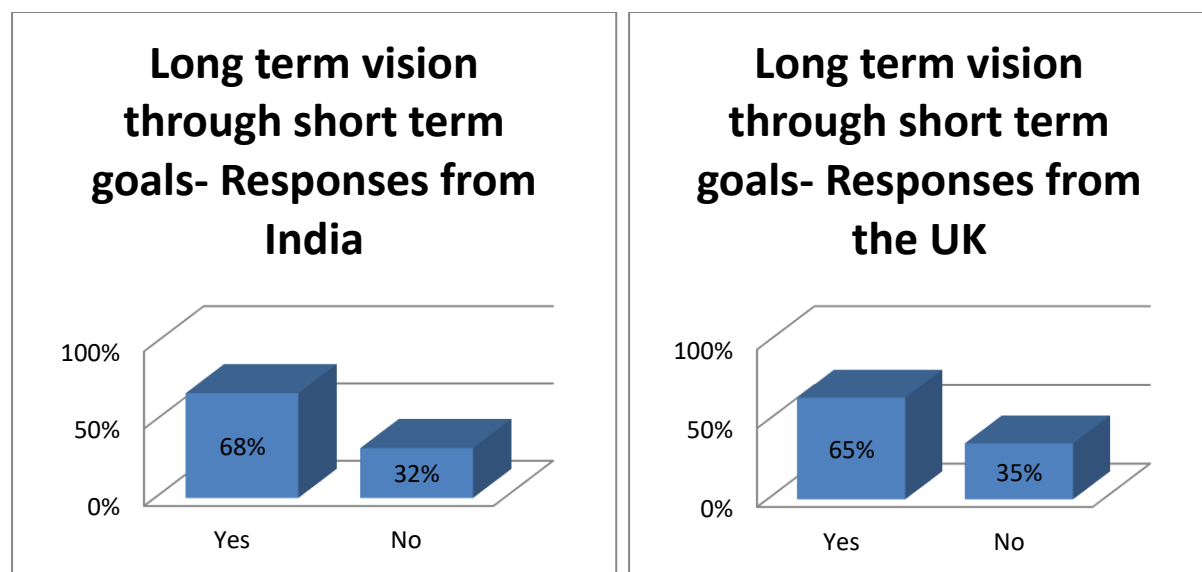


Figure 5. 8: Graphical representation of responses for long term vision through short term goals

With respect to the management layers within both of the economies, Indian middle-level employees (88%) consider that they attained long-term vision through short-term goals. Middle-level employees in the UK (100%) consider this too.

Respondent 2: Middle-level employee from India

"We are aiming to accomplish our long term vision in our organisation, it is a lengthy process and it will take time so that we have accomplished some short term goals to accomplish the long term goals. It is essential to create short term goal to get through long term goals. This vision is properly communicated to each employees of the organisation so that everyone can attain it together".

Respondent 5: Middle-level employee from the UK

“Our company is concentrating to accomplish certain goals for our employees. But we wanted to have long term goals for our company, to attain that we are creating some short term goals. So our company is giving enough priority to both short term and long term goals. We also implemented the same approach before and which was very successful and this is the main culture within our organisation”.

The analysis shows that the vision of an organisation achieved through short-term thinking. In both of the contrasting economies, the employees responded to this favourably and, thus, it can be seen that the vision of an organisation is communicated appropriately within both of the economies. The management plays a clear role in this, in that they are following the vision of the mission trait identified in Denison’s organisational culture (1990), which gives a clear picture to employees, so that they can perform well and can achieve job satisfaction. This finding supports the study by Mintzberg (1987) and Hamel & Prehalad (1994), as the employees of both economies clearly understand how their organisations will progress in the future.

5.3.2.2. Questions related with job satisfaction

Question 9: What are the chances of being promoted at your current organisation?

When the respondents were asked about the chances of being promoted at their workplace, the overall response was that promotion mainly depended upon qualifications (24%) followed by the performance of the employees (16%) and number of years of service (16%). In the case of India, it can be seen that 29% consider performance as the important factor for gaining promotion, followed by qualifications (26%). The responses from the UK, however, reveal that 48% of the respondents consider experience as the important factor for gaining promotion, followed by qualifications (23%).

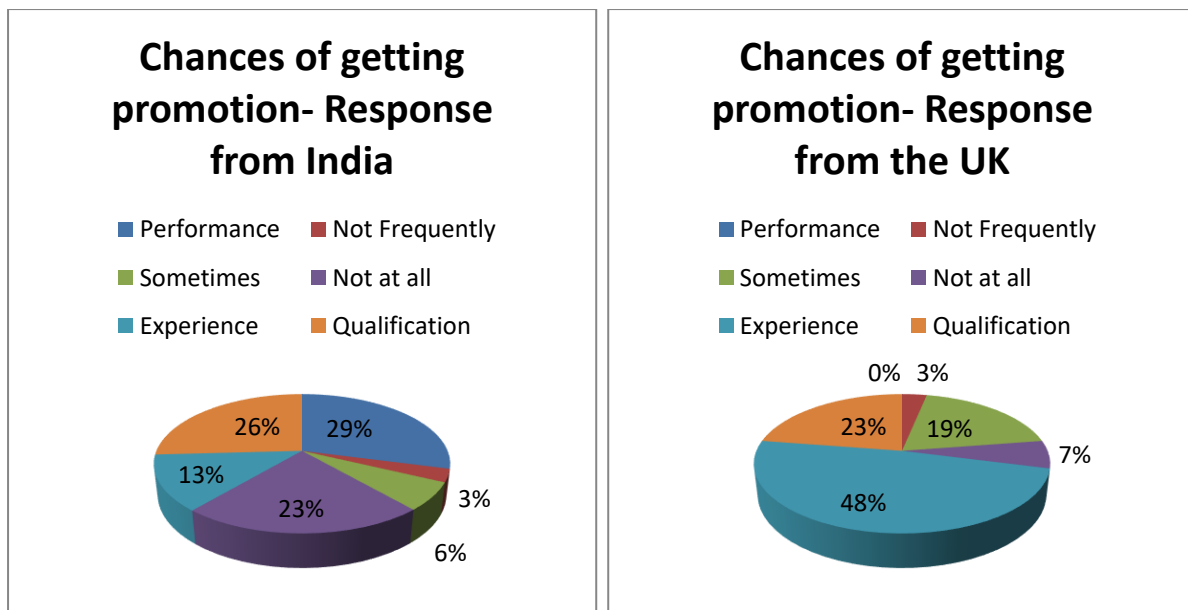


Figure 5. 9: Graphical representation of responses for chances of getting promotion

Respondent 1: Middle-level employee from India

“The chances of getting promotion in my company are considered as difficult as my company is offering promotion depends upon the performance of the employees. The employees who are performing better are given a chance for promotion. Before he/ she were selected for promotion, again they are given some additional tasks to determine their performance. This is mainly evident in the middle level as it has experienced a lot of difficult responsibilities to be fulfilled. Here experience or qualification is not considered as the parameters of promotion which is quiet depressing the employees”.

Respondent 7: Lower-level employee from India

“The company is giving me enough opportunity to promote in my job role. Usually my company is giving promotion to the employees based on their qualification. It is usually prevalent in Indian IT companies. This is sometimes despirating as the employee with long service is not given opportunity to promotion if they do not have proper qualification for the promoted job”.

Respondent 10: Lower-level employee from the UK

“In our company the main criteria for promotion includes appropriate experience. Experienced person can apply the knowledge very well in the work settings if they are getting more workload. Experience is considered as a prime factor; still my company is promoting people according to their job performance at workplace”.

This question was asked mostly in order to determine the opportunities for promotion provided by the IT sector in both countries. Overall, the responses were linked to

qualifications which are considered as the element of promotion. Interestingly, however, respondents from India considered the performance of the employees as the main factor determining promotional opportunities. This study partially supports Hackman and Oldman (1975), as employees reacting positively to their jobs can improve their performance at the workplace. In this way, Indian employees can acquire promotional opportunities. Moreover, the study supports the findings by Pool (2000) and Allen (2003), as a positive culture reduces stress and increases job satisfaction, job performance and job commitment. In the UK, however, experience is considered as important, and employees with more experience are more likely to be promoted. Hence, this supports the study by Moody (1996), as employees of many years' experience achieve increased job satisfaction because of the nature of their work. From this, it can be concluded that there is a clear distinction between the IT sectors of these two contrasting economies where promotion is considered. The layers of management within both of the economies revealed that qualifications (43%) is important for achieving promotion for Indian lower-level employees, whereas UK lower-level employees consider experience (53%) as important for achieving promotion.

Question 10: What support are you receiving from your supervisor?

To analyse the level of job satisfaction in the IT sector of both of these contrasting economies, the researcher asked a question related to the supervisor's support at the workplace. The responses from the respondents to this question include supervisors recommending that employees take part in training programmes, which would help them to improve their skills (19%), followed by the provision of a positive work environment (16%). When comparing Indian and UK IT sector, supervisors in Indian IT companies provide appropriate training for employees (36%), followed by better communication for employees (19%). With regard to the UK, 23% responded that supervisors help employees to have a positive work environment, followed by 19% responding that they are receiving constructive feedback from their supervisors.

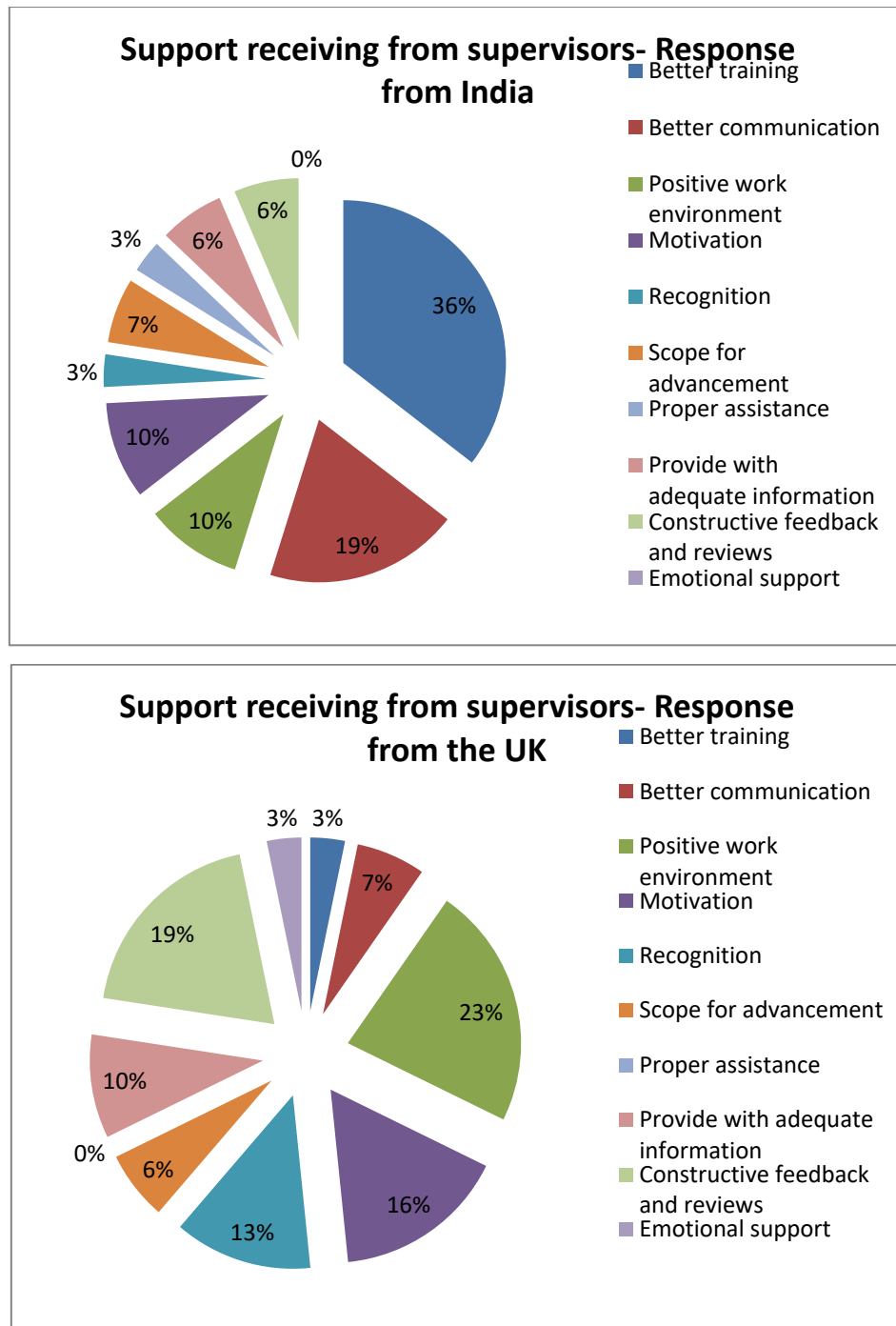


Figure 5. 10: Graphical representation of responses for support receiving from supervisors

Respondent 21: Lower-level employee from India

“My organisation is offering adequate level of support from my higher management. They are supporting me in the form of motivation so that I feel motivated at workplace and I can better perform at workplace. Also my management is offering me adequate training

opportunities to excel my skills in the work place, so that I am more confident in my job role”.

Respondent 15: Middle-level employee from the UK

“My organisation is providing me with proper positive work environment which encourages me to perform better. My supervisor behaves to all employees equally and feels to be taken care by the management every time. They are also offering more opportunities for training to improve my skills to perform the job better”.

Respondent 13: Lower-level employee from India

“While talking about the support received from my supervisor, I am getting proper chance to attend trainings in the organisation to improve my skills. My supervisor recommends me to attend for the training and gain knowledge which is benefit to me as I can gain more knowledge at my field and also the organisation can benefit in terms of productivity”.

A supervisor's support is considered as important at the workplace. The analysis has revealed that the majority of the responses were related to better training opportunities, which were given by supervisors to employees to develop their skills and knowledge, so that this could be used to increase the growth of the organisation. This, therefore, supports the study by Nagesh and Murthy (2008), as the employees of the IT sector require better training to manage stress at their workplace. In addition, it supports the study of Lee and Cummings (2008), as improved support from supervisors and managers increases job satisfaction. When considering these two economies, however, Indian employees feel the same as they receive better training opportunities from their supervisors. In the UK, however, supervisors provide a more positive work environment, in addition to constructive feedback. This supports the study by Friedlander and Margulies (1969), as a positive working environment improves job satisfaction, but it does not support the study by Herzberg (1966), as supervision does not increase job satisfaction. In the UK, supervisors prioritise appropriate working conditions over training opportunities. It is evident, however, that employees from both countries receive adequate support from their supervisors. When considering different management levels, Indian lower-level employees in the IT industry feel that they receive better training (71%) but are not getting emotional support from their workplace (0%). In the UK, middle-level employees feel that they do have a positive work environment (43%) but are lacking proper assistance from their supervisors (0%).

Question 11: Which benefits are you receiving from your organisation?

When the respondents were asked about the benefits they receive from their workplace, the responses from 44% of them agreed that they receive monetary benefits, followed by

flexibility (18%) and promotion (16%). Eleven percent of the employees benefit from a mentoring programme and recognition from their supervisors.

The responses received from India, demonstrate that employees working in the Indian IT sector receive benefits, e.g., flexibility and monetary benefits (29% each), recognition from their supervisors (16%), followed by promotion (16%). When considering the UK IT sector, employees receive monetary benefits (58%) and promotion (16%), followed by mentoring programmes (13%).

Comparing the different management layers in the IT sector of both of the economies, Indian middle-level employees consider monetary benefits (35%) followed by flexibility (29%), whereas in the UK, lower and middle-level employees receive monetary benefits rather than non-monetary benefits.

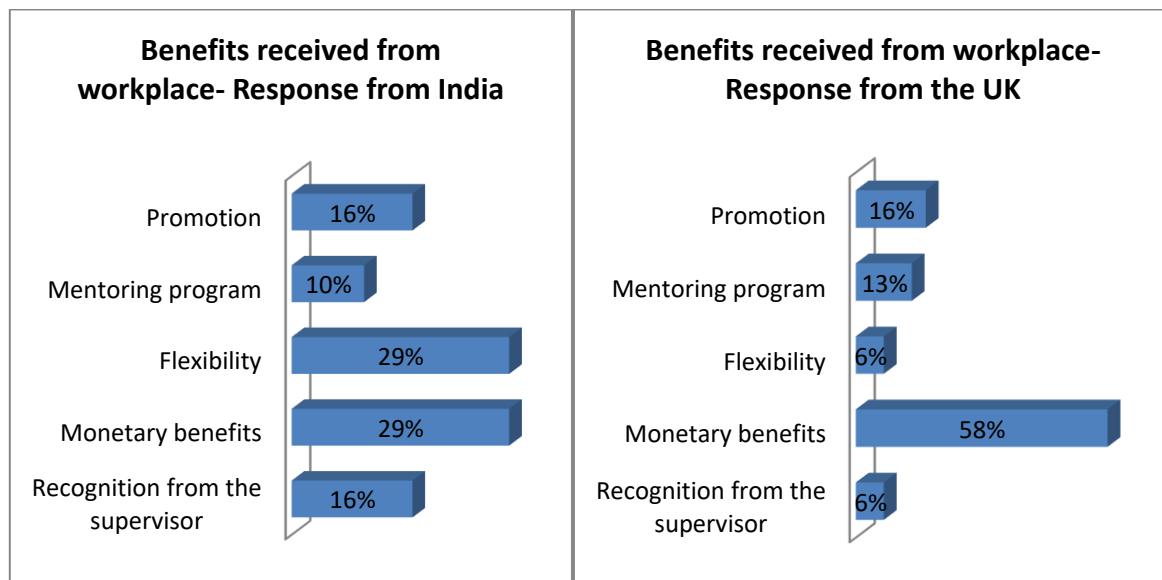


Figure 5. 11: Graphical representation of responses for benefits received from workplace

Respondent 19: Middle-level employee from the UK

“There are a lot of benefits receiving from the workplace mainly related with monetary benefits, which is motivating me enough. I prefer the monetary benefit which is provided from my work place which mainly includes pension plans, childcare and even gym benefits”.

Respondent 40: Lower-level employee from India

“I enjoy my work as I am receiving flexibility from my workplace. With this flexibility with my work, I can perform very well as well as it does not affecting my personal life. My supervisor is very happy about my work and due to this flexibility I enjoy my work and I want to excel in my field”.

There are mainly two types of benefit that an organisation can give to their employees; these are monetary and non-monetary benefits. In their responses to this question, the employees stated that they prefer monetary benefits, as they have pension plans and other benefits related to their salary. When considering both of the contrasting economies, it can be seen that Indian IT sector employees prefer monetary benefits, as well as flexibility towards their jobs; this is very useful for female employees working in the IT sector, as they have many responsibilities, especially in the Indian cultural context, and to meet these responsibilities flexibility at the workplace is considered important. This, therefore, supports the study by Lu et al., (2008) as flexibility within an organisation will improve work-life balance, which leads to job satisfaction and organisational commitment. This was followed by recognition from supervisors and promotion. Interestingly, IT sector employees in the UK prefer monetary benefits, such as pension plans, while the provision of childcare for employees does not motivate them. In addition, this supports the study by Ambrose et al., (2005), Malik et al., (2010) and Vidal, Valle and Aragon (2007). The IT sectors of both of the economies consider salary as important. Moreover, the results support the study by Kathawala et al (1990) as compensation is considered as an important aspect of job satisfaction.

Question 12: Are you satisfied with the benefits?

Question 12 was asked in order to identify whether or not the employees were satisfied with the benefits provided by their organisation. Overall, 58% were satisfied with the benefits provided by their organisation, of which 59% were satisfied from India and 43% from the UK. Fifty-seven per cent from the UK were not satisfied with the benefits provided by their companies.

Indian middle-level employees confirmed that they were satisfied (94%) with the benefits they received from their workplace, whereas in the UK, middle-level employees (71%) also felt the same. Lower-level employees from the UK, however, were not satisfied with the benefits that they receive.

Respondent 10: Lower-level employee from the UK

“My answer for this question is no because my organisation is not caring for the employees and they do not understand the needs of the employees in terms of benefits. They are providing only monetary benefits which do not encourage the employees who all are working in our organisation irrespective of whether they are middle level employees or lower level employees”.

Respondent 6: Middle-level employee from India

“Talking about the satisfaction of the benefits provided by my organisation, I am very much satisfied with it. The organisation is taking care about their employees and providing with good benefits so that we can enjoy our work and can contribute to the growth of the organisation”.

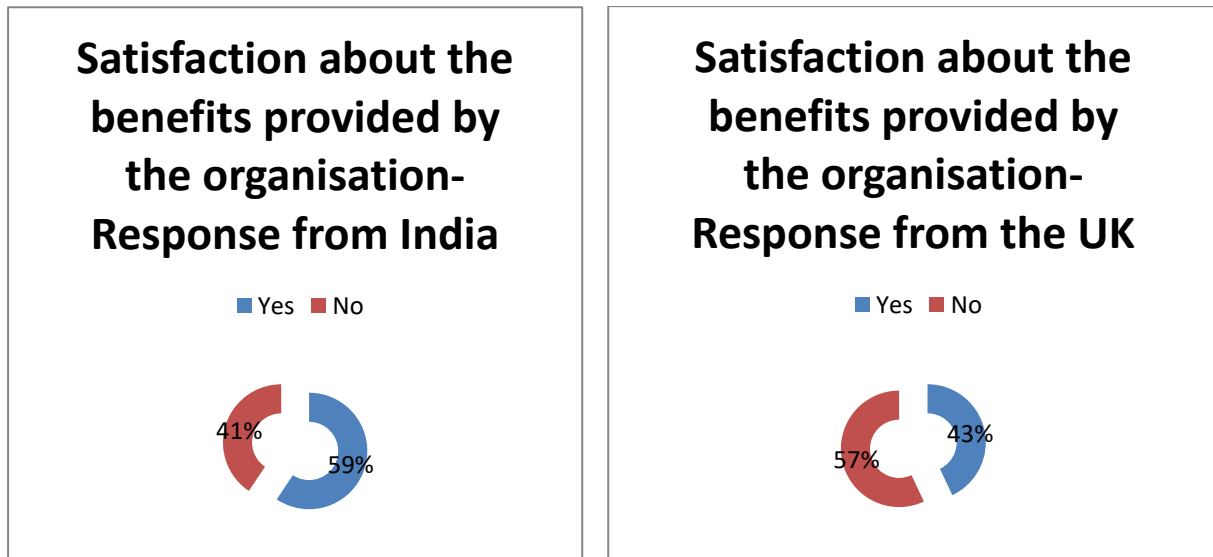


Figure 5. 12: Graphical representation of responses for satisfaction about the benefits provided by the organisation

This question was asked in order to understand whether or not employees are satisfied with the above-mentioned benefits. It can be seen that only half of the employees are satisfied with these benefits overall, in India as well as the UK. Indian employees (59%), however, are more satisfied, as they receive monetary benefits and flexibility, rather than the UK employees (57%). From this, it can be understood that circa half of the employees from both countries are not really satisfied with the benefits provided by their companies. It is same in both of the developing and developed economies. The UK IT sector also needs to implement non-monetary benefits, such as flexibility and recognition at the workplace, to motivate employees. In addition, Indian employees need more training and mentoring programmes from their management to improve their skills and knowledge so that they can develop their work roles.

Question 13: When do you receive recognition from your current organisation?

This question was asked in order to understand the recognition employees receive from their organisations. The overall response was that 24% of the employees think that, when they take the initiative at their workplace, they received recognition from their supervisors; this is followed by participation (21%) and high performance (19%). When considering only India,

29% of the employees think that, when they participate in certain tasks, they received recognition from their supervisors; this is followed by high performance (19%) and autonomy (16%). With regard to the contrasting economy, the UK, however, 45% considered that taking the initiative is important, followed by increased performance (19%).

With regard to the management layers, Indian middle and lower-level employees feel that their participation (29%) is important for gaining recognition at their workplace. UK middle-level employees feel that the taking initiative (71%) is considered as important for gaining recognition at the workplace.

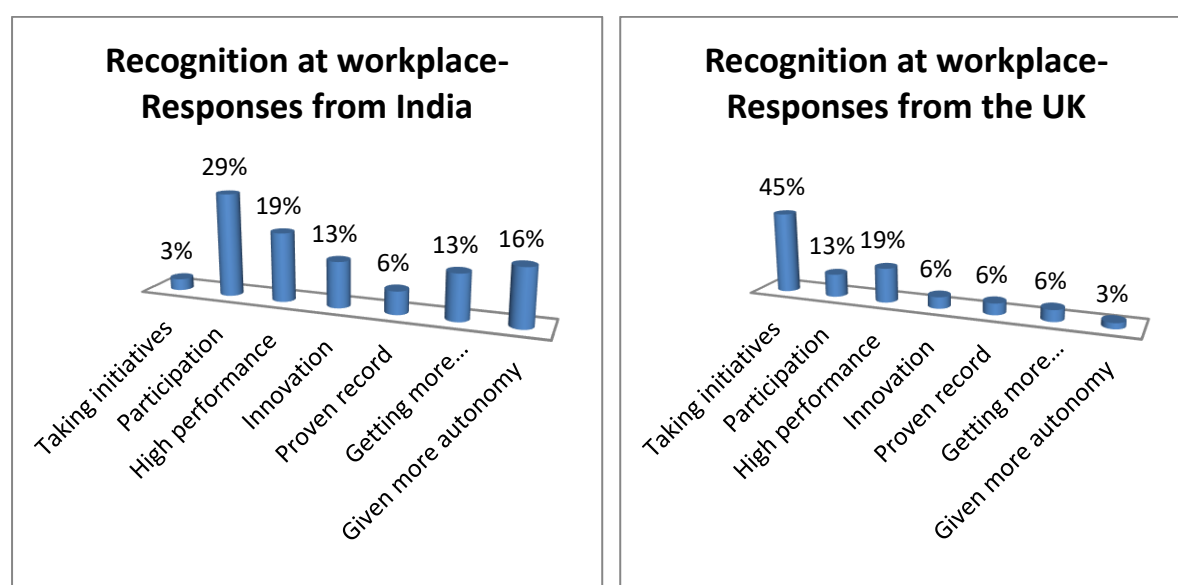


Figure 5. 13: Graphical representation of responses for recognition at workplace

Respondent 12: Middle-level employee from the UK

“I am getting more recognition at workplace when I am taking initiatives on different tasks that are assigned to our team. When all the employees are confused, I am taking initiative to explain the situation to others and to rectify their confusions related to our project. We work as a team to solve this project and once the project is completed, I am getting recognition from my colleagues, management side and even from our customers. I am really happy to take initiatives in future also. This recognition encourages me a lot and I am really enjoying it”.

Respondent 2: Middle-level employee from India

“When talking about recognition from the workplace, my company is following the custom that if the employee is more participative in all the tasks assigned to them, then they are getting more recognition. In my case, I really enjoy to participate and give my part to all the tasks assigned to me. I even help to other people with their tasks and I feel I am more

participative so that I am getting recognition not even from my department but from other department also”.

From the analysis, it is evident that employees receive recognition when they take the initiative at their workplace, so that tasks can be easily completed. This supports the study by Hackman and Oldman (1975) which concludes that employees react positively to their work if they feel the job is excellent. In addition, this also supports Pool (2000) and Allen's research (2003) regarding organisational culture with positive results increasing the performance of employees so that they can take initiatives at their workplace. This can also be seen in the overall response from the UK. The Indian IT sector, however, favours participation in tasks rather than taking the initiative at the workplace. In the Indian IT sector, there is a connection between employee characteristics and organisational culture which promotes participation from the employees. This supports the study by Wallach (1983). In addition, the Indian IT sector considers a participative management style to be important for employees achieving satisfaction from their jobs. In the Indian IT sector, management are empowering employees which improves their participation, their productivity and their job commitment. A visible difference can be seen here between the Indian and UK IT sectors.

Question 14: What are the methods of communication within the organisation?

Communication is considered as very important in any organisation. To identify the job satisfaction of the employees, the researcher asked about communication methods within the organisations. Overall, 42% considered that their organisations use verbal communication methods. Twenty-one percent considered that their organisations use verbal and written communication. This response is followed by visual communication (19%) and written communication (18%). The Indian IT sector uses communication methods, such as verbal communication (39%), followed by written communication (26%), and both verbal and written communication (19%), whereas UK companies use a visual communication method (29%).

Lower-level employees in India considered verbal communication (71%) as the method of communication within their organisations, whereas the UK middle-level employees identified visual communication (43%) as the method of communication within their organisations.

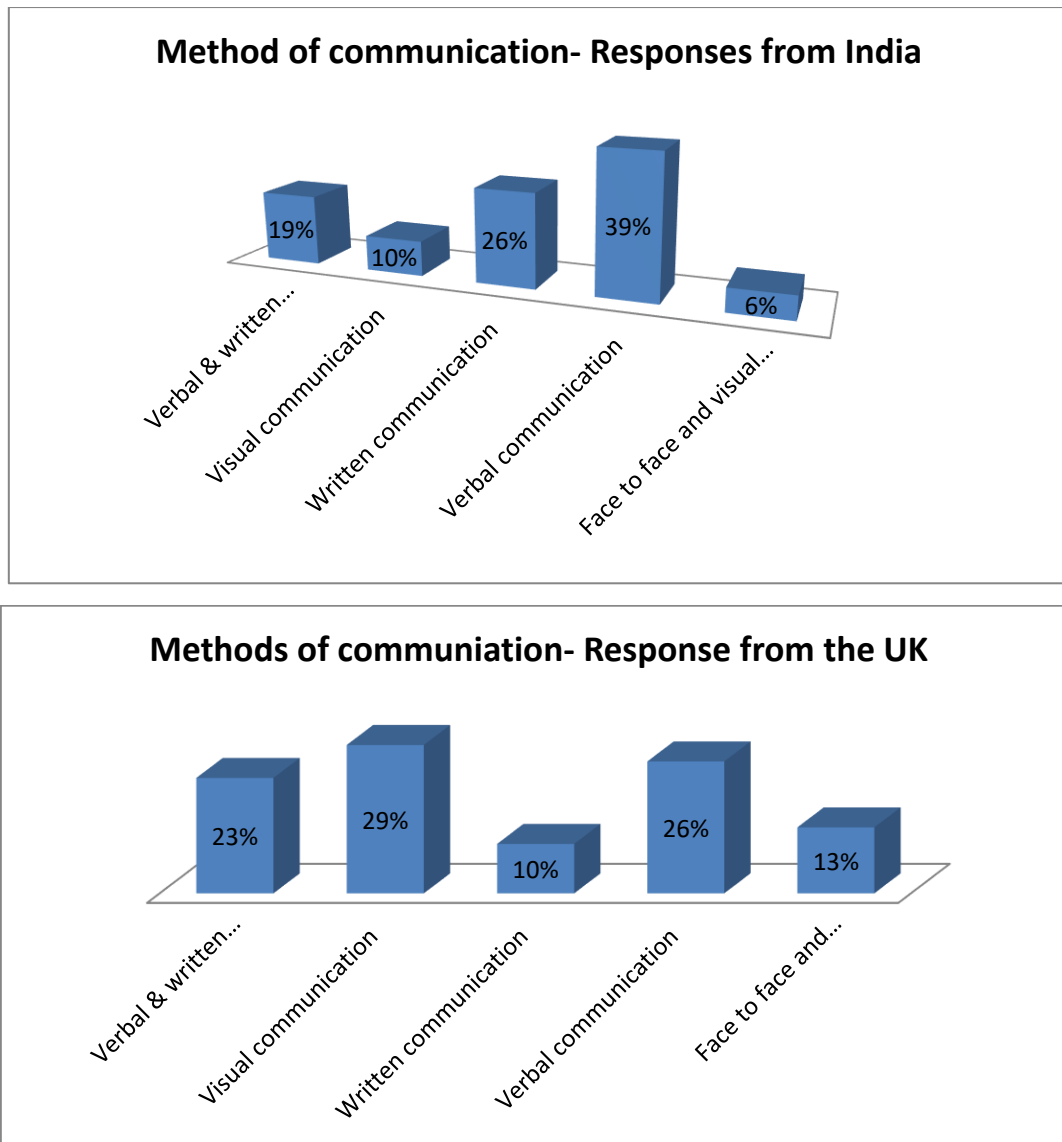


Figure 5. 14: Graphical representation of responses for methods of communication

Respondent 7: Lower-level employee from India

“The communication method followed by our organisation is verbal communication directly from the supervisor. As it is verbal we can clarify our doubts with the supervisor immediately. But we are facing some issues with this method of communication as there is no evidence about the communication if the supervisor misses the communication. If there is written communication then we can refer in future and also there is some evidence related with the communication”.

Respondent 17: Middle-level employee from the UK

“The communication method followed by my company is visual communication. As our products are mainly software, it is very easy to demonstrate the communication with the help of visual aids. Through this, the message is easily passed and if the employees need any

clarification related with this, they can ask at the time and can clarify everything before they gets confused. I found this method is more suitable than the verbal or written communication”.

This question was asked in order to determine the communication methods prevailing in the IT sectors of the contrasting economies. The overall response received was that the employees prefer verbal communication. Indian employees felt that verbal communication is better for them, whereas UK employees preferred visual communication. This supports the study by Harrison (1992), as a supportive culture prefers the verbal and informal communication method with decisions being made through informal channels. As they have support from their management, Indian employees prefer verbal communication; they can communicate better and can clarify directly with their managers if they are unsure about anything. From this, it can be concluded that the Indian IT sector has a supportive culture within their organisations. A distinguishing difference between the Indian and UK IT sectors can be seen.

5.3.2.3. Questions related with occupational stress

Question 15: Do you think you receive adequate explanation of what needs to be done? Please explain.

When the respondents were asked a question related to the explanation of the work given to them, 24% consider that they have been receiving more workload with clear explanation, while 21% agree that they are given many tasks without a clear explanation of what needs to be done. With regard to the situation in India, 45% of the interviewees consider that they have been given many responsibilities with an appropriate level of explanation, while 23% state that they have not been given an appropriate level of explanation for the jobs assigned to them. The findings from the Indian IT sector show that Indian managers lack authority of delegation when they become stressed. In the UK context, it can be seen that 20% of the respondents agree that they have not been given an appropriate level of explanation for the jobs assigned to them, while 20% agree that multiple jobs are assigned to the employees without clarity. In addition, employees feel that they don't have enough time to complete their tasks (19%), 19% employees are getting tensed because of their responsibilities and 19% agree that unclarity towards the job leads to delay in the project. This supports the study by Bacharach et al., (1991), as employees with work overload need to complete their already allocated responsibilities. A clear distinction can be seen between these two contrasting economies. Moreover, employees working in the UK IT sector experience role ambiguity and

this support the study by Karasek (1979) and Beehr & Bhagat (1985), as the workers in the UK IT sector are unsure of their duties. From the responses from the UK IT sector, it is evident that employees are experiencing role overload, as the employer considers them incompetent and allocates additional tasks to them which supports the study by Peterson et al., (1995). This suggests that the employees working in the UK IT sector are experiencing role ambiguity, which is negatively related with job satisfaction and, thus, supports the studies by Miles (1974) and Rosenheim (1976).

Indian lower-level employees responded that they are given many responsibilities with an appropriate level of explanation (79%), whereas middle-level employees from the UK consider that they experience tension because of the responsibilities allocated to them (43%).

Respondent 5: Middle-level employee from the UK

“When talking about the explanation about the tasks needs to be done, in our organisation we are getting more responsibilities at a time, sometimes it may create problems to the employees as they are given more responsibilities and some of them gets panic about the deadline. But thanks to the management that even if they are given more tasks, but they are giving us proper clear picture in detail, so even if we are getting more responsibilities we are fine with that”.

Respondent 9: Lower-level employee from India

“We are getting more tasks each day, sometimes the deadline is so near. Even if we are assigned with more responsibilities, it is difficult us to complete it as we are not getting a clear picture about the tasks. The message getting from our management is not clear so that it always creates confusion among employees. Because of this most of the time the employees cannot utilise the time as they have been discussing each other how to complete the task”.

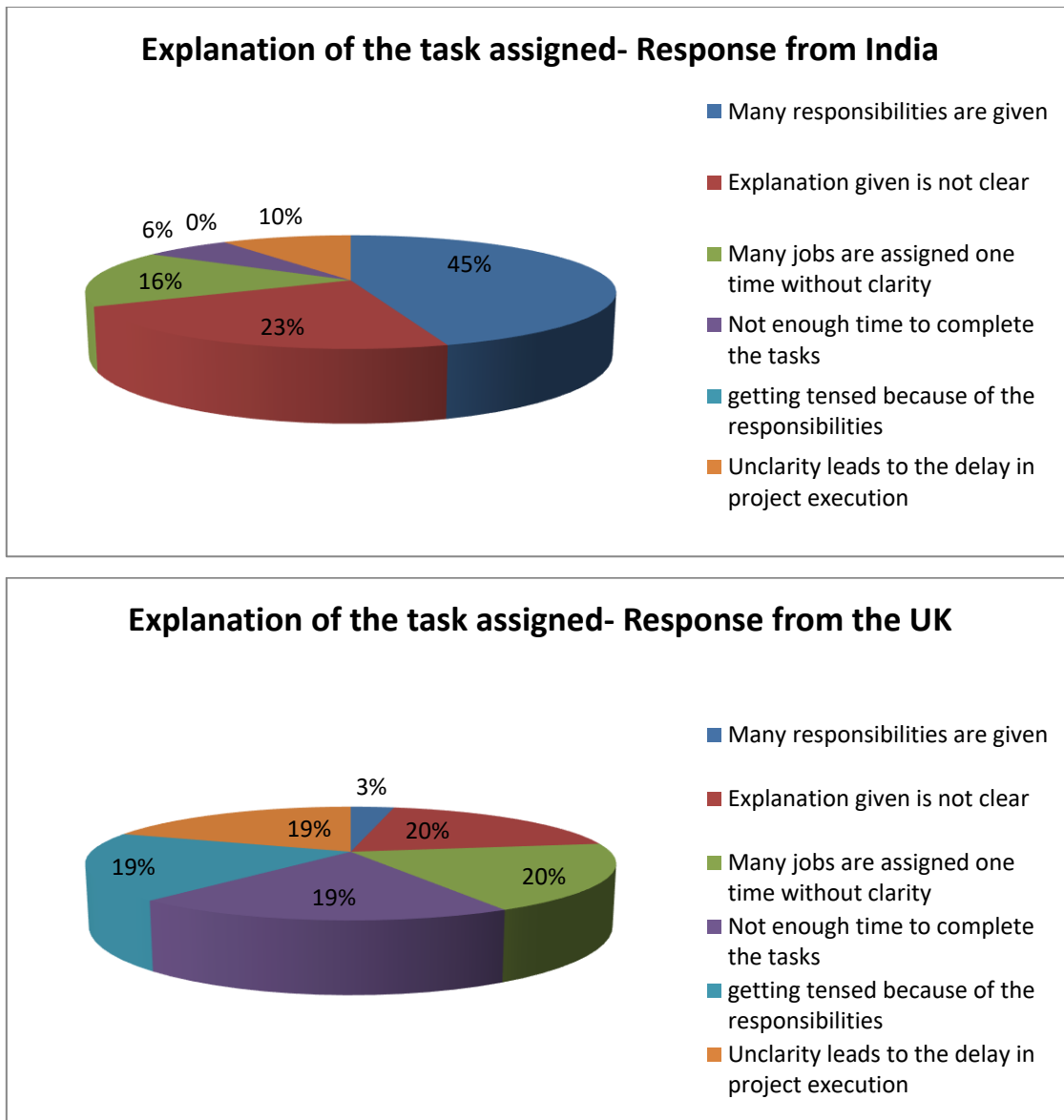


Figure 5. 15: Graphical representation of responses for explanation of the task assigned

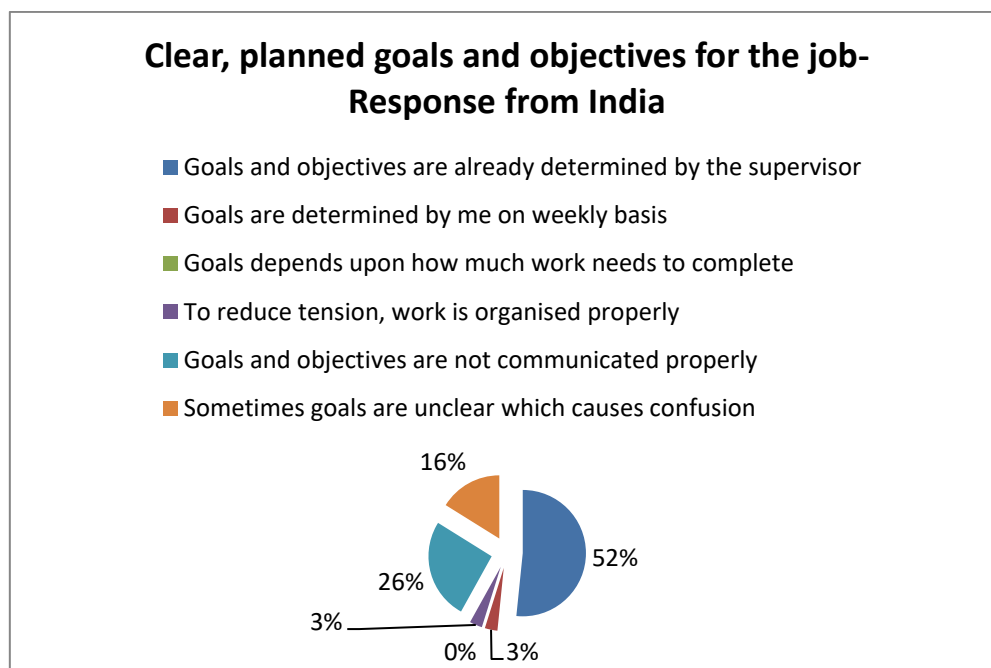
This question was asked, in particular, to determine role ambiguity experienced by employees of the IT sectors in the two contrasting economies. The overall responses and those from the Indian context were similar; the employees confirmed that they have been given more responsibilities which were explained with clarity. Interestingly, however, in the UK IT sector, more responsibilities were allocated to employees without an appropriate level of explanation. This creates role ambiguity for UK IT sector employees.

Question 16: Do you have clear, planned goals and objectives for your job? Please explain.

The next question asked was about whether the respondents have clear, planned goals and objectives for their jobs; overall, 27% of the employees agreed that their job goals were clear and that the objectives were determined by management and supervisors. Nineteen percent of

the employees stated that their job goals and objectives were not communicated properly within the workplace, so that they are not able to plan properly. When comparing the two economies, in India, 52% felt that their goals and objectives were clear and that the objectives had been predetermined by the management, but 26% agreed that goals and objectives had not been communicated within their organisations. When considering the contrasting economy of the UK, the opinion of 36% of the employees is that the goals and objectives of their organisations depend on how much work they need to complete, which is followed by 29% agreeing that the goals and objectives of their work were determined on a weekly basis.

With regard to the responses of Indian lower-level employees, they stated that the goals and objectives had already been determined by their supervisors (79%), whereas the UK middle-level employees stated that the goals for the particular project depend upon how much work needs to be complete (57%).



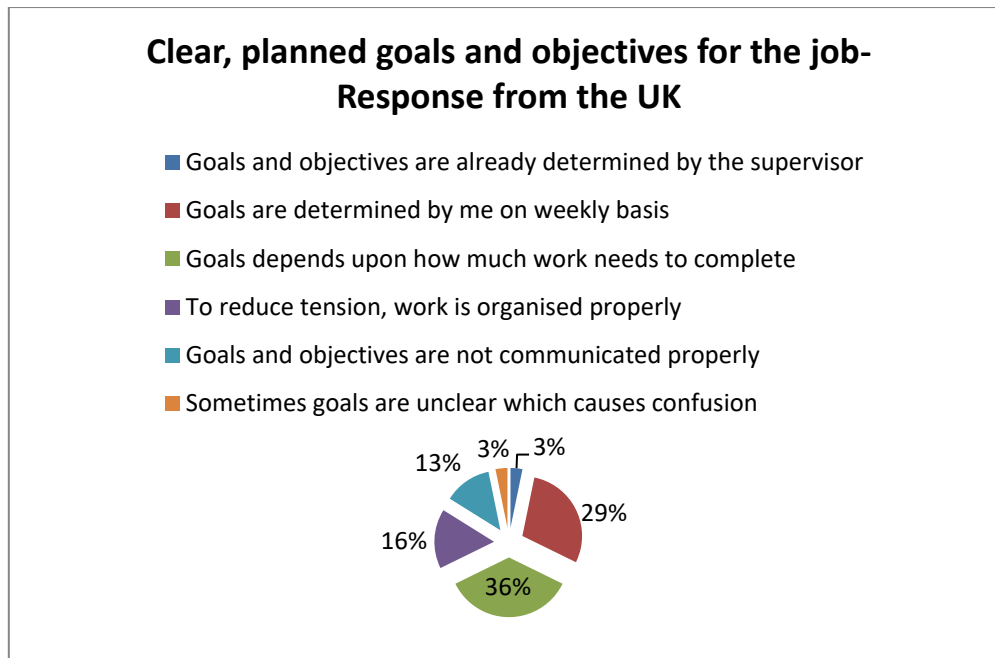


Figure 5. 16: Graphical representation of responses for clear, planned goals and objectives for the job

Respondent 9: Lower-level employee from India

“For completing the job everyone have their own goals and objectives to finish it before the deadline. Apart from own planning, the management is encouraging each and every employees with their goals and objectives which were predetermined by the management. So it will be easy to the employees to merge with their own plan and the plan of the management. If the employees need any further assistance, the management is there to support all of them”.

Respondent 3: Middle-level employee from the UK

“The goals and objectives for our own task have been determined by the management depending upon how much work need to complete. Sometimes I am feeling stress as the management is giving more tasks without proper explanation as the deadline is due. Also the communication related with the workload is not clear and we are not receiving any support from the management to finish the task on time”.

This question was also asked to determine whether or not the employees of the two contrasting economies experienced role ambiguity. The overall response and the employees from the Indian context agreed that the goals and objectives are pre-determined by management, and that they are clear and easily understandable. In the UK, however, employees have stated that the goals depend upon how many tasks need to be completed. In their previous response, employees from the UK said that they were not given the appropriate

level of clarity regarding the tasks assigned to them. From this response, therefore, it can be understood that UK employees experience role ambiguity in their workplace. This supports the study by van Sell et al., (1981), as role ambiguity can decrease the productivity of the employees, which can cause job dissatisfaction. As a result of this, UK employees can feel depressed and anxious which supports the studies by Schwab (1981), Hammer & Tosi (1975), Carter (1978), Peltit (1973), Miles (1974), Senol-Durak et al., (2006) and French, Caplan & Harrison (1982).

Question 17: Do you receive enough support for completing your projects?

To determine how much support employees receive for completing their projects from senior staff at their organisations, the overall opinion of 26% of employees was that communication is very clear at their workplace, so there is no confusion about the projects; this was followed by 23% of employees stating that there is always conflict regarding their roles at their workplace. The responses received from the two countries, especially from India, demonstrate that 39% experience role conflict at the workplace, so that they were unable to finish their projects. From this, it can be understood that they do not receive enough support to complete their work assigned to them; this was followed by 19% of employees feels that the objectives of their work were not clearly defined and again 19% agreed that there is no proper alignment of jobs at their workplace. From the responses of the employees, it can be concluded that Indian employees do not receive enough support to complete their projects. When considering the UK, 48% of the employees agreed that communication within their organisations is appropriate, so there is no confusion about their jobs. The supervisors are helpful regarding completion of the projects. This response was followed by 29% of the employees confirming that they receive enough support from their supervisors and management at the workplace, so that they are able to complete their projects on time.

Respondent 14: Lower-level employee from the UK

“For completing the project I am getting enough support from my organisation as the communication given from the organisation is very clear, so that I can finish my work on time. Also I can perform better on my project before the deadline”.

Respondent 7: Lower-level employee from India

“The support I am receiving from my organisation is not proper. It creates confusion on me so that I am unsure about how to perform with that project. So I am experiencing role conflict at that time especially towards the deadline of the project”.

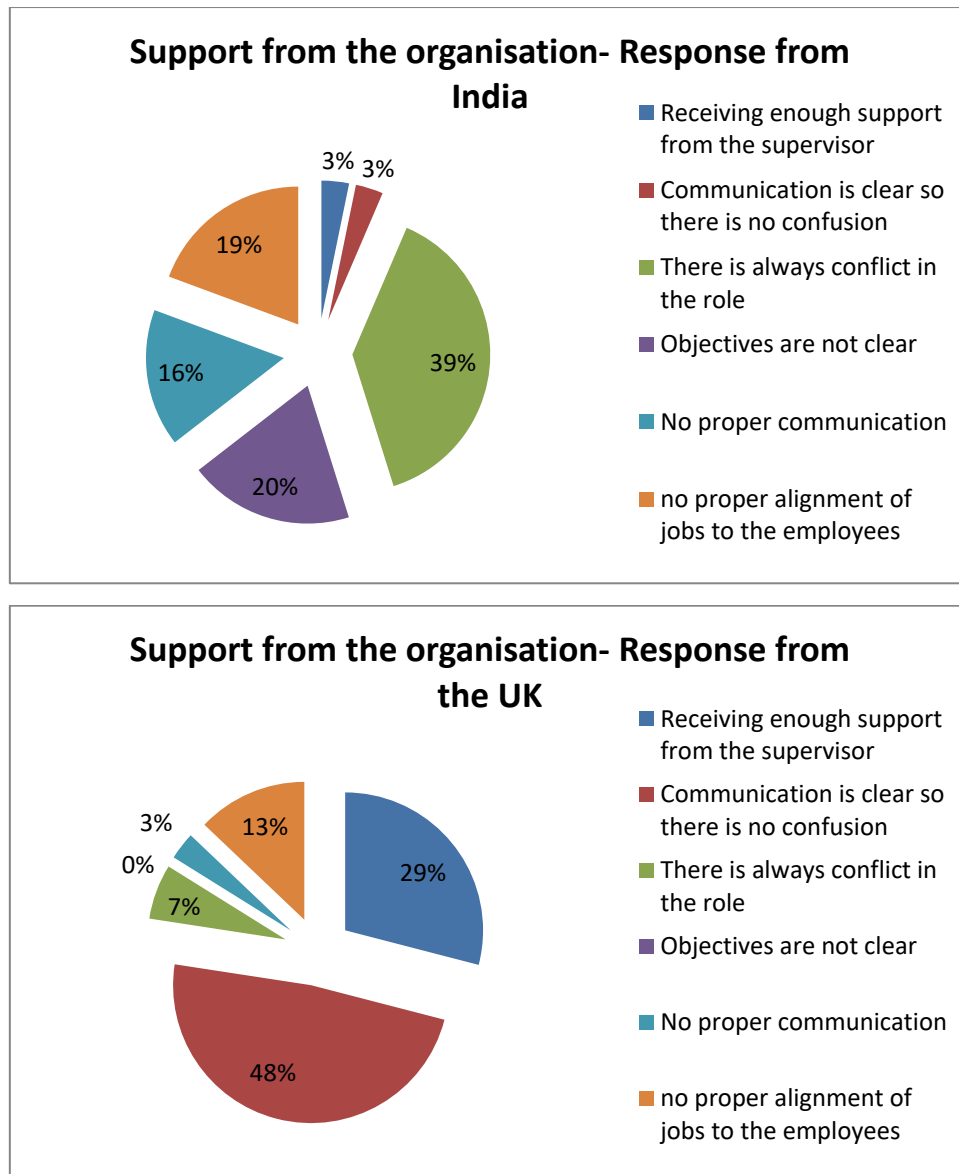


Figure 5. 17: Graphical representation of responses for support from the organisation

The responses from Indian lower-level employees demonstrate that there is always conflict regarding their roles (71%), whereas the UK lower-level employees consider that communication is clear within their organisations, so there is no confusion (53%).

This question was asked, in particular, to determine the existence of role conflict. The overall response received was related to the clarity of the communication and the support received for completing the project. About half of the employees from India experience role conflict, whereas half of the respondents from the UK feel that they are given enough support from their organisations, so a distinguishable difference between the economies can be seen. Role conflict in the Indian IT sector has a negative relationship with the employees' job satisfaction, which supports the study by Kemery (2006) and Karadal et al., (2008). Role

conflict in the Indian IT sector will lead to emotional exhaustion and higher employee turnover and, thus, supports the study by Kazue & Stephen (2011). Moreover, the culture within the organisations has an impact upon stress at the workplace, and this is why Indian employees are experiencing more role conflict than employees from the UK. From this, it can be understood that different work cultures affect the stress levels of the employees at the workplace. Thus, it supports the study by Monga et al., (2015). It is evident that the overall response and the UK responses are similar, as the explanations given to the employees are very clear. Indian employees, however, experience role conflict at their workplace.

Question 18: Do you feel that when you need to work very fast in order to meet your project deadlines?

This question was asked in relation to the occupational stress in order to identify when the employees experience stress at their workplace, especially when there are deadlines to meet. The overall response received was that 21% of the employees stated that they experience stress at their workplace, as they need to work fast during the day before the deadline date, which makes them more stressful than usual. Again, 21% of the employees confirmed that they feel more stressed, as they need to work overtime throughout the night in order to finish the projects before the deadline. Surprisingly, 21% feel that they do not need to work fast in order to meet project deadlines, as they already aware how to finish the project before at least two or three days before the deadline. They agreed that they have clear objectives and goals related to their jobs and that communication within their organisations is very clear.

Respondent 6: Middle-level employee from India

“My response to this answer is yes as we all employees needs to work fast to meet the deadline of the project. We are feeling more stress at the previous day of the deadline as we need to work overnight to finish the project on time. But the actual stress starts before on week of the deadline”.

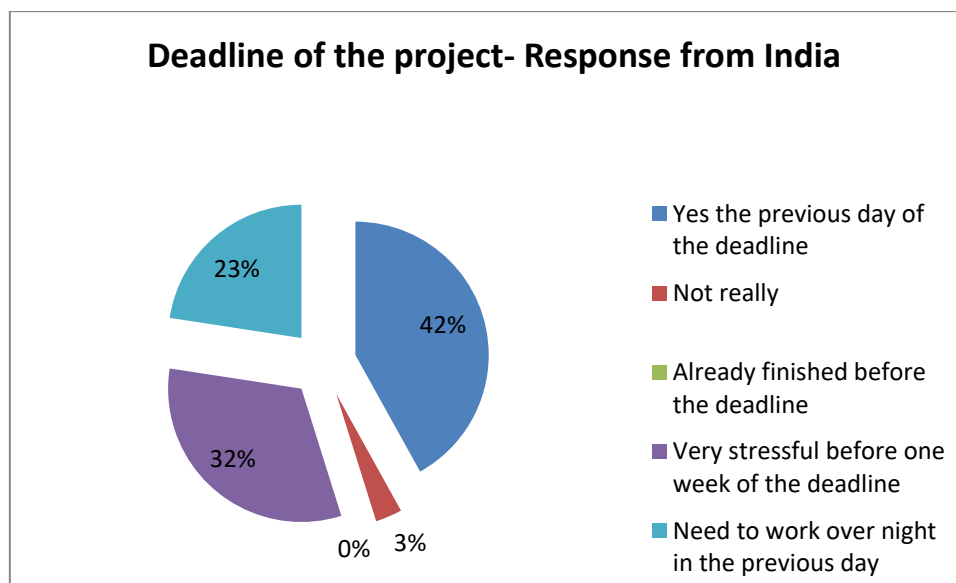
Respondent 12: Middle-level employee from the UK

“In my organisation I never felt that I need to work fast to meet the deadline of the project. We will be finishing our project before one week of the deadline so that we can relax rest all time until the start of the next project. Thanks to the management as they have communicated the tasks in proper manner”.

When considering the two contrasting economies, particularly India, 74% stated that they feel stress at their workplace as they need to work quickly during the day before deadlines are due and that the stress starts at least one week beforehand. This confirms that the goals and objectives of organisations in India are not determined properly and that the communication

in the organisations is not well established. Moreover, role ambiguity occurs when the objectives of the organisations are not clearly defined for employees, resulting in them not being sure about communications from their managers. This, therefore, supports the study by Karasek (1979) and Beehr & Bhagat (1985). With regard to the opinions of the employees in the UK, 74% responded that they do not feel any stress, as they do not need to work fast to meet their projects' deadlines. As communication is clear, the work has already been completed before the deadlines. From this, it can be understood that the UK IT sector is flexible and it employs a participative management style with appropriate communication, so that employees are satisfied with their work, which leads to increased productivity. Thus, it supports the study by Mckinnon et al., (2003).

With regard to different management layers, Indian middle-level employees experience stress during the day before their project deadlines, as well as stress starting from at least one week before the deadlines (83%), whereas middle-level employees from the UK do not feel any stress before their project deadlines (75%).



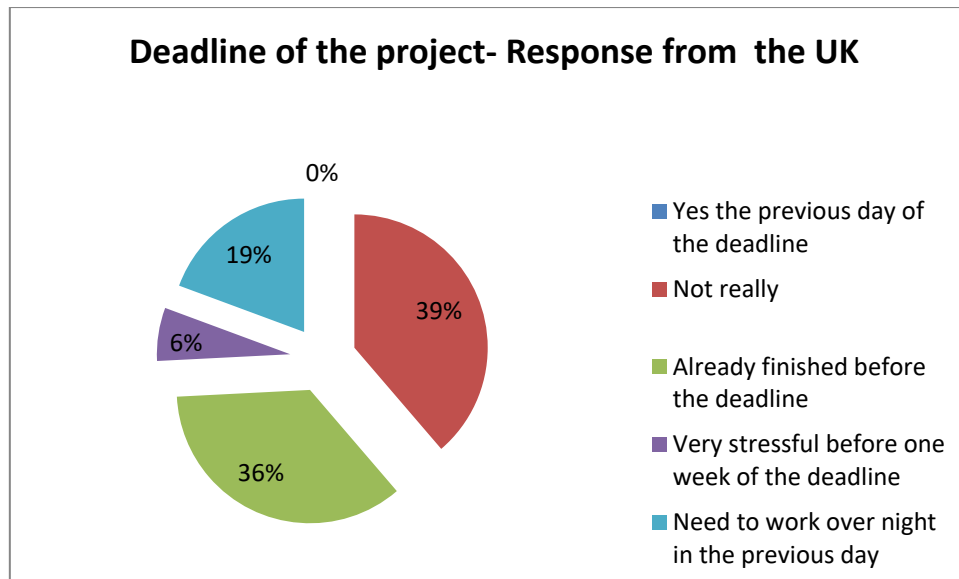


Figure 5. 18: Graphical representation of responses for need for work to meet the deadline of the project

Question 19: If so, does this make you stressful?

This question is a continuation of the previous question, in which the employees were asked whether they experienced stress when trying to complete their projects before the deadlines.

The overall response was that 61% stated that they did not feel stress at their workplace. When considering India, however, 97% of employees agreed that they did feel stress while trying to meet their project deadlines. With regard to the responses from the UK, 74% of the employees responded that they did not feel any stress while completing their projects.

One hundred percent of lower-level employees from India feel that they experienced stress at their workplace, whereas 86% of the UK middle-level employees do not experience any kind of stress at their workplace.

Respondent 3: Middle-level employee from the UK

“I am not feeling any stress at workplace due to the deadline of the project. Our team is working together to finish the project before the deadline so that we didn’t feel any kind of stress later on. Our management is very helpful for this matter in order to meet the deadlines early, so that no one cannot feel any kind of stress at all”.

Respondent 7: Lower-level employee from India

“We are experiencing stress at workplace especially at the time of deadline of any project. We usually feel the stress at least before one week of the deadline, where all the departments need to work hard in order to meet the deadline. We work as a team, yet the stress is there.

We feel more stress on the previous day of the deadline, sometimes we need to work overnight before the deadline”.

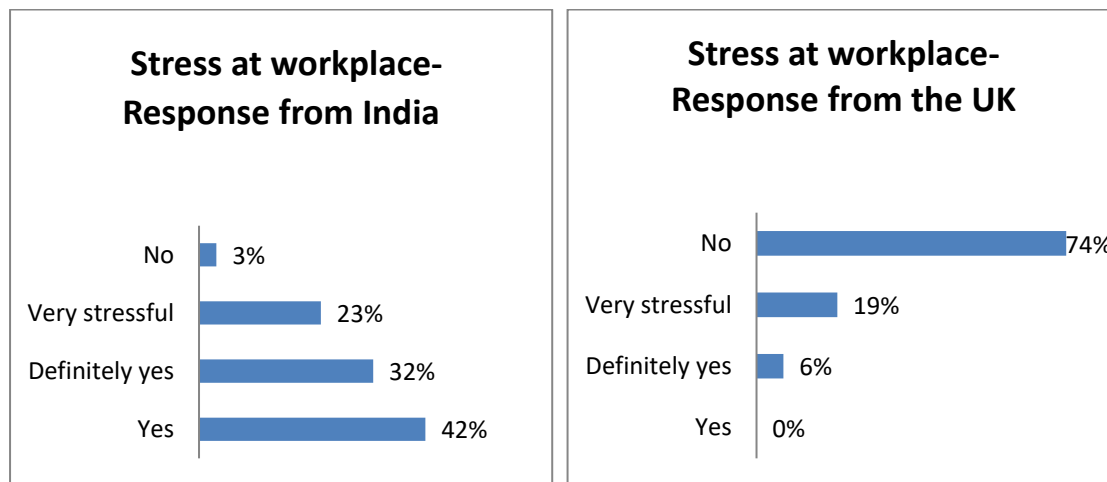


Figure 5. 19: Graphical representation of responses for stress at workplace

From the analysis, it can be seen that the Indian IT sector workforce experiences more role overload than UK employees. When considering the IT sector of both countries together, however, more role overload is experienced because of project deadlines and finishing projects on time.

Question 20: Do you feel that working at your organisation makes it hard to spend enough time with your family?

This question was asked, in particular, in order to understand occupational stress and work life balance. The overall response for this question was that 39% of those interviewed do not feel that their organisations have this kind of difficulty, as they have enough time to spend with their families. This response was followed by 61% responding that they do not get enough time to spend with their families. The responses from India indicated that 97% of those interviewed do not get enough time to spend with their families. This makes them more stressful at their workplace; they also experience role stress. The responses from the UK suggest that 74% of the employees do not feel that their organisations have this kind of difficulty, as they get enough time to spend with their families.

Indian middle-level employees feel that working at their organisations makes it hard to spend enough time with their families (95%), whereas UK middle-level employees do not feel that they are not getting enough time to spend with their families (86%).

Respondent 4: Middle-level employee from India

“When considering the fact about spending enough time with family, in my organisation I am not getting enough chance to spend time with the family. Sometimes we need to work as late

to finish our assigned tasks. Similarly, we need to work on weekends to finish our project, so balance between work and families are lacking with my organisation. By thinking family, it gives stress at workplace so that I cannot even concentrate on my job”.

Respondent 3: Middle-level employee from the UK

“The answer for this question is no because my organisation is providing flexibility at work so that I am getting enough time to spend with my family. If we finish work early, then the management allowed us to leave the office. Also, we never experienced any stress during the project deadline, so that it never gives us any kind of stress and can spend enough time with the family members. Also, my company is offering family unions so that we can spend time with our colleague’s family also”.

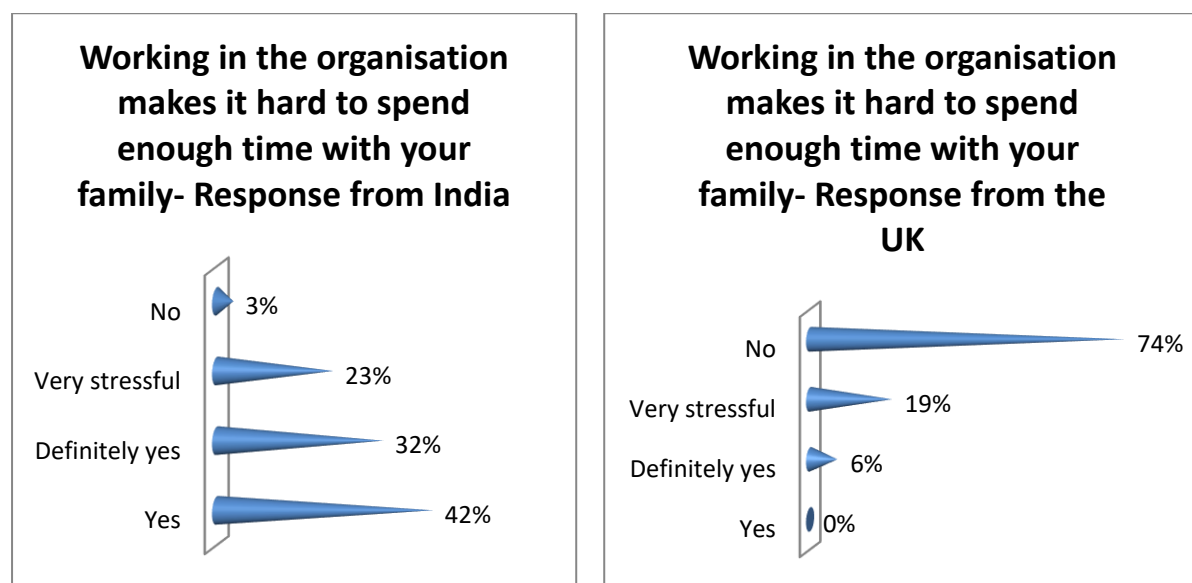


Figure 5. 20: Graphical representation of responses for working in the organisation makes hard to spend enough time with the family

When considering work life balance, Indian employees are not satisfied with their organisations, as they do not get the chance to spend enough time with their families. They feel stressed at their workplace, especially around deadlines. From this, it can be understood that Indian employees feel pressure regarding their performance at work and face work family conflict. This supports the study by Chan et al., (2000). Indian employees, therefore, feel that work-family conflict affects their job satisfaction in a negative way. Hence, this supports the research by Lambert et al., (2002), Calvo-Salguero et al., (2010) and Chen et al., (2012). The situation is entirely different, however, in the UK as employees working in the UK IT sector are very happy with their organisations, as they get the opportunity to balance their working life and time with their families.

Question 21: When you are thinking about your job, do you have a tight feeling in your chest? Please explain.

This question was asked in order to understand occupational stress at the workplace. Thirty-nine percent of all employees interviewed responded that they do not feel any kind of job stress at their workplace, which was followed by 61% stating that they do. When considering the responses from India, 42% stated that they feel job stress at their workplace, whereas 32% replied that they definitely experience job at their workplace. Meanwhile, the responses from the UK suggest that 74% of the employees do not feel job stress, followed by 25% stating that they do.

Ninety-five percent of Indian middle-level employees replied that when they think about their jobs, they do have a tight feeling in their chests, whereas 86% of UK middle-level employees do not experience any tight feelings in their chests when thinking about their jobs.

Respondent 4: Middle-level employee from India

“The answer to this question according to me is a yes. I am feeling very tight feeling in my chest when I am thinking about the job which is assigned to me. The supervisors are giving a lot of tasks which is giving me a lot of stress at workplace and at sometimes there is no proper guidance for how to complete these tasks. So many times, I feel as stuck to continue the work. When I am thinking about the pending tasks, I am feeling very stressful at workplace.”

Respondent 3: Middle-level employee from the UK

“When thinking about the job I am feeling happier. I am not feeling tight feeling in my chest. My workplace didn’t give us so much of stress so that when thinking about the job I am not feeling any tighter feeling. My workplace is offering me so much of benefits and I am getting enough time to spend with my family members, and I am happier to work with this organisation”.

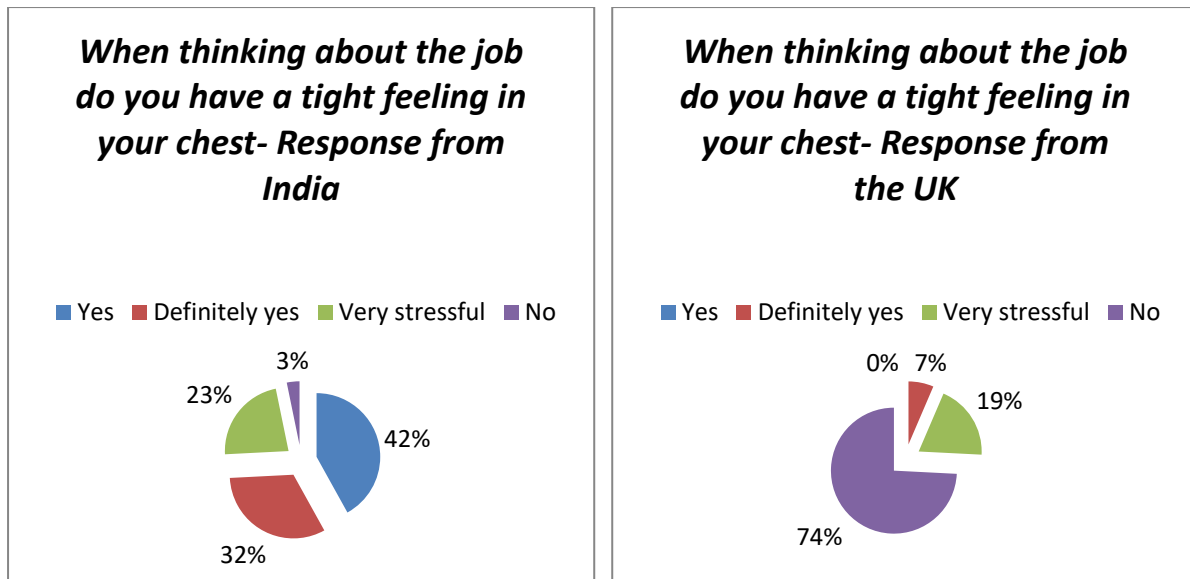


Figure 5. 21: Graphical representation of responses for when thinking about the job have a tight feeling in the chest

This question was asked in order to determine in which of the contrasting economies employees experience more job stress. With regard to India, employees feel highly stressed at their workplace and, thus, have a tight feeling in their chests when thinking about their jobs. This does not support the study by Jackson et al., (1986), as Indian employees do not experience role ambiguity at work which can lead to job stress. Indian IT organisations do not demonstrate the appropriate employee behaviour and their performance within their organisational culture, which is considered as the basis of occupational stress and negatively impacts upon health and performance levels. Hence, this does not support the study by Monga et al., (2015). Surprisingly, UK employees do not experience tight feelings in their chests. In fact, they really enjoy working at their organisations. From this, it can be understood that UK employees are experiencing favourable culture within their organisation, and because of this they do not experience any kind of job stress. This supports the study by Koko & Ramarumo (2015). From this, it can be seen that organisational culture and occupational stress are related to each other.

5.3.3. Funnel approach for overall response

To analyse the responses more precisely, the researcher followed the funnel approach (Haque & Aston, 2016) through which responses can be narrowed down. This table represents the highest and lowest scores received from the respondents overall.

Questions	Highest Responses	Lowest Responses
1. Do you think your organisation has a characteristic management style and set of practices?	Yes (52%)	No (48%)
2. (If yes) what are those management styles and practices?	Decentralisation and Leadership (22% each)	Clarity about mission, motivation (9% each)
3. What is the agreement about the right and wrong ways of doing things within the organisation?	Relation among staff and Resource Implementation (21% each)	Resistance to change and Communication (6% each)
4. How are projects coordinated by different departments of the organisation?	Clear understanding of goals and objectives of different departments (27%)	Support from management (6%)
5. How are you dealing with your competitors and other changes in the business environment?	Strategies (16%)	Objectives of the organisation (2%)
6. Is your organisation focussed on customers?	Yes (44%)	No (34%)
7. (If so) do you consider the comments and recommendations from the customers and how influenced you to change your business?	Customer feedbacks improved the efficiency (30%)	Increased the efficiency of the employees (7%)
8. Do you prefer long-term vision through short-term thinking?	Yes (66%)	No (34%)
9. What are the chances of being promoted at your current organisation?	Experience (31%)	Years of service (0%)
10. What support are you receiving from your supervisor?	Better training opportunities (19%)	Proper assistance and Emotional support (2%)
11. Which benefits are you receiving from your organisation?	Monetary benefits (44%)	Flexibility, Recognition from the supervisor (11%)
12. Are you satisfied with the benefits?	Yes (58%)	No (42%)
13. When do you receive recognition from your current organisation?	Taking initiatives (24%)	Proven record (6%)

14. What are the methods of communication within the organisation?	Verbal communication (26%)	Face to Face communication (0%)
15. Do you think you receive adequate explanation of what needs to be done? Please explain.	Many responsibilities have given with clear explanation (24%)	Getting stressed because of many responsibilities (10%)
16. Do you have clear, planned goals and objectives for your job? Please explain	Goals and objectives are already determined by the management (27%)	To reduce tension work is organised properly and sometimes goals are unclear (10%)
17. Do you receive enough support for completing your projects?	Communication is clear (26%)	Objectives are not clear and no proper communication (10%)
18. Do you feel that when you need to work very fast in order to meet your project deadlines?	Yes, Previous day of the deadline, not really and need to work over night (21% each)	No, already finished before the deadline (18%)
19. If so, does this make you stressful?	Yes (61%)	No (39%)
20. Do you feel that working at your organisation makes it hard to spend enough time with your family?	Yes (61%)	No (39%)
21. When you are thinking about your job, do you have a tight feeling in your chest? Please explain.	Yes (61%)	No (39%)

Table 5. 2: Funnel approach for overall response

5.3.4. Funnel approach for responses from India and the UK

The funnel approach was carried out in order to identify comprehensive findings of the variables of interest in India and the UK. Here the responses are categorised into responses about organisational culture, job satisfaction and occupational stress.

5.3.4.1. Funnel approach for responses about organisational culture from India and the UK

With regard to organisational culture in both of the contrasting economies, the researcher followed Denison's cultural model (1990), which is divided into four main traits: mission adaptability, involvement and consistency.

	India		UK	
Questions	Highest Response	Lowest Response	Highest Response	Lowest Response
1. Do you think your organisation has a characteristic management style and set of practices?	Yes (52%)	No (48%)	Yes (52%)	No (48%)
2. (If yes) what are those management styles and practices?	Decentralisation, Leadership, Authority delegation, motivation (19% each)	Communication (0%)	Decentralisation, communication, leadership (25% each)	Motivation (0%)
3. What is the agreement about the right and wrong ways of doing things within the organisation?	Relationship among staff (26%)	Communication (6%)	Resource implementation, Leadership (23% each)	Resistance to change (3%)
4. How are projects coordinated by different departments of the organisation?	Clear understanding of the goals and objectives of different departments, strategies (26% each)	Support from management (3%)	Clear understanding of the goals and objectives of different departments (29%)	Strategies (3%)
5. How are you dealing with your competitors and other changes in the	Leadership (19%)	Benchmarking (0%)	Benchmarking (19%)	Innovation (3%)

<i>business environment?</i>				
6. Is your organisation focussed on customers?	Yes (45%)	Somewhat not sure (23%)	Yes (42%)	Somewhat not sure (23%)
7. (If so) do you consider the comments and recommendations from the customers and how influenced you to change your business?	Customer feedback improved the efficiency (43%)	Improved the relation with customers, Increased the efficiency of the employees (7% each)	Improve the confidence of the employees through customer feedback (35%)	Improved profit of the organisation (5%)
8. Do you prefer long-term vision through short-term thinking?	Yes (68%)	No (32%)	Yes (65%)	No (35%)

Table 5. 3: Funnel approach for responses about organisational culture from India and the UK

When considering the organisational culture prevalent in both of the contrasting economies, it can be understood that the responses related with consistency demonstrate that half of the Indian, as well as the UK employees, think that their organisations have clear management practices and styles within their organisations. From this, it can understand that half of the employees are aware of the management styles and practices prevailing within their organisations. Thus both of the economies demonstrate consistency within their organisation. Improvement, however, is still necessary so that all of the employees are aware of the practices in the future. Management styles and practices need to be formulated, by managers at the organisations, for making better decisions. It can be seen that managers of organisations in the IT sector of both economies are performing better, which supports the study by Armstrong (2006). Thus, half of the employees interviewed, from both of the economies, are aware of their organisation's core values, which will help them to know more about management styles and practices. The leadership style exists in the contrasting economies formulates the development of their organisational culture in a better way. This supports the study by Chang & Lee (2008). According to Denison's cultural model (1990) an organisation's core values support a strong organisational culture for the employees. It can be understood that the organisational culture of companies within the IT sector of the contrasting economies is related to management at those organisations. Hence, this supports

the study by Sabri, Ilyas & Amjad (2011). Both of the economies have consistency within their organisations, which is related to the leadership of their management and reveals a strong organisational culture.

The next question asked about the details of those management styles and practices prevailed within the IT sectors. The majority of the employees from the Indian context stated that they consider decentralisation, leadership, authority delegation and motivation whereas UK employees feels decentralisation, communication and leadership as the management practices Indian organisations lack appropriate communication channels between management and employees, which is considered as a disadvantage. UK employees, however, lack motivation within their organisations. From this, both the contrasting economies follow decentralisation and leadership traits within their organisation, but the Indian IT sector lacks communication. From this, it can be understood that both countries have effective cultures. Moreover, both of the economies attained consistency, which helps them to have a well-coordinated governance system. Both of the contrasting economies follow appropriate management styles and practices; this, therefore, supports the study by Lok & Crawford (2003). The Indian IT sector employees are motivated within their organisations; this supports the study by Ogbonna & Harris (2000). Employees working in the UK IT sector, however, do not feel motivated, so this does not support the study by Walder (1995).

Interestingly, this study was carried out in order to understand the agreement about the right and wrong ways of performing duties at work in both of the IT sectors of the contrasting economies under the consistency trait. Employees working in the Indian IT sector are more aware of the right and wrong ways of performing their duties within their organisations. Good relationships with staff are maintained throughout departments and, in this way, they achieve more satisfaction and make a more positive contribution to their organisations. Hence, this supports the studies by Lease (1998), Moody (1996) and Friedlander & Margulies (1969). UK employees are also aware of the right and wrong ways of performing their duties at work. They place importance on leadership, which supports the study by Kennerly (1989), as supervisors within an organisation are important; this leads to job satisfaction and resource implementation within the organisation. This indicates that there is a strong self-consensus prevailing in both of the economies. In addition, leadership in the UK IT sector enables staff to have more involvement in their jobs and, thus, supports the study by Billingsley & Cross (1992).

When considering team orientation, UK companies practise team orientation through a clear understanding of the goals and objectives of different departments within their organisations; by so doing, they are aware of the different objectives of each department and team orientation is evident. India also employs the same pattern of team orientation, but this is somewhat different to the pattern of team orientation which UK companies practice. From this, it can be concluded that both of the economies employ the team orientation of involvement trait of Denison's model. The Indian IT sector takes team orientation into consideration when setting the organisation's strategies and goals; hence, this supports the study by Nair & Sommerville (2017). In addition, employees from both of the economies attach importance to their organisation's goals through the coordination of different departments and this, therefore, supports the research by Manetje & Martins (2009).

When the employees were asked about how their organisations deal with competitors and other changes in the business environment, Indian employees confirmed that their organisations exhibit an appropriate leadership style to deal with competitors and, because of this; they can cope with changes in the business environment. Hence, this supports the study by Chang & Lee (2008), as leadership in an organisation develops its culture. Interestingly, UK employees confirmed that benchmarking factor employed in their organisations allow the organisation to deal with the competitors. From this, it can be understood that both of the IT sectors of the contrasting economies follow different methods; they are, however, both committed to creating change within their organisations and are exhibiting similar adaptability.

The participants were asked about their focus on their customers. Both of the IT sectors confirmed that their organisations are committed to customer focus, as customers are important for IT organisations. Both of the economies, therefore, clearly follow customer focus under the adaptability trait. To confirm this, the participants were asked in detail about how the comments received from their customers brought about changes in their businesses. Forty-five percent of the employees of the Indian IT industry confirmed that customer feedback improved the efficiency of the employees and helped them to perform better; whereas 42% of the employees from the UK confirmed that customer feedback improved their confidence. Responses from both the Indian and UK IT sectors were similar, but the Indian IT sector experiences more changes in business because of customer feedback and, thus, it is more adaptable regarding customer focus. Hence, this supports the studies by Denison (1990) and Buchanan & Huczynski (2010), as organisational culture influences the customers of the organisations.

The responses received regarding organisations considering the comments and recommendations of their customers and how this helped to change the businesses in the Indian IT sector revealed that feedback from customers helped to increase their production efficiency; in the UK, however, employees revealed that customer feedback improved their confidence. Hence, this supports the study by Hackman & Oldham (1980), in that feedback motivates employees and gives them job satisfaction. It also supports the customer focus of the adaptability trait in Denison's cultural model (1990).

When considering mission trait sixty-eight percent of those interviewed from the Indian IT sector confirmed that they achieve long-term vision through short-term thinking within their organisations. Circa 65% of the employees from the UK IT sector also confirmed this. From this, it can be understood that, through clear vision, strategic directions and attainment of organisational goals becomes easier because of organisational culture. This, therefore, supports the studies by Mintzberg (1987) and Hamel & Prehalad (1994). In addition, organisational culture can be considered as important for helping to create a positive attitude for employees about the organisational functions. The mission trait is more visible in the Indian IT sector, whereas the UK IT sector is just behind Indian sector in visibility of mission trait.

5.3.4.2. Funnel approach for responses for job satisfaction from India and the UK

Questions	India		UK	
	Highest Responses	Lowest Responses	Highest Responses	Lowest Responses
9. What are the chances of being promoted at your current organisation?	Performance (29%)	Not frequently (3%)	Experience (48%)	Depends on performance (0%)
10. What support are you receiving from your supervisor?	Better training (35%)	Emotional support (0%)	Positive work environment (23%)	Proper assistance (0%)
11. Which benefits are you receiving from your organisation?	Monetary benefits, Flexibility (29%)	Mentoring program (10%)	Monetary benefits (58%)	Flexibility, Recognition from supervisor (6% each)
12. Are you satisfied with the	Yes (61%)	No (39%)	No (57%)	Yes (43%)

<i>benefits?</i>				
13. When do you receive recognition from your current organisation?	Participation (29%)	Taking initiatives (3%)	Taking initiatives (45%)	Given more autonomy (3%)
14. What are the methods of communication within the organisation?	Verbal communication (39%)	Face to face and visual communication (6%)	Visual communication (29%)	Written communication (10%)

Table 5. 4: Funnel approach for responses for job satisfaction from India and the UK

In order to assess whether or not the respondents get job satisfaction from their jobs, they were asked to consider four factors associated with job satisfaction, including promotional opportunities, fringe benefits, communication and recognition from their supervisors. The research revealed that, for employees in the Indian IT sector, the chances of promotion at their current jobs depend upon their performance at their workplace. Hence, this partially supports the studies by Hackman & Oldman (1975), Pool (2000) and Allen (2003). UK employees, however, confirmed that their promotional opportunities depend upon their work experience. This supports the study by Moody (1996), as job satisfaction can increase with many years of experience. Evident differences, therefore, can be seen in the two contrasting economies.

In addition to this, the research confirmed that Indian employees receive better training from their supervisors for developing their skills, which can be used for the growth of their organisations. Hence, this supports the study by Nagesh & Murthy (2008). The support from supervisors increases employees' job satisfaction. This supports the study by Lee & Cummings (2008). Employees of the Indian IT sector have, however, confirmed that they do not receive any kind of emotional support from their supervisors at the workplace. The employees can, therefore feel stress, particularly if there are more tasks to finish. In the UK IT sector, however, employees confirmed that they have a positive work environment, which has helped to motivate them, but they are concerned about the fact that they do not receive enough assistance from their supervisors when they need help. This, therefore, supports the study by Friedlander & Margulies (1969) in that a positive atmosphere at work increases job satisfaction.

In addition, the results regarding the benefits received at the workplace confirm that Indian employees receive more flexibility and monetary benefits. This is very helpful to female

employees who are working in the Indian IT sector, especially after marriage. This supports the study by Lu et al., (2008), as flexibility within an organisation can lead to a better work life balance and ultimately to job satisfaction and through this organisational commitment can attain. UK employees feel that they receive only monetary benefits, i.e., pension plans, but do not receive any non-monetary benefits, such as flexibility. Hence, this supports the studies by Ambrose et al., (2005), Malik et al., (2010) and Vidal, Valle and Aragon (2007), as salary is considered as important for attaining job satisfaction. A huge difference in terms of fringe benefits in these two economies can, therefore, be seen.

To confirm the satisfaction related to these benefits, the employees were asked whether they are really satisfied with the benefits provided by their organisations. Fifty-nine percent of the employees in India confirmed that they are happy with the benefits received from their organisations. From this, it can be understood that Indian IT sector employees prefer to receive non-monetary benefits, whereas UK employees are not happy with the benefits they receive from their organisations (57%). It can, thus, be concluded that UK employees also prefer non-monetary benefits, but their organisations only provide monetary benefits. This confirms that irrespective of contrasting economies, both Indian and UK employees prefer non-monetary benefits to motivate them to perform their jobs properly.

In addition, Indian employees confirmed that when they participate in assigned tasks, they receive recognition from their managers. Thus, the Indian IT sector has a relation between the employee's characteristics and the organisational culture which encourages the employee participation. Hence, this supports the study by Wallach (1983). UK employees confirmed that, by taking the initiative, they receive recognition from their employers. There is much difference in two economies as India practices the employees to be more participative whereas UK employs them to carry out with initiatives within their workplace.

With regard to communication within the organisation, Indian employees prefer verbal communication to the visual communication preferred by their UK counterparts. Hence, this supports the study by Harrison (1993), as a supportive culture attaches importance to verbal and informal communication methods and decisions are made informally. The communication methods in both of the economies are well-established, so the employees receive appropriate guidance.

5.3.4.3. Funnel approach for responses for occupational stress from India and the UK

	India		UK	
Questions	Highest Responses	Lowest Responses	Highest Responses	Lowest Responses
15. Do you think you receive adequate explanation of what needs to be done? Please explain.	Many responsibilities have been given with clear explanation (45%)	Getting stress because of the workload (0%)	Explanation given is not clear, Many jobs are assigned one time without clarity (20% each)	Many responsibilities have been assigned (3%)
16. Do you have clear, planned goals and objectives for your job? Please explain	Goals and objectives are already determined by the management (52%)	Goals depends upon how much work needs to complete (0%)	Goals depends upon how much work needs to complete (35%)	Goals and objectives are already determined by the management, sometimes goals are unclear which causes confusion (3% each)
17. Do you receive enough support for completing your projects?	Role conflict (39%)	Receiving support from supervisors, Communication is clear (3% each)	Communication is clear so there is no confusion (48%)	Objectives are not clear (0%)
18. Do you feel that when you need to work very fast in order to meet your project deadlines?	Yes (97%)	No (3%)	No (74%)	Yes (26%)
19. If so, does this make you stressful?	Yes (97%)	No (3%)	No (74%)	Yes (26%)
20. Do you feel that	Yes (97%)	No (3%)	No (74%)	Yes (26%)

<i>working at your organisation makes it hard to spend enough time with your family?</i>				
21. When you are thinking about your job, do you have a tight feeling in your chest? Please explain.	Yes (97%)	No (3%)	No (74%)	Yes (26%)

Table 5. 5: Funnel approach for responses for occupational stress from India and the UK

To analyse occupational stress, the researcher included questions on role ambiguity, role conflict, role overload and job stress in order to identify which economy suffers most from occupational stress at the workplace. The research revealed that Indian IT sector employees believe that they have been given many responsibilities at the workplace, which have been clearly explained and, thus, they have been able to finish their assigned tasks on time. They do not feel any kind of stress because of their workload. Interestingly, UK employees have suffered with stress as they have been allocated many unclear responsibilities. In addition, many jobs are assigned once to the employees without explanation, so that UK employees feel more stress. From this, it can be understood that UK employees experience role ambiguity and, hence, this supports the studies by Karasek (1979) and Beehr & Bhagat (1985). Role ambiguity negatively affects job satisfaction and, therefore, this supports the studies by Miles (1974) and Rosenheim (1976).

With regard to whether employees receive clear, planned goals and objectives at work, interestingly, Indian employees agreed that they do; they have clear, planned goals and objectives which are decided by their supervisors and their managers, so that they do not need to worry about their tasks. Employees from the UK IT sector, however, confirmed that their task-related goals depend upon how much work they need to complete. From this it can be understood that the UK IT sector lacks clear, planned goals and objectives at their workplace and, thus, a huge difference in these economies, in terms of role ambiguity, can be seen. Role ambiguity leads to a decrease in the employees' productivity, which causes to job dissatisfaction. This supports the study by van Sell et al., (1981). This can lead to UK IT

sector employees developing depression and anxiety and, hence, supports the studies by Schwab (1981) and French, Caplan & Harrison (1982).

This study has confirmed that Indian employees experience role conflict at their workplace, whereas UK employees do not experience any type of role conflict, as the communication from the supervisors is clear. UK employees receive adequate support to complete their projects on time. The role conflict in the Indian IT sector leads to emotional exhaustion and turnover of staff and, thus, it supports the study by Kazue & Stephen (2011). The organisational culture prevalent in the Indian IT sector impacts upon the stress levels of employees, which supports the study by Monga et al., (2015).

Employees of the Indian IT sector feel that they need to work very quickly to meet their project deadlines and, because of this, they experience more stress, whereas UK employees do not need to work fast to meet their deadlines, as they are able to complete their work well beforehand and, thus, they do not experience any kind of stress. From this, it can be understood that employees of the Indian IT sector experience role overload, as the organisational objectives are not well developed; this means that employees are unsure about communication from their management and supports the study by Karasek (1979).

The employees of the Indian IT sector are not happy with their work life balance as they do not have enough time to spend with their families, especially at project deadline times. When considering UK employees, however, they are happy with the work life balance provided by their organisations. UK employees therefore do not feel any stress about their work life balance. Indian employees do experience stress before their project deadlines and this affects the level of their job satisfaction. This supports the studies by Lambert et al., (2002) and Calvo-Salguero et al., (2010).

The participants were asked whether they have a tight feeling in their chests when they think about their jobs. This question is particularly aimed at revealing the job stress levels of employees from both of the economies. The Indian employees confirmed that they do experience tight feelings in their chests when thinking about their work, whereas UK employees do not have this experience. From this, it can be seen that the UK employees do not feel any kind of job stress, but Indian employees do and, thus, they are more stressed than UK employees. From this, it can understand that UK IT sector experiencing favourable culture within their organisation and, because of this, they do not experience any kind of job stress. Hence, this supports the study by Koko & Ramarumo (2015).

5.4. Hypothesis

Based on the conclusions from chapter 2, the Literature Review, and the current chapter, the researcher has formulated a hypothesis for the research.

From the research literature (Chang & Lee, 2008; Schein, 1992; Ogbonna, 1993), it is evident that organisational culture has a significant relationship with occupational stress. Occupational stress can be decreased by organisations adopting an encouraging organisational culture. Organisational culture illustrates how employees behave within an organisation and, through this, work stress can be reduced; organisational culture also helps to increase performance through motivation (Ogbonna & Harris, 2000). It identifies the behaviour and performance of the employees within an organisation which adversely impacts upon their health (Monga et al., 2015). Hence, organisational culture and job stress are considered as related factors which need more attention in order to build an appropriate working environment which reduces job stress within organisations. From the qualitative analysis phase, it can be concluded that employees working in the Indian IT sector do not feel any kind of job stress because of the organisational culture within their organisations. With regard to the qualitative analysis, Indian employees receive recognition from their workplace. This demonstrates that Indian organisational culture encourages the participation of employees and, thus does not lead to occupational stress. From this, it can be understood that organisational culture and occupational stress have a relationship within an organisation. Hence, the hypothesis below is formulated for studying the relationship in both of the contrasting economies' IT sectors (India and the UK).

H01: There is no difference in the relationship between organisational culture and occupational stress in the IT industries of India and the UK.

H1: There is a difference in the relationship between organisational culture and occupational stress in the IT industries of India and the UK.

With regard to occupational stress, the current research takes role conflict, role ambiguity, role overload and role stress into consideration. The literature associated with occupational stress considers role stressors and the specific tasks performed by employees, such as role conflict, role ambiguity and role overload, which are related to emotional conditions, job dissatisfaction and staff turnover (Kazue & Stephen, 2011). Culture affects role conflict, which indicates the presence of role stress, role ambiguity and role overload. Thus, the different contexts of organisational culture affect the levels of stress in organisations (Monga et al., 2015). There is a negative relationship between organisational culture and occupational

stress in the public sector at Firozabad city and this culture differs between males and females (Askari, 2011). The qualitative analysis performed at the first stage of this research, confirmed that Indian IT sector employees experience role conflict at their workplace. This role conflict leads to emotional exhaustion and a high turnover of staff. The organisational culture prevalent in the Indian IT sector impacts upon the stress levels of employees. In addition, from the qualitative analysis, it is evident that role ambiguity is experienced in the Indian IT sector, as the organisational objectives are not well developed and this impact upon the organisational culture. The first hypothesis, therefore, is again sub-divided into four sub-hypotheses which cover the four subgroups of occupational stress (role conflict, role ambiguity, role overload and role stress).

H01a: There is no difference in the relationship between organisational culture and role conflict in the IT industries of India and the UK.

H1a: There is a difference in the relationship between organisational culture and role conflict in the IT industries of India and the UK.

H01b: There is no difference in the relationship between organisational culture and role ambiguity in the IT industries of India and the UK.

H1b: There is a difference in the relationship between organisational culture and role ambiguity in the IT industries of India and the UK.

H01c: There is no difference in the relationship between organisational culture and role overload in the IT industries of India and the UK.

H1c: There is a difference in the relationship between organisational culture and role overload in the IT industries of India and the UK.

H01d: There is no difference in the relationship between organisational culture and role stress in the IT industries of India and the UK.

H1d: There is a difference in the relationship between organisational culture and role stress in the IT industries of India and the UK.

From the research literature, it can be concluded that job satisfaction and occupational stress have a relationship with each other (Bhalla & Nazneen, 2013). In addition, middle-level employees exhibit a negative relationship between job satisfaction and occupational stress. (Singh & Dubey, 2011). Moreover, occupational role stressors have an impact on the job performance of the employees, which reduces job satisfaction and job commitment. Occupational stress is negatively related with job satisfaction (Sweeney & Quirin, 2009; Lambert et al., 2009; Lambert et al., 2002; Lu et al., 2008; Calvo-Salguero et al., 2010; Chen et al., 2012; McGowan, 2001; Blegen, 1993; Healy & McKay, 2000; Prosser et al., 1997;

Stewart & Arklie 1994; Lu, Chang & Wu, 2007). The research also revealed that employees with less occupational stress experienced higher job satisfaction and vice-versa (Johnson et al., 2005). Occupational stress has an impact upon reduced commitment towards work and job satisfaction (Alwee et al., 2012; Leather et al., 2003). A positive relationship between job satisfaction and stress, however, can also be seen (Draper et al., 2004). In addition, the sources of stress impact upon the work environment and reduce job satisfaction (Antonioni et al, 2003; Blegen, 1993). Hence, job satisfaction has a key role in enhancing the performance of the employees. The qualitative analysis phase revealed that Indian employees feel stress before project deadlines which impacts upon their level of job satisfaction. The analysis also suggested that Indian employees receive support from their supervisors, which increases their job satisfaction. Indian employees do not, however, receive any kind of emotional support at their workplace. UK employees have a positive work environment which increases their job satisfaction. The hypothesis below is formulated from the literature and the conclusion from the interview analysis for studying the relationship between the contrasting economies' IT sectors.

H02: There is no difference in the relationship between job satisfaction and occupational stress in the IT industries of in India and the UK.

H2: There is a difference in the relationship between job satisfaction and occupational stress in the IT industries of India and the UK.

The literature has revealed that job satisfaction and occupational stress identify that overload (Butt & Lance, 2005; Gaither et al., 2008; Correa & Ferreira, 2011) and role ambiguity (Koustelios et al., 2004; Karadal et al., 2008; Faucet et al., 2012) are different factors which have an impact upon job satisfaction. Additionally, the research revealed that role ambiguity and role overload are negatively related to job satisfaction (Singh & Dubey, 2011). Similarly, role conflict is negatively related to job satisfaction (Kemery, 2006). When role conflict and role ambiguity were high, satisfaction was low and vice-versa (Karadal et al, 2008). Role conflict and role ambiguity, however, influence job satisfaction and commitment. From the qualitative analysis phase, it was identified that UK employees do experience role ambiguity, and this negatively impacts upon job satisfaction. In addition, Indian employees experience role conflict which has a negative relationship with job satisfaction. Role stressors and their effect on job performance reveal that organisational culture decreases the effect of role stress and, thus, reduces occupational stress, which increases job satisfaction and commitment (Pool, 2000). Hence, the second main hypothesis is again divided into four different sub-

hypotheses to measure the relationship between job satisfaction and occupational stress (role conflict, role ambiguity, role overload and role stress).

H02a: There is no difference in the relationship between job satisfaction and role conflict in the IT industries of India and the UK.

H02b: There is no difference in the relationship between job satisfaction and role ambiguity in the IT industries of India and the UK.

H02c: There is no difference in the relationship between job satisfaction and role overload in the IT industries of India and the UK.

H02d: There is no difference in the relationship between job satisfaction and role stress in the IT industries of India and the UK.

H2d: There is difference in the relationship between job satisfaction and role stress in the IT industries of India and the UK

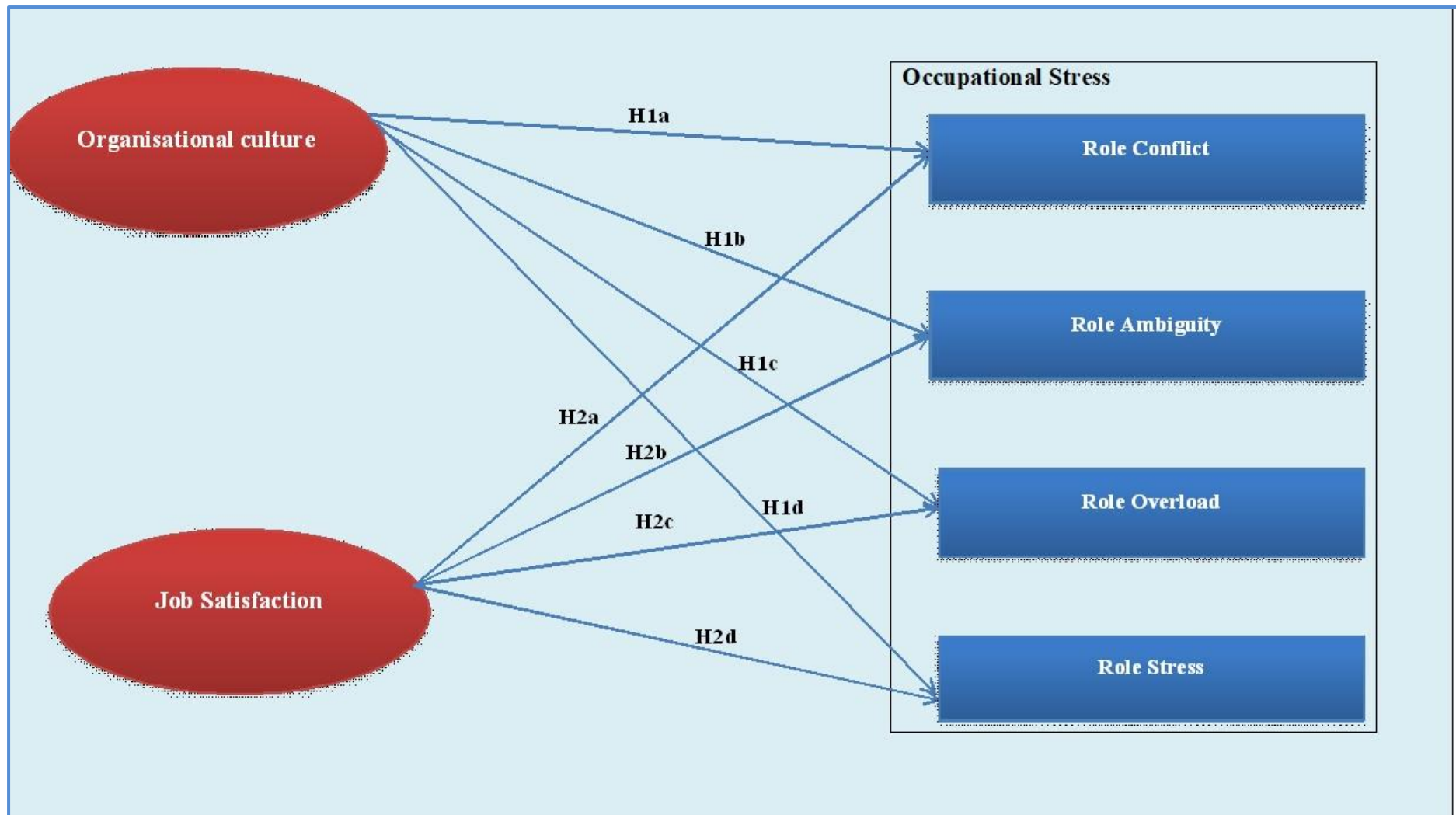


Figure 5. 22: “Proposed hypothesis framework” (Own elaboration)

5.5. Reliability and validity of quantitative analysis

The quantitative analysis of the present study was carried out using correlation, an independent t-test and group statistics. The researcher used qualitative methods for the first phase of the study but incorporated quantitative methods so that the validity of the study could be achieved. Reliability is mainly considered as the consistency of the findings and validity is considered as the truthfulness of findings (Altheide & Johnson, 1994). When considering quantitative research, reliability is considered as the stability and consistency of results (Twycross & Shields, 2004; Gibbs, 2007) and validity is referred to as the degree to which any measuring instrument calculates what it needs to measure (Thatcher, 2010). The researcher can triangulate different sources of information through the examination of those different sources and build the justification for themes. Once the themes are constructed from the different data sources or the opinions of the participants, then triangulation will increase the validity of the study (Creswell, 2013). This is the main reason why the researcher has used mixed methods within this study. The present study was carried out by using already established scales, such as that presented by Rizzo et al., (1970), a 6-point scale for measuring role ambiguity and role conflict, Denison's cultural model (1990) questionnaire, the Spector job satisfaction questionnaire, Spector & Jex (1998) role overload questionnaire and Parker & DeCotiis (1983) job stress scale, so that the validity of the study had already been established by previous research.

Apart from the use of the already established scales, the researcher still wanted to check the validity and reliability of the research. The reliability of the research is also ensured by the distribution of the questionnaires to the similar characteristics of respondents within the same context (Creswell, 2007). In addition, for pilot testing, experts from the IT industry were selected from both countries and, thus, reliability was achieved. Moreover, the questions in the questionnaire were presented with adequate clarity and without ambiguity in order to enhance reliability. To ensure reliability and the internal consistency of the quantitative part of the study, the researcher used Cronbach's alpha (Cronbach, 1946). Cronbach's alpha is commonly used to measure the reliability of a scale of correlation among the observed variables. If the value of Cronbach's alpha coefficient is higher than 0.70, it is considered as an acceptable level of reliability (Easterby-Smith et al., 2004; Nunnally, 1978). The value of Cronbach's alpha in the quantitative phase is 0.773.

Case Processing Summary			
		N	%
Cases	Valid	284	100.0
	Excluded ^a	0	.0
	Total	284	100.0
a. Listwise deletion based on all variables in the procedure.			

Table 5. 6: Case Processing Summary

Cronbach's Alpha	N of items
.788	9

Table 5. 7: Reliability Statistics for total variable

From the above analysis, the results for internal validity using Cronbach's alpha show that $\alpha = 0.788$, reflecting that the items are aligned on the scale. Factor analysis has been considered to measure the patterns in a set of variables (Child, 2006). The internal validity of the study has been achieved through Exploratory Factor Analysis (EFA) via the identification of the unsuitable items in the scale which can be removed later and the relationship between the variables in the scale which are unknown or ambiguous (Brown, 2006).

Name of test	Advantages	Disadvantages
Exploratory Factor Analysis (EFA)	• It mainly determines the complex patterns by exploring the dataset and testing predictions (Child, 2006) • EFA can be used to uncover different factors which influence the variables to analyse which variables go together (DeCoster, 1998) • It explores the nature of scales and item interrelationships (Osborne & David, 2012) • It is also used to calculate the dimensionality of constructs by analysing the relationship between items and factors when the dimensionality information is limited (Netemeyer, Bearden & Sharma, 2003)	• EFA is not applicable when using lower sample sizes and needs to be used with larger sample sizes to ensure the reliability of the factors (Yong & Pearce, 2013) • Some variables are difficult to interpret and these may correlate with each other to produce a factor despite the factor having little underlying meaning (Tabachnik & Fidell, 2007).
Confirmatory Factor Analysis (CFA)	• It is a hypothesis- driven variant of EFA which mainly measures theory (Bollen, 1989). • CFA considers error variance separately from unexplained variance in the underlying construct (Bollen, 1989; Brown, 2006) • It interprets the model fit indices (Schumacker & Lomax, 1996).	• Strict parameterisation leads to weak model fit and biased factor correlations (Marsh et al., 2010). • It leads researchers to carry out multiple exploratory modifications to attain the acceptable model fit (Marsh et al., 2010).

- Many specification searches leads to unfair data overfitting along with loss of meaning for indices of statistical significance (Carroll, 1995).

Table 5. 8: Advantages and disadvantages of EFA and CFA

From the above table, it can be concluded that the researcher considered Exploratory Factor Analysis over Confirmatory Factor Analysis (CFA) to uncover the complex patterns by considering the dataset and testing predictions (Child, 2006). Through the Exploratory Factor Analysis and demographic variables, the researcher ensured that the most appropriate participants were approached for this study (Faizan, Nair and Haque, 2018). This research also considered expert piloting to ensure obtaining expert views in the field of research methods and organisational behaviour. After EFA, the adequacy of the sampling was tested by using KMO (Kaiser, 1970, 1974) and the strength of the relationship between the two variables is assessed through Barlett's test of sphericity (Barlett, 1954). This test measures the sampling adequacy which is recommended to check the variable ratio of the analysis being conducted (Issa, Isaias & Kommers, 2016). It can be concluded that the sampling is adequate if the value of KMO is larger than 0.5 (Field, 2000), or 0.6 and above (Pallant, 2013). According to Kaiser (1974), a minimum of 0.5 and a value of between 0.5 and 0.7 is mediocre, between 0.7 and 0.8 is good, between 0.8 and 0.9 is great and between 0.9 and above is superb (Hutcheson & Sofroniou, 1999). The relationship strength in this test can measure by the Barlett Test of Sphercity. This measures the multivariate normality of the set of distribution. This test checks the null hypothesis and if the value is less than 0.05, indicates that the set of values does not produce an identity matrix and, thus, it is acceptable for further analysis (Pallant, 2013; Field, 2000).

After running the EFA test for these particular studies, KMO and Bartlett's test has been identified as follows:

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.758
Bartlett's Test of Sphericity	Approx. Chi-Square		1896.864
	df		300
	Sig.		.000

Table 5. 9: KMO and Bartlett's test

From the above table it is evident that the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) and Bartlett's test of sphericity assess whether the sample was adequate. The values received after the test was KMO= 0.758, $\chi^2=1896.864$, df= 300 and $p<0.05$. As suggested by Tabachnick & Fidell (2001), 0.50 can be considered as suitable for KMO for factor analysis. On the other hand, Netemeyer, Bearden and Sharma (2003) identified that a

KMO correlation above 0.60-0.70 is appropriate for assessing the EFA. In addition, the study by Polit and Beck (2012) stated that if the test result of the KMO is above 0.50, then factor analysis can be applied. The present study found that a KMO value of 0.758 shows that the sample is adequate for factor analysis and Bartlett's test results indicated that the items have an adequate correlation matrix ($p=0.000$, $p<0.05$). Bartlett's test demonstrates that the matrix is not identical and the value is $p<0.05$, it is significant and thus factor analysis can be considered (Tabachnick & Fidell, 2001).

Factor analysis is considered as preferable to PCA, as factor analysis calculates the ratio of the item's unique variance to its shared variance. According to Child (2006), the items with a communality score of less than 0.2 need to be removed, items with a low communality score demonstrate additional factors which can be analysed by carrying out further studies that assess additional items (Costello & Osborne, 2005).

Communalities		
	Initial	Extraction
Involvement 1	1.000	.734
Involvement 2	1.000	.656
Involvement 3	1.000	.568
Consistency 1	1.000	.682
Consistency 2	1.000	.702
Consistency 3	1.000	.702
Adaptability 1	1.000	.537
Adaptability 2	1.000	.588
Adaptability 3	1.000	.513
Mission 1	1.000	.582
Mission 2	1.000	.569
Mission 3	1.000	.564
Job satisfaction 1	1.000	.625
Job Satisfaction 2	1.000	.594
Job Satisfaction 3	1.000	.553
Job Satisfaction 4	1.000	.536
Role conflict 1	1.000	.428
Role Conflict 2	1.000	.501

Role Ambiguity 1	1.000	.600
Role Ambiguity 2	1.000	.599
Role Overload 1	1.000	.697
Role Overload 2	1.000	.433
Role Stress 1	1.000	.404
Role Stress 2	1.000	.554
Role Stress 3	1.000	.502
Extraction Method: Principal Component Analysis (Pearson, 1901; Hotelling, 1933; Jolliffe, 2002).		

Table 5. 10: Communalities

When considering the above table, all items have a value of greater than 0.2 and, thus, they are retained for this present study.

Total Variance Explained									
Compon ent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulati ve %	Total	% of Variance	Cumulati ve %	Total	% of Variance	Cumulati ve %
1	4.849	19.396	19.396	4.849	19.396	19.396	3.317	13.268	13.268
2	2.469	9.877	29.273	2.469	9.877	29.273	2.369	9.475	22.743
3	1.929	7.716	36.988	1.929	7.716	36.988	1.940	7.758	30.501
4	1.534	6.135	43.123	1.534	6.135	43.123	1.894	7.577	38.078
5	1.339	5.355	48.478	1.339	5.355	48.478	1.773	7.092	45.171
6	1.241	4.965	53.443	1.241	4.965	53.443	1.663	6.654	51.825
7	1.061	4.245	57.688	1.061	4.245	57.688	1.466	5.864	57.688
8	.979	3.915	61.603						
9	.959	3.835	65.438						
10	.919	3.675	69.113						
11	.887	3.546	72.659						
12	.728	2.910	75.569						
13	.697	2.789	78.358						
14	.659	2.637	80.995						
15	.617	2.467	83.462						

16	.607	2.428	85.890						
17	.536	2.145	88.035						
18	.508	2.032	90.067						
19	.455	1.821	91.888						
20	.432	1.728	93.616						
21	.407	1.628	95.245						
22	.353	1.410	96.655						
23	.316	1.262	97.917						
24	.273	1.092	99.009						
25	.248	.991	100.000						
Extraction Method: Principal Component Analysis (Pearson, 1901; Hotelling, 1933; Jolliffe, 2002).									

Table 5. 11: Total Variance Explained

The study was carried out using a principal component analysis and a Varimax rotation was employed for analysing the vertical rotation to consider the independence and interpretation during the factor analysis (Ayre & Scally, 2014). When considering the total variance explained in the above table, it is evident that seven factors have been extracted and these seven factors constitute approximately 58% of the data with eigenvalues above 1. According to Streiner (1994), the proportion of the total variance explained by the retained factors needs to be at least 50%. The percentages of total variance explained were 19.396% for the first factor, 9.877% for the second factor, 7.716% for third factor, 6.135% for the fourth factor, 5.355% for the fifth factor, 4.965% for the sixth factor and 4.245% for the seventh factor. All of the remaining factors were not significant.

5.6. Quantitative analysis of the questionnaire

The researcher used an online survey for gathering the quantitative data from employees of the IT sectors of both of the economies, collecting 142 responses from India, as well as 142 from the UK, a total of 284 responses. They followed the study of Crimp & Wright (1995) in which a sample size of larger than 30 and below 500 is considered as suitable. Sekaran & Bougie (2010) agree that a sample size of over 200 responses is considered as sufficient and this criterion has been met by the researcher, as the present study has been carried out using 284 responses and, therefore, the data is sufficient to draw a logical conclusion. In addition, it is important to consider that if the data is large, then the sig-value will reach infinity because of the increased number of frequencies of the actual phenomenon. If it can be interpreted as if

there is an increased number of a frequency, then it automatically increases the infinity power. Thus, it is important for the researcher to ensure that there are an appropriate number of respondents to draw an adequate and logical conclusion (Faizan, Nair & Haque, 2018).

5.6.1. Descriptive analysis

Demographic variables	Total (%)
Gender	
Male	47.9
Female	51.8
Other	0.4
Age	
20-25 years	13.4
26-30 years	13.0
31-35 years	37.0
36-40 years	20.4
41-45 years	12.0
46-50 years	4.2
Qualifications	
Higher Secondary Education	3.5
Bachelors	66.9
Masters	27.1
Professional Certification	2.5
Experience	
Less than a year	3.9
1-3 years	14.4
4-5 years	26.4
6-8 years	31.7
9-12 years	11.3
13-15 years	9.9
16 or above	2.5
Position	
Lower Level	45

Middle Level	55
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Table 5. 12: Overall Descriptive statistics

With regard to the descriptive statistics for the research, the results indicate that 51.8% of the total respondents of this study are females in the 31-35years age group, compared to males in the same age group (37%), have 6-8 years' experience (31.7%) and have a Bachelor's degree (66.9%). In addition, 55% of the respondents constitute employees from middle-level management. From this, it is evident that the majority of the respondents participating in the survey are females with a bachelor's degree and more practical experience in the field.

Demographic Variables	Country	
Gender	India (%)	UK (%)
Male	52.1	43.7
Female	47.9	55.6
Other	00.0	0.7
Age	31-35 years	31-35 years
	31.0	43.0
Qualifications	Bachelors	Bachelors
	66.9	66.9
Position	Lower Level	Middle Level
	52	62.8
Experience	6-8 years	6-8 years
	28.2	35.2

Table 5. 13: Descriptive statistics- country wise

When considering the country wise descriptive statistics, it is evident that India has male representation (52.1%) than females (47.9%) while UK has more female representation (55.6%) than its counter parts (43.7%). Interestingly, the majority of the respondents from India belong to the 31-35 age bracket (31%), whereas the UK also has the same age bracket of 31-35 years (43%). The comparative analysis shows, however, that the representation is different. Moreover, in the IT sectors of both countries, the respondents hold a bachelor's degree (66.9%). Furthermore, it is evident that India has more respondents in the lower level (52%), whereas the UK has more respondents in the middle level (62.8%). Additionally, Indian employees have 6-8 years' experience (28.2%), while 35.2% of those in the UK had the same years' experience.

5.6.2. Survey questionnaire analysis

To check the normality of the responses, the researcher conducted a normality test in which the Shapiro-Wilk test was considered (Shapiro & Wilk, 1965; Razali & Wah, 2011). Also, needs to consider Q-Q plots, box plots and histograms to evaluate the normality of the data, as the Shapiro-Wilk test does not always effectively reflect that (Elliott & Woodward, 2007; Haque et al., 2017). There are a few outliers but, in total, the data is normally distributed.

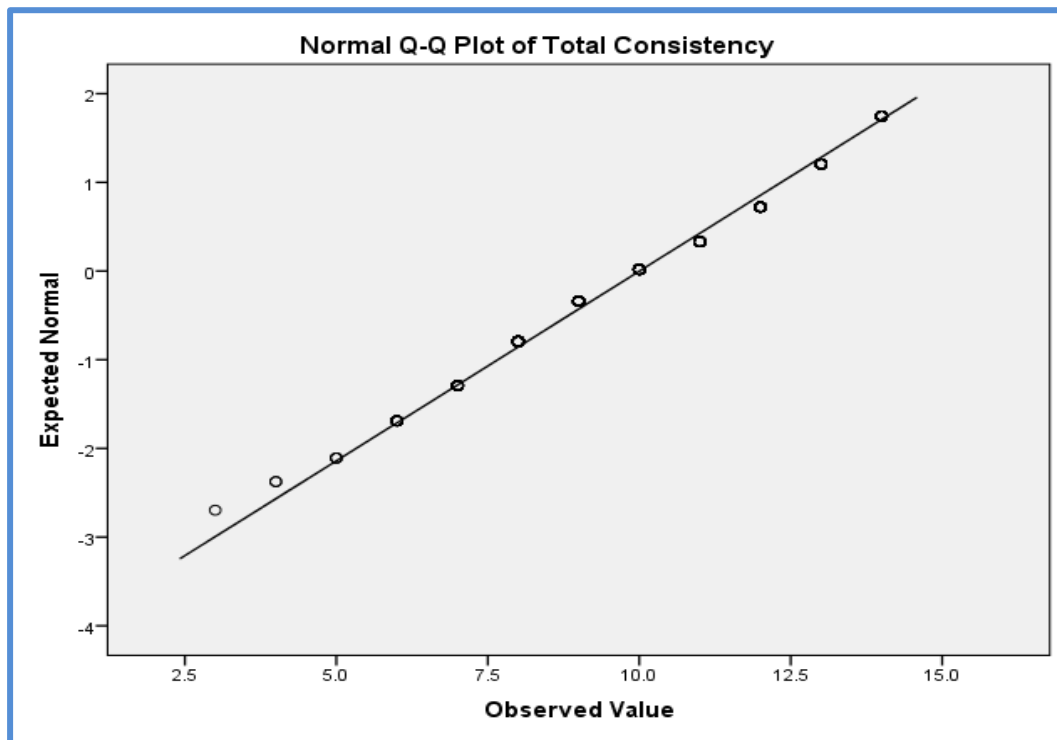


Figure 5. 23: “Q-Q Plot for Normality”

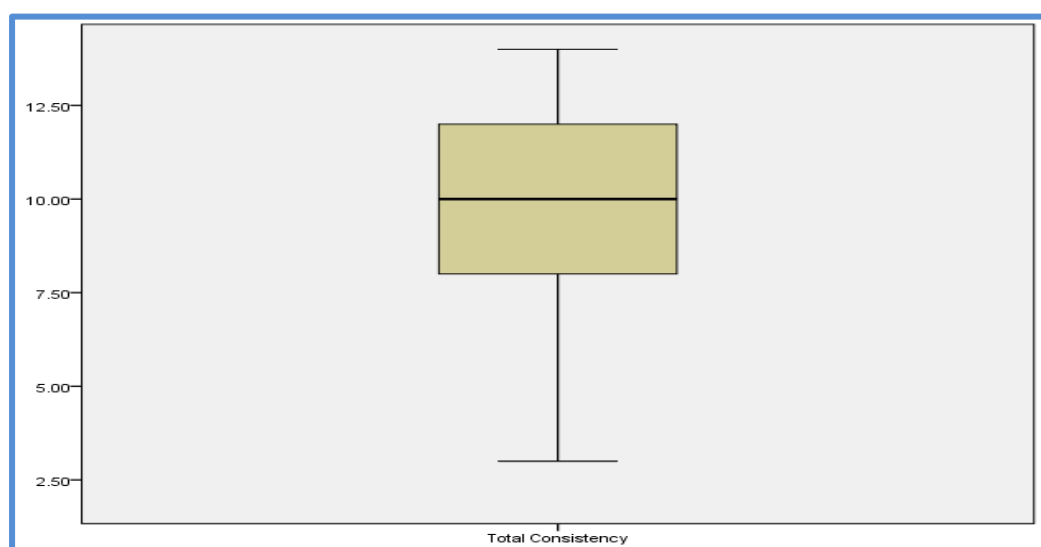


Figure 5. 24: “Box plot for Normality”

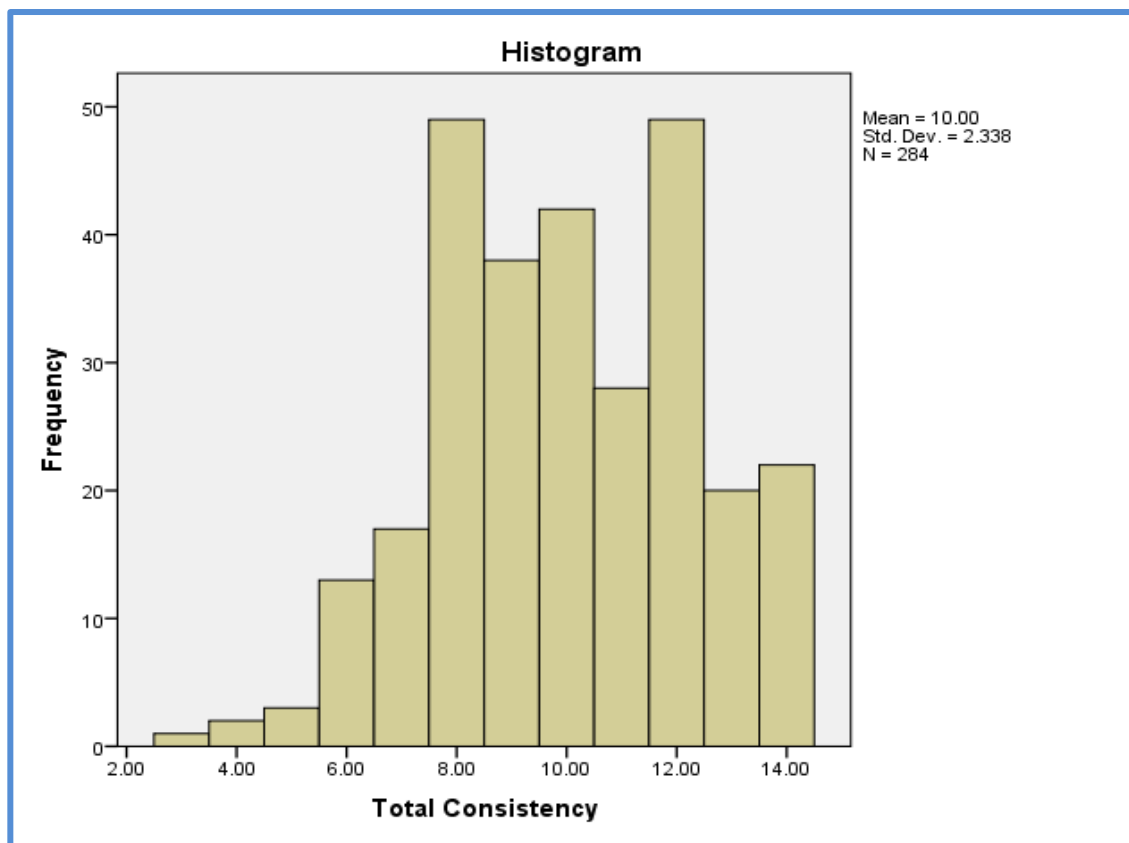


Figure 5. 25: “Histogram for Normality”

From the above Q-Q plot and histogram, it is evident that the data is normally distributed and that the study can employ a parametric test. As a result of this, the researcher chose a Pearson Correlation (Parametric test) over the Spearman Correlation (non-parametric test). In addition, from the above Histogram, it is evident that the data is normally distributed; this is demonstrated by the presence of a perfect Gaussian curve.

5.6.2.1. Pearson correlation between organisational culture and occupational stress

Country	Correlation variables	Pearson Correlation	Sig Value	Results	Interpretation
India	Organisational Culture & Occupational Stress	0.002**	0.977	$P > \alpha$	No significance
UK	Organisational	0.281**	0.001	$P < \alpha$	***

	Culture & Occupational Stress				
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Table 5. 14: Correlation between organisational culture and occupational stress

When considering the Pearson Correlation of organisational culture and occupational stress between two contrasting economies, it is evident that there is no significant statistical relationship between organisational culture and occupational stress in India, whereas the study has revealed that organisational culture affects the stress of employees in the UK IT sector ($p < 0.001$). The H1 hypothesis, therefore, needs to be rejected. Moreover, there is only a 0.2% variation in occupational stress due to organisational culture in India, whereas in the UK, there is a 28% variation in occupational stress due to organisational culture. From this analysis, it is evident that in the Indian IT SME sector, there is no relationship between organisational culture and occupational stress. In other words, occupational stress is not arising because of the hierarchical structure of the culture within the Indian IT sector. When considering the developed economy, however, organisational culture has an impact on the stress of the employees within the UK IT SME sector. From this, it is evident that organisational culture in the UK IT SME sector causes stress to employees. It is also clear that in the two economies, there is a moderately positive correlation between the variables.

5.6.2.2. Correlation between variables of interest (Organisational culture & Occupational stress)

Country	Correlation Variables	Pearson Correlation	Sig Value	Results	Interpretation
India	Organisational culture & Role conflict	-0.068	0.423	$P > \alpha$	No significance
	Organisational culture & Role ambiguity	-0.173*	0.039	$P < \alpha$	*
	Organisational	0.239**	0.004		**

	culture & Role Overload			$P < \alpha$	
	Organisational culture & Role stress	0.171*	0.042	$P < \alpha$	*
UK	Organisational culture & Role conflict	0.092	0.278	$P > \alpha$	No significance
	Organisational culture & Role ambiguity	0.204*	0.015	$P < \alpha$	*
	Organisational culture & Role Overload	0.152	0.071	$P < \alpha$	*
	Organisational culture & Role stress	0.138	0.101	$P > \alpha$	No significance

Table 5. 15: Correlation between variables of interest

The above table illustrates the correlation between the organisational culture and occupational stress of the contrasting economies. From this, it can be understood that the relationship between organisational culture and role conflict are negatively correlated with each other, whereas there is no statistical relationship between the variables ($P > \alpha$, 0.423) in the Indian IT SME sector. When considering organisational culture and role ambiguity in the Indian IT sector, a negative relationship between them exists. Moreover, these two variables show statistical significance ($P < \alpha$, 0.039). There is a 17% variation in organisational culture and role ambiguity. In the case of organisational culture and role overload a positive correlation exists between the two variables and is statistically significant ($P < \alpha$, 0.004). A 24% variation can be seen in organisational culture and role overload. Considering organisational culture and role stress, there is a positive relationship between these two variables in the Indian IT sector, and the relationship is statistically significant ($P < \alpha$, 0.042). A 17% variation exists between organisational culture and role stress.

From the above statistical evidence, it is evident that organisational culture in the Indian IT SME sector has an impact on the occupational stress of the employees. When considering the factors of occupational stress, role ambiguity, role overload and role stress, these are significantly affected by the organisational culture of the Indian IT SME sector. Moreover, it is evident that elements of Denison's organisational culture model (1990), e.g., mission, adaptability, consistency and involvement affect the occupational stress of the employees. In other words, the occupational stress of Indian IT SMEs is due to the organisational culture prevailing within the organisation. Hence, the H1 hypothesis fails to be rejected as there is no difference in the relationship between organisational culture and occupational stress in the IT industries of India and the UK; the H0 hypothesis, therefore, needs to be rejected.

When considering the relationship between organisational culture and role conflict within the IT SMEs of the UK, it can be seen that there is a positive relationship between the variables and that they are not statistically significant ($P > \alpha$, 0.278). There is, however, only a 9.2% variation between organisational culture and role conflict. In the case of organisational culture and role ambiguity, there is a positive relationship between these two variables and they are statistically significant ($P < \alpha$, 0.015). In addition, a 20% variation in organisational culture occurs because of role ambiguity. Moreover, organisational culture and role overload are statistically significant ($P < \alpha$, 0.071) and there is a positive correlation between them. The variation of 15% in organisational culture is due to role overload. There is, however, no statistical significance between organisational culture and role stress ($P > \alpha$, 0.101), whereas there is positive correlation between them. There is a 14% variation in organisational culture due to role stress.

The statistical study concludes that only role ambiguity and role overload are affected by the organisational culture of the employees at UK IT SMEs. It is interesting, however, that role stress and role conflict is not impacted upon by organisational culture. From this it can be understood that organisational culture in the UK IT sector has an impact on the occupational stress of the employees and that UK IT SMEs need to consider the occupational stress of their employees.

From this it can be understood that the H1a hypothesis fails to be rejected as there is no difference in the relationship between organisational culture and role conflict in the IT industries of India and the UK. This means that organisational culture and role conflict do not have any significance for IT employees in India and the UK. When considering H1b, this also fails to be rejected, as there is no difference in the relationship between organisational culture and role ambiguity in the IT industries of India and the UK. From the statistical analysis, it

can be seen that organisational culture and role ambiguity have significance in the contrasting economies. When considering the H1c hypothesis, it fails to be rejected as there is no difference in the relationship between organisational culture and role overload in the IT industries of India and the UK. From the analysis, it is evident that there is a statistical significance in both economies, but the significance is higher in the Indian IT industry than the UK IT sector. In the case of H1d, it fails to be rejected, as a difference in the relationship between organisational culture and role stress can be seen in both the Indian and UK IT sectors. In the Indian IT sector, the relationship between organisational culture and role stress can be seen, whereas in the UK IT sector, there is no relationship between organisational culture and role stress.

5.6.2.3. Correlation between variables of interest (Job Satisfaction and occupational stress)

Country	Correlation Variables	Pearson Correlation	Sig Value	Results	Interpretation
India	Job satisfaction & Occupational stress	-0.097	0.251	$P > \alpha$	No significance
UK	Job satisfaction & Occupational stress	0.037	0.666	$P > \alpha$	No significance

Table 5. 16: Correlation between variables of interest

The Pearson correlation between job satisfaction and occupational stress in the two contrasting economies revealed that there is no statistical relationship between them. Moreover, when considering the relationship, there is a negative correlation between job satisfaction and occupational stress in India, whereas there is positive correlation between job satisfaction and occupational stress in the UK. It can also be seen that there is only a 10% variation in job satisfaction owing to occupational stress in India and a 4% variation in job satisfaction owing to occupational stress in the UK. From this analysis, it can be concluded that there is no relationship between the job satisfaction and occupational stress of the Indian and UK IT SME employees. If the employees are dissatisfied with their work in either of the economies, it is not because of occupational stress within their organisations. From the

statistical evidence, it can be understood that there is no difference in the relationship between job satisfaction and occupational stress in the contrasting economies, so that the H2 hypothesis needs to be rejected; hence the H0 hypothesis fails to be rejected.

5.6.2.4. Correlation between variables of interest (Job Satisfaction and occupational stress)

Country	Correlation Variables	Pearson Correlation	Sig Value	Results	Interpretation
India	Job satisfaction & Role Conflict	-0.051	0.550	$P > \alpha$	No significance
	Job satisfaction & Role ambiguity	-0.198*	0.018	$P < \alpha$	*
	Job satisfaction & Role Overload	0.209*	0.013	$P < \alpha$	*
	Job satisfaction & Role stress	-0.014	0.865	$P > \alpha$	No significance
UK	Job satisfaction & Role conflict	0.260**	0.002	$P < \alpha$	**
	Job satisfaction & Role ambiguity	-0.059	0.485	$P > \alpha$	No significance
	Job satisfaction & Role Overload	-0.153	0.069	$P < \alpha$	*
	Job satisfaction & Role stress	0.076	0.370	$P > \alpha$	No significance

Table 5. 17: Correlation between variables of interest

When considering the relationship between job satisfaction and role conflict in Indian IT SMEs, it is evident that they have a negative relationship with each other and there is no statistical significance ($P > \alpha$, 0.550) between them. It is evident that, in India, there is no relationship between job satisfaction and role conflict, whereas in the UK IT sector, there is a relationship between job satisfaction and role conflict. Hence, the hypothesis H2a fails to be rejected. In the case of job satisfaction and role ambiguity, the relationship is negatively correlated and a statistical significance exists ($P < \alpha$, 0.018). A 20% variation can be seen in job satisfaction because of role ambiguity. Moreover, job satisfaction and role ambiguity have a relationship in the Indian IT sector but there is no relationship between these two variables in the UK IT sector. The hypothesis H2b fails to be rejected. In the case of job satisfaction and role overload, there is a strong, positive correlation and the relationship is statistically significant ($P < \alpha$, 0.013). There is a 21% variation in job satisfaction, which is due to role ambiguity. In the case of H2c, there is a significant relationship between job satisfaction and role overload in both economies. The H2c, therefore, needs to be rejected. When considering job satisfaction and role stress, both are negatively correlated and they are not statistically significant ($P > \alpha$, 0.865). With regard to H2d, there is no difference in the relationship between job satisfaction and role stress in the IT industries of India and the UK, so that H2d needs to be rejected.

From the statistical analysis, it can be concluded that role ambiguity and role overload have statistical significance for job satisfaction. Role conflict and role stress, however, do not have any statistical impact on Indian IT SMEs. Job satisfaction in Indian IT SMEs is mostly affected by the role ambiguity and role overload of the employees. Indian IT SMEs, therefore, need to consider the role ambiguity and role overload affecting their employees, so that those employees can achieve job satisfaction from their roles.

In the case of UK IT SMEs, the relationship between job satisfaction and role conflict has a strong positive correlation and they are statistically significant ($P < \alpha$, 0.002). There is a 26% variation in job satisfaction, which is due to role conflict. Moreover, the relationship between job satisfaction and role ambiguity has a negative correlation and they are not statistically significant ($P > \alpha$, 0.485). There is, however, a negative relationship between job satisfaction and role overload, although there is a statistical significance ($P < \alpha$, 0.069). There is no statistical significance for job satisfaction and role stress ($P > \alpha$, 0.370), but there is a strong positive relationship between them. There is only an 8% variation in job satisfaction, which is due to role stress.

It is evident that in the UK IT SMEs, job satisfaction has statistical significance with role conflict, as well as with role overload. Moreover, role ambiguity and role stress do not have any statistical effect on job satisfaction for UK IT employees. Job satisfaction in the UK IT SMEs is mainly affected by role conflict and the role overload of the employees. The UK IT sector needs to consider both role conflict and the role overload of the employees, so that they can achieve job satisfaction within their role. From the statistical analysis, it is evident that the role overload of the employees affects their job satisfaction in both of the IT sectors (India as well as the UK).

Hypothesis	Decision	Reason for decision	Outcome
H1: There is a difference in the relationship between organisational culture and occupational stress in the IT industries of India and the UK	Do not Reject	India- Pearson correlation (sig value- 0.977), $P > \alpha$ UK- Pearson correlation (Sig value- 0.001), $P < \alpha$	In India, the relation between organisational culture and occupational stress is not significant whereas in the UK, the relation is significant.
H1a: There is a difference in the relationship between organisational culture and role conflict in the IT industries of India and the UK	Reject	India- Pearson correlation (Sig value- 0.423), $P > \alpha$ UK- Pearson correlation (Sig value- 0.278), $P > \alpha$	In India and the UK the relation between organisational culture and role conflict is not significant.
H1b: There is a difference in the relationship between organisational culture and role ambiguity in the IT industries of India and the UK	Reject	India- Pearson correlation (Sig value- 0.039), $P < \alpha$ UK- Pearson correlation (Sig value- 0.015), $P < \alpha$	The relation between organisational culture and role ambiguity in India as well as the UK are significant.
H1c: There is a difference in the relationship between organisational culture and role overload in the IT industries of India and the UK	Reject	India- Pearson correlation (Sig value- 0.004), $P < \alpha$ UK- Pearson correlation (Sig value- 0.071), $P < \alpha$	The relation between organisational culture and role overload in India as well as the UK are significant.
H1d: There is a difference in the relationship between organisational culture and role stress in the IT industries of India and the UK	Do not Reject	India- Pearson correlation (Sig value- 0.042), $P < \alpha$ UK- Pearson correlation (Sig value- 0.10), $P > \alpha$	The relation between organisational culture and role stress are significant in India whereas there is no significance in

			the UK.
H2: There is a difference in the relationship between job satisfaction and occupational stress in the IT industries of India and the UK	Reject	India- Pearson correlation (Sig value- 0.251), $P > \alpha$ UK- Pearson correlation (Sig value- 0.666), $P > \alpha$	There is no significance in relation between job satisfaction and occupational stress in India and the UK.
H2a: There is a difference in the relationship between job satisfaction and role conflict in the IT industries of India and the UK	Do not Reject	India- Pearson correlation (Sig value- 0.550), $P > \alpha$ UK- Pearson correlation (Sig value- 0.002), $P < \alpha$	There is no significance in relation between job satisfaction and role conflict in India whereas there is significant relation exists in the UK.
H2b: There is a difference in the relationship between job satisfaction and role ambiguity in the IT industries of India and the UK	Do not Reject	India- Pearson correlation (Sig value- 0.018), $P < \alpha$ UK- Pearson correlation (Sig value- .485), $P > \alpha$	There is a significant relation between job satisfaction and role ambiguity in India whereas there is no significant relation exists in the UK.
H2c: There is a difference in the relationship between job satisfaction and role overload in the IT industries of India and the UK	Reject	India- Pearson correlation (Sig value- 0.013), $P < \alpha$ UK- Pearson correlation (Sig value- 0.069), $P < \alpha$	There is a significant relation between job satisfaction and role overload in India as well as the UK.
H2d: There is a difference in the relationship between job satisfaction and role stress in the IT industries of India and the UK	Reject	India- Pearson correlation (Sig value- 0.865), $P > \alpha$ UK- Pearson correlation (Sig value- 0.370), $P > \alpha$	There is no significant relation between job satisfaction and role stress in India as well as the UK.

Table 5. 18: Outcome of hypothesis

5.6.2.5. Group statistics in contrasting economies

Variables	Country	N	Mean	Std. Deviation	Std. Error Mean
Occupational stress	India	142	31.4155	4.24472	.35621
	UK	142	31.9085	4.50517	.37807
Organisational culture	India	142	45.0634	6.47550	.54341
	UK	142	45.1338	4.23968	.35579
Job satisfaction	India	142	14.0070	2.10873	.17696
	UK	142	14.0986	1.86536	.15654

Table 5. 19: Group statistics in contrasting economies

When considering the group statistics of the contrasting economies, the mean between each country is almost equal. When consider occupational stress in India, however, the mean value is 31.4155 and in the UK it is 31.9085. From this, it can be seen that both Indian IT employees and those from the UK experience similar levels of occupational stress. With regard to organisational culture, the mean values of the Indian IT sector are 45.0634, while the mean values of the UK IT sector are 45.1338. From this, it can be understood that the organisational culture of both economies is similar. In the case of job satisfaction, the mean value of the Indian IT sector is 14.0070 and the mean value of the UK IT sector is 14.0986. From the analysis, therefore, it can be understood that the levels of job satisfaction in the Indian and UK IT sectors are not very different.

5.6.3. Independent t-test

Further research was conducted, after the main body of research had been carried out, to identify the factors affecting the overall employee performance in the workplace by using Levene's test for equality of variances. Levene's test was used to calculate the homogeneity of the variances (Steyn et al., 2011); it considers the variances of the dependent variables for each group as equal. Moreover, this test was used to analyse the variances for comparison of the group means (Nordstokke & Zumbo, 2007). Then this test does a t-test on this estimated calculation. Brown and Forsythe test (1974) measures the differences from median instead of mean and then considers these differences (Sall, Lehman, Stephens and Creighton, 2012). From this, it can understand that Leven test mainly focuses on the absolute deviations from

the group mean whereas Brown and Forsythe test calculates the absolute deviation from the group median. The present research mainly focuses on the deviation from the group mean.

Independent t-test factors						
	Levene's Test for Equality of Variances					
	F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference
Organisational culture	10.525	0.001	-0.108	282	0.914	-0.07042
Occupational stress	0.275	0.601	-0.949	282	0.343	-0.49296
Job satisfaction	0.583	0.446	-0.387	282	0.699	-0.09155

Table 5. 20: Levene's Test for Equality of Variances

The above t-test examines organisational culture, occupational stress, job satisfaction and the employee's overall performance. The results indicate that employee performance is significantly affected by the organisational culture ($P > \alpha$, 0.914), occupational stress ($P > \alpha$, 0.343) and job satisfaction ($P > \alpha$, 0.699) of the contrasting economies. Here the P Value is greater than α value. The evidence shows that the performance of the employees is affected by the organisational culture, job satisfaction and occupational stress of both of the economies.

5.7. Overall findings

5.7.1. Overall qualitative findings

The overall findings demonstrate that organisational culture has an impact on both of the IT sectors in the contrasting economies. The organisational culture was measured using Denison's cultural model (1990) within which there is four traits. With regard to the consistency traits, it can be understood that circa half of the employees of both of the contrasting economies have a clear vision of the management practices and styles within their respective organisations; there is much consistency within the organisations, which is related to the leadership of management. Overall, however, the IT sectors of both economies need to improve their management practices and styles within their organisations, so that the employees can understand more about the prevailing organisational culture and, thus, make

appropriate decisions. UK employees have a clearer understanding of their organisations' missions and objectives than Indian employees. These core values support strong organisational culture (Denison's cultural model, 1990).

The Indian IT sector practises decentralisation, leadership, authority delegation and motivation and but lacks communication within its organisations. In the case of the UK IT sector, this practises decentralisation, communication and leadership but lacks motivation. According to Schein (1989) organisations need to communicate and understand everyday interactions; the interactions need to be learned by new employees in the organisations. Moreover, as organisational culture helps in enhancing the performance and motivation of the employees, it will, therefore, reduce stress (Ogbonna & Harris, 2000). From this, it can be understood that organisational culture within the UK IT sector does not help to increase the motivation of employees. In addition, it can be seen that the Indian IT sector demonstrates the characteristics of agreement of the consistency trait, rather than their counterparts. When considering the Indian IT organisations, they have a good relationship with their staff, while those in the UK attach more importance to leadership.

With regard to the involvement trait within Denison's cultural model, the UK has more team orientation than India. The UK IT sector has achieved this by having a good understanding of goals and objectives of the departments within organisations. The Indian IT sector follows the same practice but compared to the UK sector, it is less evident. This conclusion can be drawn as both of the economies practise team orientation, but it is more evident in the UK IT sector. When considering the adaptability trait, Indian organisational culture within the IT sector is more adaptable to change than the UK IT sector organisational culture. Regarding customer focus, both of the economies have a clear vision of customer focus within their organisations, and both economies show adaptability regarding customer focus. The Indian IT sector exhibits more change in its businesses because of the feedback it receives from employees, resulting in Indian IT sector is more focussed towards customer focus. The present study identifies that the mission trait considers the Indian and UK IT sectors' employees as having long-term vision achieved through short-term thinking. It concludes that organisational culture is important for building the vision of an organisation which is more visible in the Indian IT sector than the UK IT sector.

The job satisfaction dimension within the present study revealed that the Indian IT sector's employees have opportunities of being promoted with respect to their performance, whereas UK employees revealed that their opportunities of being promoted are based on job experience. In addition, Indian employees have opportunities of better training at their

workplace, but they do not receive emotional support. This makes the employees stressful at the workplace. When considering UK employees, they have a positive environment at work, but with respect to training opportunities, they do not have enough access. Indian employees have flexible working hours and monetary benefits at their workplace. UK employees, however, receive monetary benefits but do not have any kind of flexibility at their workplace. The fringe benefits, therefore, within the dimension of job satisfaction, are different in the contrasting economies.

When considering job satisfaction and its relationship with benefits, Indian employees are satisfied with the benefits they receive from their organisations and prefer to have non-monetary benefits. UK employees, however, are not satisfied with the benefits they receive from their organisations. From this, it can be understood that UK employees need more non-monetary benefits to satisfy them. The next aspect of job satisfaction considered in this study is recognition from senior staff at the workplace. Indian employees feel that, when they participate in their assigned tasks, they receive recognition from senior staff at their, whereas UK employees feel that by taking the initiative, they receive recognition from senior staff at their workplace. In the case of communication, Indian employees prefer verbal communication, whereas UK employees prefer visual communication. From this, it can be understood that a supportive culture attaches importance to verbal and informal communication (Harrison, 1993).

Considering occupational stress, Indian employees have more responsibilities at work, performing tasks that are clearly explained to them, resulting in them finishing their assigned work on time. As a result, employees do not experience any kind of role ambiguity. In the UK, however, employees confirmed that their responsibilities are not clearly communicated by their employers, so they experience role ambiguity at their workplace. With regard to Indian employees, their management is very helpful with clear and planned goals and objectives, while UK employees lack clear direction towards their work and they are not sure how much work they need to complete. When considering role conflict at the workplace, Indian employees experience role conflict, while UK employees do not. From this, it can be understood that these two sets employees experience types of role conflict. Employees from the UK confirmed that they receive communication from their supervisors with clear instructions so they can complete their projects on time. Another reason for Indian employees experiencing role conflict is that they need to work very fast to meet their project deadlines, whereas UK employees do not. UK employees do not experience any kind of role conflict at their workplace.

In terms of work life balance Indian employees do not achieve this, whereas UK employees are happy with their work life balance. Even if employees can be flexible with regard to their hours of work at their workplace, it is not effective. Still, employees in the Indian IT sector feel stress, whereas UK employees do not feel stress even if they do not have flexible working hours. In addition, the responses to the question. “Do the employees have a tight feeling in their chest when thinking about their jobs?” revealed that Indian employees do experience this feeling, whereas UK employees do not. From this, it can be understood that Indian employees do have more job stress than UK employees. In addition, the UK culture favours employees and, as a result of that, they do not experience job stress.

5.7.2. Overall quantitative findings

The overall findings from the quantitative analysis reveal that there is no significant statistical relationship between organisational culture and occupational stress in the Indian IT sector, but organisational culture affects occupational stress in the UK IT sector. The variation in occupational stress and organisational culture in India is much less compared to the UK IT sector. Moreover, organisational culture in India does not impact upon occupational stress, whereas organisational culture in the UK IT sector has an influence on the occupational stress of the employees. From this, it can be understood that both of the economies exhibit a different organisational culture; India exhibits a hierarchical sector, but it does not influence occupational stress.

When considering the correlation between the variables of interest, e.g., organisational culture and occupational stress in the contrasting economies, the relationship between organisational culture and role conflict has no statistical significance in either the Indian IT sector or the UK IT sector. There is, however, statistical significance between organisational culture and role ambiguity in the Indian, as well as the UK IT sectors, but the significance is only moderate. The relationship between organisational culture and role overload revealed a significant relationship between the Indian and UK IT sectors, but the significance is higher in India than in the UK. In addition, the quantitative relation between organisational culture and role stress reveals that there is a significant relationship between them in the Indian IT sector, whereas there is no statistical relationship in UK IT sector. Organisational culture in India has an impact on the variables of interest of occupational stress, e.g., role ambiguity, role overload and role stress, whereas role conflict does not have any significance regarding organisational culture. Moreover, organisational culture in the UK impacts upon the variables

of interest of role ambiguity and role overload, whereas role conflict and role stress do not have any significance. From this, it can be understood that the Indian IT sector experiences more occupational stress than the UK IT sector.

The correlation between job satisfaction and occupational stress revealed that there is no statistical significance in India or the UK. From this, it can be understood that job satisfaction in both of the economies does not depend on occupational stress. When considering the variables of interest of occupational stress and job satisfaction, there is no significance regarding job satisfaction and role conflict in the Indian IT sector, whereas there is a significant relationship in the UK. With respect to job satisfaction and role ambiguity, they have a significant relationship in the Indian IT sector, whereas they do not in the UK IT sector. When considering job satisfaction and role overload, they have a statistical relationship in the Indian IT sector, as well as in the UK IT sector. In the case of job satisfaction and role stress, there is no significant relation in both the Indian and UK IT sectors. From this, it can be concluded that role ambiguity and role overload have a significant relationship with job satisfaction in the Indian IT sector, whereas role conflict and role stress do not have any impact upon role stress. With respect to the UK IT sector, role conflict and role stress have a significant relationship with job satisfaction, whereas role ambiguity and role stress do not.

Organisational culture is not greatly different in either of the economies. The group statistics reveals that job satisfaction levels are also not greatly different. From the t-test, it has been identified that organisational culture, occupational stress and job satisfaction affect the overall performance of the employees.

5.7.3. Conclusion of overall findings

From the present study, it is evident that the attitude and the behaviour of the employees in both of the economies can be improved by the organisational culture within the organisations, which affects their commitment and job satisfaction. This study, therefore, supports Odom, Boxx & Dunn (1990). In India, as well as in the UK, a positive organisational culture decreases the stressors, so that the employees do not feel tension. This, therefore, supports the studies by Pool (2000) and Allen (2003). From the quantitative analysis, it is evident that organisational culture affects occupational stress in the IT sectors of both India and the UK. This study has revealed that UK employees receive adequate support from their management, which is important for the attributes of organisational culture and job satisfaction. This,

therefore, supports the study by Gray, Densten and Sarros (2003). Both the Indian, as well as the UK management, uses leadership to support the development of their organisational culture. This research, therefore, supports the studies by Chang and Lee (2008) and Ogbonna and Harris (2000). Indian organisational culture uses a hierarchical structure, as it is easy for both employers and employees to follow. This, therefore, supports the study by Sinha (1988). Both of the economies exhibit their organisational cultures, which are related to employee performance and job satisfaction. This, therefore, supports the study by Wallach (1983). India and the UK have their own organisational cultures, but there is no statistically significant difference between the employees. Thus, this supports the study by Koustelios (1996). The Indian IT sector allows employees flexibility and has adopted a participative management style resulting in employees of the Indian IT sector having more job satisfaction than those from the UK IT sector. This, therefore, supports the study by Mckinnon et al., (2003).

When considering job satisfaction, job commitment is mainly connected with the employees' performance, which determines their opportunities of promotion, whereas the promotional opportunities in the UK IT sector depends on the employees' work experience. Hence, the UK sector supports the study by Sommer et al., (1996). From the analysis, it is evident that UK employees do experience occupational stress, but it is no more than the occupational stress felt by the employees of the Indian IT sector. Employees from the UK IT sector feel stress when learning new skills and adapting to working conditions. This, therefore, supports the study by Cox & Griffiths (1995). The UK IT sector experiences more team orientation and employees are not able to express their opinions; this can lead to pressure within the workplace. Thus, this supports the study by MacDonald, Karasek, Punnett & Scharf (2001).

Employees working in the Indian IT sector experience role overload, which is related with occupational stress and, therefore, affects the performance of the employees. Thus, it supports the study by Seo, Ko & Price (2004). From the analysis, it is evident that the employees working in the Indian IT sector experience role conflict, as they need to work fast to meet their deadlines. Thus, this supports the study by Muchinsky (2000). This will also lead to role overload, as the employees feel uncomfortable about the time needed to complete their tasks and the time which is available to them. Since role conflict is experienced by employees in the Indian IT sector, the job satisfaction and commitment of the employees is affected. This supports the study by Dobрева-Martinova et al., (2002). The occupational stress experienced by employees in the Indian IT sector is caused by their role ambiguity and role overload. Hence, this supports the studies by French, Caplan & Harrison (1982), Hammer & Tosi (1975), Carter (1978), Peltit (1973) and Miles (1974).

Employees in the Indian IT sector experience job stress, which may be because of the structure of the organisation and their career advancement. This supports the study by Schuler (1982). In terms of role ambiguity, employees in the UK IT sector experience this because the requirements of their jobs are not clearly presented, or employees are unsure of their duties. This supports the study by Jackson, Schwab & Schuler (1986). Moreover, employees of the UK IT sector do not experience role overload, role conflict or role stress. Employees working in the Indian IT sector experience the complexity of their tasks. This supports the study by Malik (2011). Moreover, the managers within the Indian IT sector lack delegation when the authority becomes more powerful, this result in Indian employees feeling more stress. In both the economies, leadership is evident; this, and an appropriate level of support from senior staff at the workplace, can reduce the chances of occupational stress experienced by employees. This supports the study by Ogbonna & Harris (2000). Indian employees receive better support from their superiors, which leads to the job satisfaction of the line managers. This supports the study by Lee & Cummings (2008).

5.8. Conclusion

This chapter has described the analysis of the data which was obtained from interviews and a survey. The researcher first carried out a qualitative analysis where the interview questions were analysed using themes, graphs and charts. Following this, a funnel approach was used to extract the highest and lowest response rate. After that, a hypothesis was formulated for the quantitative phase of the study. The responses from the quantitative analysis were collected through a survey, which was analysed using correlation, t-test and group statistics. After the analysis, it was confirmed that a relationship exists between the organisational culture, job satisfaction and occupational cultures of the contrasting economies. In addition, this chapter described the overall findings derived from both the qualitative and quantitative analysis.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1. Introduction

This final chapter of the thesis includes the overall conclusion, implications and limitations of the study, as well as recommendations for future researchers of the IT sector in India and the UK. The overall conclusion of this study is presented in answer to the research questions detailed in chapter 1. This chapter also focuses on the implications for management, human resources and academic contributions. The different sections present the overall contribution of the present study to the existing body of knowledge. In addition, this chapter further describes the practical implementations of the findings of this study and supporting employees working in the Indian and UK IT sectors by improving their job satisfaction and reducing their stress. The section covering the research limitations describes aspects of the research which are not included in the present study. This is followed by recommendations for future researchers.

6.2. Overall conclusion

Objective 1: *“To ascertain the impact of organisational culture on occupational stress in the IT industries of India and the UK”*

The impact of organisational culture on occupational stress in the IT industries of India and the UK was analysed using both quantitative and qualitative methods. The overall findings of the study have revealed that organisational culture does have an impact on the occupational stress of both of the IT sectors. This supports the study by Ogbonna (1993), as organisational culture has a moderate relationship with occupational stress. From this, it can be understood that organisational culture in both of the economies improves employee performance, resulting in employees having increased motivation and employers having improved staff retention, all of which reduce the levels of stress (Ogbonna & Harris, 2000). In addition, organisational culture in both of the economies helps to decrease occupational stress levels. With regard to the consistency trait, both of the IT sectors need to improve their management practices and styles; there is, however, a good deal of consistency regarding the leadership of

organisations. The management needs to improve their management practices and styles in order to make better decisions and improve planning within their organisations. As management practices and styles need to be improved, managers at the IT sectors of both of the economies need to make appropriate decisions for policy making for their better performance. This, therefore, supports the study by Armstrong (2006). Through effective leadership, organisational culture can be developed, which supports the study by Chang and Lee (2007). Moreover, when considering core values, UK employees are provided with more clarity about their organisation's mission and objectives than Indian employees. These core values form a part of organisational culture. They support a strong organisational culture as demonstrated by Denison's cultural model (1990). The organisational culture within the IT sectors of India and the UK is connected with the management within those organisations. This supports the study by Sabri, Ilyas and Amjad (2001). The organisational culture within the UK IT sector does not increase the motivation of employees and, thus, does not support the study by Ogbonna and Harris (2000). In addition, the Indian IT sector has better understanding regarding the consistency trait of their organisational culture than the UK IT sector. Moreover, with respect to the involvement trait, the UK IT sector has higher levels of team orientation than India. Both of the economies attach importance to the coordination of different departments within their organisations. This, therefore, supports the study by Manetje and Martins (2009). In the case of the adaptability trait, the organisational culture of the Indian IT sector demonstrates more adaptability than that of the UK. The Indian IT sector receives feedback which motivates employees and leads to job satisfaction. This, therefore, supports the study by Hackman and Oldham (1980). The Indian IT sector is more focused on their customers and, hence, this supports the study by Denison (1990). In the case of the mission trait, the vision of an organisation is more visible in the Indian IT sector, rather than the UK IT sector. In the case of occupational stress, Indian employees, as well as those from the UK, experience role ambiguity. Moreover, regarding role conflict, Indian employees exhibit more role conflict than their counterparts. Indian employees, however, experience more job stress than those of the UK. Role overload, role ambiguity, role conflict and occupational stress affect productivity and cause stress and job dissatisfaction (van Sell et al., 1981). This, therefore, will mainly affect Indian IT sector employees, as they experience role ambiguity, role conflict and job stress.

Variables of interest	Similarities	Differences
Consistency trait	With regard to the consistency trait, it was identified that both of the IT sectors need to improve their management practices and styles, and that there is much consistency in organisational leadership.	The Indian IT sector has better understanding regarding the consistency trait of their organisational culture than the UK IT sector.
Adaptability trait	The IT sector of both of the economies is focused on their customers.	The Indian IT sector demonstrates more adaptability than the UK IT sector.
Mission trait	There is no similarity when considering the mission trait in both of the economies.	The mission trait of the organisations is more visible in the Indian IT sector than the UK IT sector.
Involvement trait	Both of the economies employ team orientation of involvement trait.	The UK IT sector has higher levels of team orientation than the Indian IT sector. In addition, employees from the UK IT sector have more involvement with their work.
Occupational stress	According to the results of the qualitative analysis, employees of the Indian and UK IT sectors experience role ambiguity.	The qualitative analysis demonstrates that Indian employees experience more role conflict, role overload and role stress.

Table 6. 1: Qualitative analysis of impact of the organisational culture and occupational stress- similarities and differences between Indian and the UK economies

Source: Own elaboration

From the above table, it can be seen that the qualitative analysis demonstrates that there are similarities and differences between the two contrasting economies. In the case of the consistency trait of organisational culture, both of the IT sectors need to improve their management practices and styles to increase consistency within their leadership. The difference can be seen as the Indian IT sector has better understanding regarding the consistency trait of their organisational culture than the UK IT sector. When considering the adaptability trait, the main similarity is that the IT sectors of both of the economies are focused on their customers. The dissimilarity is that the Indian IT sector shows more adaptability than the UK IT sector. In the case of the mission trait, there is no similarity between the contrasting economies. The main difference is that the mission trait of the organisations is more visible in the Indian IT sector than in the UK IT sector. In the case of the involvement trait, the main similarity is that both of the contrasting economies employ team orientation. The main difference is that the UK IT sector demonstrates a higher level of team orientation than the Indian IT sector. Employees in the UK IT sector also have more involvement with their work. When considering occupational stress, the main similarity is that both the Indian and the UK IT sectors experience role ambiguity; the main difference is that Indian employees undergo more role conflict, role overload and role stress than UK IT sector employees.

From the quantitative analysis, it was evident that there is no significant statistical relationship between organisational culture and occupational stress in India, whereas organisational culture does have an impact on the UK IT sector. From this it is clear that the organisational culture of the contrasting economies is different and that Indian hierarchical culture influences occupational stress. Hierarchical structure helps employees achieve higher performance levels according to the study by Sinha (1988). In the Indian IT sector, however, the hierarchical structure causes occupational stress. Organisational culture helps improve the performance of the employees and, hence, affects their job satisfaction. This supports the study by Wallach (1983). India and the UK have their own organisational cultures, but there is no statistical difference in the case of employees. This supports the study by Koustelios (1996). Employees working in the Indian IT sector experience more job satisfaction than those working in the UK IT sector because of their participative management style and flexibility towards work. This supports the study by McKinnon et al., (2003). When considering the different variables of interest, it is evident that there is no statistical relationship between organisational culture and role conflict in either the Indian or UK IT sectors. Organisational culture influences role conflict, which leads to role stress in the form

of role overload and role incompetence. This supports the study by Monga et al., (2015). Moreover, the relationship between organisational culture and role ambiguity in the Indian, as well as the UK IT sector, is moderately statistically significant. The relationship between organisational culture and role overload is also statistically significant in the Indian and UK IT sectors. The relationship between organisational culture and role stress, however, is statistically significant in the Indian IT sector, whereas there is no statistically significant relationship in the UK. In conclusion, employees working in the Indian IT sector experience more occupational stress than those working in the UK IT sector. The Indian IT sector experiences role overload, role stress and role conflict and these are considered as important organisational stressors. This supports the studies by Hendrix et al., (1994), Belasco (1966), and Behrman and Perreault (1984). This stress can affect the mental ability of Indian IT sector employees and this supports the study by Singh (1998).

Variables of interest	Similarities	Differences
Organisational culture & Role conflict	The relationship is not significant in either Indian or the UK IT sector.	There is no difference between the Indian and UK IT sectors.
Organisational culture & Role ambiguity	There is a significant relationship between both of the variables in the Indian and UK IT sectors.	There is no difference between the Indian and UK IT sectors.
Organisational culture & Role overload	There is a significant relationship between both of the variables in the Indian and UK IT sectors.	The significance is higher in India than in the UK.
Organisational culture & Role stress	There is no similarity between the Indian and UK IT sectors.	There is a significant relationship in the Indian IT sector but not in the UK IT sector.

Table 6. 2: Quantitative analysis of the impact of organisational culture and occupational stress- similarities and differences between Indian and the UK economies

Source: Own elaboration

After the quantitative analysis, some similarities and differences in the employees within the IT sectors became evident. When considering the relationship between organisational culture and role conflict, the similarity that can be seen is that the relationship is not significant in

either the Indian or UK IT sectors. In the case of organisational culture and role ambiguity, there is a significant relationship between these two in both of the Indian and UK IT sectors. There is also no visible difference between these two variables. There is a significant relationship between organisational culture and role overload in the Indian IT sector, as well as in the UK's, and the main difference is in role overload as the significance is higher in India than in the UK. With regard to occupational culture and role stress, no similarities can be seen, but the difference is that there is a significant relationship in India but no significance within the UK.

This study concluded that the UK IT sector has a better organisational culture, in that employees receive better support from their management. In addition, UK employees do not feel stress at their workplace, apart from role ambiguity. From this, it can be understood that organisational culture does have an impact on occupational stress in the UK IT sector. This supports the study by Ogbonna (1993). Indian employees feel stress because of the hierarchical structure of their organisational culture. This hierarchical structure, however, does not help the Indian IT sector to improve its organisational structure. The hierarchical structure of the Indian IT sector needs to have more emphasis on mission, adaptability, consistency and involvement in order to create a better organisational culture. In addition, managers working in the Indian IT sector do not practise delegation and this causes stress for their employees.

Objective 2: *“To examine the role of job satisfaction on occupational stress in the IT industries of India and the UK”*

The present study has concluded that employees working in the Indian IT sector achieve promotion through their performance, while UK employees achieve promotion based on their job experience. This, therefore, supports the studies by Aswathappa (2009), Ambrose et al., (2005) and Kaliski (2007), as opportunities for promotion satisfy employees. The study by Koustelios (1996) supports the idea that promotional opportunities increase the chances of job satisfaction. Moreover, Indian employees are given better training but do not receive any emotional support, whereas UK employees have a positive working environment but are not given enough training. This supports the study by Nagesh and Murthy (2008), as employees in the IT sector need training, which helps them to manage their stress. As Indian IT employees experience more occupational stress, they need to consider emotional support. This supports the studies by Locke (1976), Locke (1969) and Vroom (1964). Employees working in the UK IT sector have a positive working environment, and the study by Castillo and Cano (2004) suggested that working conditions do not affect employees' job satisfaction.

This study, therefore, does not support the present study; the outcome, however, supports the studies by Vidal, Valle and Aragon (2007), Boyens (1985), Cox and Griffiths (1995), Belias and Koustelios (2014) and Herzberg (1959), as job satisfaction emphasises the importance of having better working conditions. Indian employees have flexible working hours, as well as monetary benefits; whereas UK employees receive monetary benefits do not have flexible hours of work at their workplace. This supports the study by Lu et al., (2008), as flexibility at the workplace improves work life balance, which leads to increased job satisfaction. Working long hours can cause occupational stress, which is revealed by the studies of Malik (2011) and Boyens (1985). It is important, therefore, to provide flexible working hours at the workplace to UK employees, in order to decrease their role ambiguity. A fair salary is considered an important factor for job satisfaction by Ambrose et al., (2005), Buunk et al., (1998), George and Jones (2008), Malik et al., (2010) and Vidal, Valle and Aragon (2007), but UK employees do not experience job satisfaction, even if they are receiving monetary benefits. With regard to benefits, Indian employees are satisfied with the benefits they receive. This supports the studies by Aswathappa (2009) and Shurbagi and Zahari (2012), as benefits provide job satisfaction for employees. From this, it can be understood that Indian employees prefer non-monetary benefits, whereas UK employees are not satisfied with the monetary benefits that they receive from their organisations, as they prefer non-monetary benefits. Indian employees receive recognition from their workplace by participating in the assigned tasks. This supports the studies by Kaliski (2007) and Zabal (1998), as recognition from the workplace leads to job fulfillment, whereas UK employees take the initiative for completing their assigned tasks on time. Indian employees communicate by using verbal communication, while UK employees communicate with visual communication. The conclusion here is that a supportive culture prefers to follow informal communication. This supports the studies by Harrison (1993) and McKinnon et al., (2003) as informal communication helps to increase productivity. The above is summarised in table 6.3 below:

Variables of interest	Similarities	Differences
Promotional opportunities	Indian IT sector employees have promotion opportunities connected with their performance while UK employees have opportunities for promotion based	No difference can be found in the promotional opportunities of either of the contrasting economies.

	on their job experience.	
Salary	No similarity can be found regarding salary in either of the contrasting economies.	UK employees do not have job satisfaction, even if they receive monetary benefits. Indian employees have flexible working hours, as well as monetary benefits, whereas UK employees receive monetary benefits but do not have flexibility at their workplace.
Fringe benefits	There is no similarity in either of the contrasting economies regarding their fringe benefits.	Indian employees are satisfied with the benefits they receive. Indian employees prefer non-monetary benefits, whereas UK employees are not satisfied with the monetary benefits that they receive from their organisations, as they prefer non-monetary benefits.
Communication	This study concludes that a supportive culture attaches importance to informal communication.	Indian employees communicate by using verbal communication, while UK employees communicate by visual communication.

Table 6. 3: Quantitative analysis of the impact of job satisfaction and occupational stress- similarities and differences between Indian and the UK economies

Source: Own elaboration

The statistical evidence demonstrates that there is no statistical relation between job satisfaction and occupational stress in India and the UK. This does not support the studies by Bhalla and Nazneen (2013), Alwee (2012), and Singh and Dubey (2011). The level of job satisfaction is not affected by the stress levels existing in both of the contrasting economies. In the case of variables of interest, there is significant relation between job satisfaction, role ambiguity and role overload in the Indian IT sector, whereas there is no significant relation

between job satisfaction, role stress and role conflict. With regard to the UK IT sector, there is a significant relationship between job satisfaction, role conflict and role overload, whereas there is no significant relationship between job satisfaction, role stress and role ambiguity. This partially supports the study by Karadal et al., (2008) and supports the studies by Lambert et al., 2002; Lu et al., 2008; Calvo-Salguero et al., 2010 and Chen et al., 2012, as there is a relationship between occupational stress and job satisfaction. Stress results in job dissatisfaction and decreased organisational commitment. This supports the studies by Leather et al., (2003) and Antoniou et al., (2003). From this, it can be concluded that Indian employees experience occupational stress at their workplace, even if they are satisfied with their work. UK employees, however, experience only role ambiguity and yet they are not satisfied with the benefits provided by their organisations. Overall, job satisfaction does not impact upon the occupational stress of the employees in either the Indian or UK IT sectors. This is summarised in table 6.4 below:

Variables of interest	Similarities	Differences
Job satisfaction & Role conflict	There is no similarity between the Indian and UK IT sectors.	There is no significant relationship between job satisfaction and role conflict in India, whereas there is a significant relationship between job satisfaction and role conflict in the UK.
Job satisfaction & Role ambiguity	There is no similarity between the Indian and UK IT sectors.	There is a significant relationship between job satisfaction and role ambiguity in India, whereas there is no significant relationship between job satisfaction and role ambiguity in the UK.
Job satisfaction & Role overload	A significant relationship between job satisfaction and role overload can be seen in both the Indian and UK IT sectors.	There is no difference between the Indian and UK IT sectors.

Job satisfaction & Role stress	There is no significant relationship between job satisfaction and role stress in either of the economies.	There is no difference between the Indian and UK IT sectors.
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Table 6. 4: Quantitative analysis of the impact of job satisfaction and occupational stress- similarities and differences between Indian and the UK economies

Source: Own elaboration

Objective 3: “To develop a strategic framework to improve the relationship between organisational culture and job satisfaction in the IT industries of India and the UK”

As discussed above, there is a difference in organisational culture in both the Indian and UK IT sectors. The Indian IT sector employs a hierarchical structure, whereas the UK IT sector has a supportive culture. Yet, the employees in the UK IT sector are not happy with the benefits they receive from their management. From this, it can be understood that UK employees prefer benefits, but this does not affect their stress levels. In addition, a supportive culture prevails in the UK IT sector but employees are still not satisfied with their jobs. It is important, therefore, to develop a strategic framework for analysing the effect of organisational culture on job satisfaction.

According to the literature (Lund, 2003., Pool, 2000 & Allen, 2003., Nair & Sommerville, 2017, Gifford, Zammuto & Goodman, 2002), it is evident that levels of job satisfaction change according to the organisational culture. Rewards and supportiveness are considered as important factors for culture and job satisfaction (Gray, Densten & Sarros, 2003). The Indian IT sector provides more non-monetary rewards for employees, whereas the UK IT sector provides more monetary rewards. These monetary rewards, however, do not help employees with achieving job satisfaction, nor do they help with staff retention. The UK IT sector, therefore, needs to incorporate more non-monetary rewards alongside flexibility for employees. After implementing these rewards, management could collect feedback from employees, by using surveys, to ensure that they make appropriate decisions. In addition, the importance of the flow of communication needs to be considered. Employers need to ensure that the employees in their organisations have access to their relevant authorities, without any hindrance, during their working hours. Organisations also need to ensure that lower level employees can also reach higher officials.

If employees are unsure of their organisational culture, their management should provide them with training to help make them aware of management policies and practices. In addition, the opinion of the employees should be considered when organisations revise their

culture. Organisational culture needs to be adaptable for employees, so that they are satisfied with their work. From the responses recorded in this study, it is evident that Indian employees do not receive emotional support at their workplace. An organisation needs to consider the emotional support of its employees in order to increase staff retention. Moreover, an autocratic culture never helps with staff commitment or employee satisfaction. To encourage job satisfaction, organisations need to adopt flexibility and a participative management style with appropriate communication.

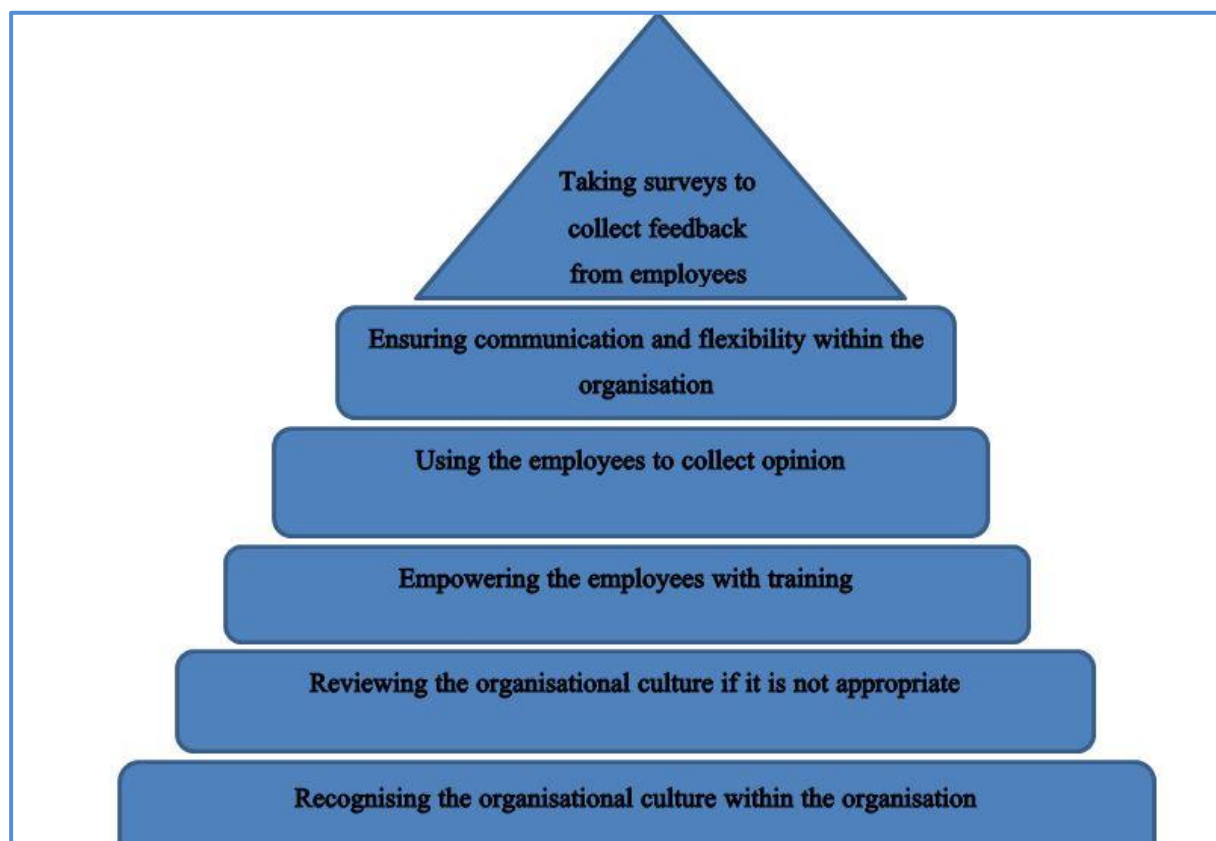


Figure 6 1: “Framework for enhancing job satisfaction through organisational culture” (Own elaboration)

The strategic framework for improving job satisfaction through organisational culture is illustrated in diagram 6.1. According to this framework, management first needs to recognize organisational culture within their organisation. In the Indian IT sector, a hierarchical organisational culture is prevalent, whereas in the UK, a supportive organisational culture exists. The Indian employees, however, are more satisfied with their jobs than those in the UK. The next step is to review the already recognized organisational culture if it is not appropriate. In the Indian IT sector, it can be seen that, even though the culture is hierarchical, they have flexible working hours, appropriate non-monetary benefits and the

employees are satisfied with this. The UK IT sector needs to incorporate flexibility and non-monetary benefits for their employees and include the necessary, appropriate communication channels as part of their organisational culture. Employees need to be allowed the appropriate training if the organisation plans to change their policies and procedures. Appropriate training enables employees to understand their culture more so that they can adapt to the culture. After receiving training, employees will be aware of their organisation's culture and this, therefore, will lead to their being satisfied at work. In addition, employers need to take the employee's opinion about training into consideration, in order to understand whether they are satisfied with it or not. The next step involves management who need to ensure communication and the flexibility of operations within their workplace. The last, effective step is to distribute surveys in order to collect feedback from the employees. As organisational culture and job satisfaction are linked, management can adopt the above-mentioned framework to help ensure that their employees are satisfied. The framework can help those organisations who want to improve their organisational culture and increase their employees' job satisfaction. Organisations need to focus on this framework, which is summarised below:

- Organisations first need to recognise and understand their organisational culture; only then will they be able to determine which changes need to be made.
- Organisations need to revise their organisational culture if it is not appropriate.
- After revising their organisational culture, the next step is to empower employees by providing them with better training, so that they understand more about the revised organisational culture.
- After providing training, organisations need to gather the opinions of their employees via employee feedback surveys.
- To ensure the job satisfaction of these employees, organisations need to ensure good in-house communication, as well as providing flexible working arrangements. When organisations ensure flexibility, this will improve the work life balance of employees, especially females who have children.
- Once the framework is established, organisations need to collect feedback from their employees in order to consider whether it works for them or whether there is anything that needs to be adjusted.

Research questions	Research outcome
Does organisational culture have any impact on occupational stress in the IT industries of India and the UK?	When considering the overall impact of organisational culture on occupational stress, it is evident that, overall, employees experience occupational stress, especially role overload, role conflict, role ambiguity and role stress. When considering the contrasting economies, the Indian IT sector employees experience more stress in terms of role conflict, role overload, role ambiguity and role stress. When considering the qualitative analysis of the UK IT sector, it is evident that this sector's employees experience role ambiguity, whereas they do not experience role overload, role conflict or role stress. According to the qualitative findings, there is an impact of organisational culture on occupational stress, mostly in the Indian IT sector. Using elaboration, it can be seen that qualitative data is used to explain or interpret quantitative data. The statistical analysis, however, shows that there is no significant impact of organisational culture on occupational stress in the Indian IT sector; but there is a relationship between organisational culture and occupational stress in the UK IT sector, and the relationship is significant. When considering the different variables of interest, it is evident that in India, organisational culture has an impact on the role ambiguity, role overload and role stress of occupational stress. Among these, organisational culture has more impact on role overload. With regard to the UK IT sector, organisational culture has an impact on role ambiguity and role overload, but it is not pronounced. Organisational culture, however, does not have an impact on role conflict and role stress.
Is there any impact of occupational stress on job satisfaction in the IT industries of India and the	The qualitative analysis shows that the Indian IT sector employees experience more job satisfaction than UK IT employees. Even if Indian IT employees do have more stress when compared with UK employees, they do, at the same

UK?	time, have more job satisfaction. With regard to the statistical analysis, this revealed that job satisfaction and occupational stress do not have any relationship with each other in either the Indian or UK IT sector. In addition, when considering the variables of interest, there is a relationship between job satisfaction, role ambiguity and role overload in the Indian IT sector. There is, however, no significant relationship between role conflict and role stress. In the case of the UK IT sector, job satisfaction, role conflict and role overload have a significant relationship.
How might a strategic framework be developed for improving the relationship between organisational culture and job satisfaction in the IT industries of India and the UK?	A strategic framework has been formulated which can be applied to the contrasting IT sectors for understanding the relationship between their organisational culture and job satisfaction. The main aspects that need to be considered are flexibility in operations and communication within organisations. In addition, gathering the opinions of the employees will help to improve the shape of the culture. If the management feels that the current organisational culture is not effective, then it should be revised. Management can arrange training for employees and can gather feedback from them. This will help them to understand more about job satisfaction by providing an improved organisational culture. Both of the contrasting economies can adopt this framework, even if Indian employees are satisfied with their jobs.

Table 6. 5: Research questions and research outcome

6.3. Implications of research for theory

This present study is important with regard to theory, as it contributes by portraying the organisational culture, job satisfaction and occupational stress of both the Indian and UK IT sectors by considering the sub-variables. In addition, the research has a significant impact on theory, as it contributes to the literature on the relationship between the organisational culture, job satisfaction and occupational stress of the Indian and UK IT sectors by considering Denison's cultural model (1990). This particular research focused on the IT

sectors of both of the contrasting economies, connecting with the four traits of Denison's cultural model, namely the consistency, mission, adaptability and involvement traits. The study also included facets of the Spector JSS Survey, along with role ambiguity, role overload, role stress and role conflict, as the important aspects of occupational stress. As it is related to the IT sector, the above elements of occupational stress basically fit in with the study. Earlier research does not consider the effects of Denison's cultural model within the IT sector. Denison's model reflects organisational culture in detail and covers employees, stakeholders, as well as the internal and external environments of the organisation. The study also helps with understanding the cultural orientation of both of the economies, and it considers improving the job satisfaction of the employees in order to reduce stress. In addition, this research has an impact upon the effects of job satisfaction on occupational stress. This research contributes to the knowledge of organisational behaviour at an international level (cross-sectional level).

This research identified that the differences in the preferred and present organisational culture of the employees can have an impact on their job commitment and turnover rate. From the research it can be understood that the employees in both of the contrasting economies have a clear vision of how their organisations will be in the future. In addition, the research included leaders, stakeholders and employees in order to understand organisational culture and how to readdress the culture to increase their organisational efficiency. The occupational stress variables are focused on the psychosocial variables of the working environment and individual aspects of the factors of the job. The results attained through this research, therefore, impacted upon all of the above-mentioned aspects of occupational stress. Moreover, these elements add more information to the existing literature regarding occupational stress.

This particular research also focussed on both qualitative and quantitative analysis, to add more relevant information to the existing literature. According to Walder (1995), employees are motivated by the leadership at their organisations; but this research revealed that UK IT sector employees do not feel motivated even when their organisation has strong leadership. This is an addition to the theory, as employees in the UK IT sector are motivated by different aspects of organisational culture. This research also impacted on the IT sector, especially when comparing the two different, contrasting economies, as both show development within their respective sectors. This study concluded that organisational culture, job satisfaction and

occupational stress do have an impact on the IT sectors of both of the contrasting economies and it also demonstrated that the findings of some researchers do not align with the IT sectors of these contrasting economies.

6.4. Implications of research for practice

The present study is important for considering the aspects of organisational culture, job satisfaction and occupational stress in the contrasting economies of India and the UK. The overall findings reveal that a relationship exists between these variables. The study contributes towards the management, human resources and, theoretically, to the respective economies, and this has added a new perspective on the IT sector of both India, as well as the UK.

The main implication of this study for management is that it concentrates on the phenomenon which helps IT sector managers in both India and the UK to improve staff retention and reduce the stress of their employees. The results of this study will help management to avoid similar types of problems, so that competitiveness can be achieved. In addition, they can enhance the effectiveness and efficiency of employees within their organisations, so that their performance improves, leading to increased job satisfaction and lower stress. Staff turnover is considered as an additional cost but this study helps with staff retention by providing job satisfaction through reducing employees' stress and providing them with an improved organisational culture. In addition, this study provides a strategic framework for the relationship between job satisfaction and organisational culture. From this, organisations can achieve an understanding of how to maintain this relationship.

This study may assist management by encouraging them to consider organisational culture more carefully and by making them aware that they need to avoid a bureaucratic culture style, such as those prevalent within the Indian IT sector. This helps to enhance employee efficiency, commitment, involvement and empowerment (Gifford et al., 2002). In addition, this study recommends following the Health and Safety Act at the workplace. Through this, the occupational health of the employees can be taken into consideration. In addition, this study reveals that when managers fail to define employees' roles, this can negatively affect an organization. In addition, the employees are silent because of their fear about future resource depletion (Ng & Feldman, 2012). As UK employees experience role ambiguity, it is essential for their managers to consider their silence, protect their resources and avoid any increase in the loss of those resources. This study provides insight for management with

regard to deciding on a culture which is suitable for their organisation because they need to consider the features of the organisation, its external environment and the constraints of values, beliefs and behaviours, especially in relation to developing countries. In addition to the above, the results of this study revealed that job stress can be decreased by the adoption of a favourable organisational culture by an organisation.

The present research also focuses on the functioning of human resources (HR), which provides a platform for identifying retention strategies in relation to human resource practices. HR professionals can analyse the reasons for occupational stress within the Indian IT sector and help to resolve it. The present research can help HR professionals to integrate techniques to reduce the occupational stress of employees with their organisation's culture and strategy. In addition, occupational stress can be reduced by HR policies and this can improve the commitment of the employees through work-life balance programmes. The present study concentrates on the importance of reducing occupational stress and improving the job satisfaction of employees through an improved organisational culture, as policy makers have little knowledge about this type of policy. This study also demonstrates how to improve occupational stress, as well as organisational culture, in order to retain employees within the sector, along with their achieving higher job satisfaction.

The present research points to the HR functioning to some extent that the results give more importance to the occupational stress. Moreover, HR departments need to consider the different aspects of organisational culture, e.g., mission, adaptability, involvement and consistency. In addition, revising the organisational culture can enhance the commitment of employees, which can lead to a reduction in occupational stress and increased levels of employee retention; thus, it can assist in the reduction of recruitment costs. HR needs to ensure that employees receive appropriate training so that they learn to manage their stress. Moreover, HR departments need to implement policies and practices, e.g., flexibility in the workplace, in order to enhance the work life balance of employees, which in turn improves job satisfaction and the commitment of staff to their organisations.

6.5. Limitations and future research directions

The present study has several limitations that could act as a platform for future research. The main limitation of the present study is the time horizon, as this study focuses on the sub-groups of the comparative analysis in one timeframe with no repetition of respondents. The views of the employees, however, might change over time. Thus, a longitudinal study design

can be considered by future researchers, where one respondent participates twice in the study at different time intervals. Even if the study is conducted using both qualitative and quantitative analysis, future researchers could investigate further by using different time intervals. It would be more exciting to view the variations using different time intervals. The study also focuses on SMEs in India, as well as in the UK, as is shown by the title of the thesis, so the findings of the study can only be applied to SMEs. Future researchers, therefore, could carry out their research by expanding the sample framework to larger organisations, so that the findings could be applied to larger organisations of the IT sector; a comparison with this study could then be carried out. Moreover, future researchers could compare different countries with developing and developed economies, and also increase the sample size. Although, the study was conducted by interview, future researchers could incorporate role play and focus groups with experts to obtain useful information; they could incorporate this method of data collection to explore hidden embedded aspects. The limitations of the study do not have any influence on the validity and reliability of the findings.

6.6. Recommendations

The present study recommends that organisations prepare their employees to deal with stressful situations. Preparing employees to deal with situations which cause stress and identifying how they react to those situations with different types of stress can be implemented as a role play. Moreover, this technique can develop employees' self-confidence because the experience will help them to resolve further challenges in different situations. In addition to the above, management can consider different strategies, such as providing workshops and seminars for creating awareness of occupational stress, which can be further developed with mentoring and coaching sessions. Moreover, management can provide short sessions with professional occupational therapists, especially in the Indian IT sector. In addition, managers could monitor their employees, as well as using periodic self-evaluation, as this would help employees to improve the knowledge of their personalities and consider their ability to deal with complex problems at the workplace. This study also proposes that organisations use a talk-to-walk approach to ensure that employees in the IT sector have direct access to their management. This channel of communication would help employees as a therapy to deal with occupational stress.

The present study also recommends that there should be different legislation associated with occupational stress in India to that in the UK; management needs to consider legislation and allow employees to act accordingly. If senior staff feels that employees are stressed, they need to conserve their resources by avoiding communication. If managers feel that employees are silent, that may be because of role overload and they try to retain their outstanding resources by adapting the most suitable way to defend. Moreover, management needs to provide training for employees, periodically, in order to manage the different types of stress at the workplace. The UK IT sector needs to include flexibility in their policies and practices at the workplace, as this will improve the job satisfaction of the employees, which in turn will lead to organisational commitment. In the case of the Indian IT sector, the management needs to implement a favourable organisational culture, to help reduce job stress. Moreover, a needs assessment should be considered as important and a contingent approach needs to be in place for increasing in as job satisfaction in developing economies. Thus, IT sectors need to focus on their relevant approaches and continue with this approach to further excel in their operations. In addition, with regard to occupational stress, management needs to promote an environment of circular learning by implementing a policy of desk-to-desk rotation. This will allow employees to be more versatile and offer them a chance to learn more about occupational stress.

6.7. Conclusion

This chapter has described the overall conclusions which were obtained from the data analysis, as well as the implications, applications and limitations of the present study and recommendations for future research. In the overall conclusion, each objective was described in detail the results of which came from the qualitative and quantitative analysis. Furthermore, this chapter focused on the implications and applications of the findings relevant to the workplace. The theoretical and practical management implications are addressed. In this way the contrasting economies can implement these findings to improve their organisational culture, their employees' job satisfaction, as well as reducing their occupational stress. Later in the chapter, the limitations of the present study and future directions are described; these will help future researchers to use this study as a platform for their research. The last section of the chapter presents the recommendations to the IT sector regarding maintaining their employees' organisational culture, job satisfaction and occupational stress.

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APPENDIX-1

RESEARCH METHODOLOGY

4.3. Research paradigm and philosophy

Johnson and Clark (2006) discussed the researchers' need to be aware of philosophical commitments when choosing a research strategy as it has an impact not only what the researcher does, but also on how they perceive what they are investigating. The process of understanding one's own research philosophy requires a particular skill of reflectivity, which is to understand more about one's own thinking and actions, and to assess one's own beliefs with the same examination that is applicable to the beliefs of others (Gouldner, 1970). The researcher needs to improve their own reflectivity, in order to shape the philosophical position and how to conduct the research (Alvesson & Skoldberg, 2000).

4.3.1. Ontology

According to the objectivist, there is only one social reality practised by all social actors. This social world is built with solid, granular and unchanging things which include important social structures into which individuals are born (Burrell & Morgan, 1979).

Nominalists consider that no reality exists in the world apart from the people who contribute to it because different people experience and perceive reality differently. However, also describes multiple realities rather than a single reality which is the same for everyone (Burrell & Morgan, 1979).

Researchers need to consider different ontological views or ways of considering social reality, including the opinion that the world, with social communications, is independent of what the researcher perceives it to be. This considers the ontological basics of research, especially in the field of physical sciences (Bitter-Davis & Parker, 1997; Gallagher, 2008). The researcher needs to consider that social reality interacts and creates meaning in their world; they also need to adapt this meaning through people's experience using different interpretation (Graue & Walsh, 1998; Byrne-Armstrong et al., 2001). Pring (2000a) researched the ways that research is informed by historical, cultural and philosophical backgrounds, and this needs to be considered clearly. Without these investigations, researchers cannot be aware of the philosophical underpinnings of the arguments that validate research processes and findings.

4.3.2. Epistemology

In the field of business and management, there are different varieties of knowledge ranging from numerical to textual and visual data, to interpretations which constitute narratives and descriptions (Saunders et al., 2012). The researchers in the field of business and management accept different types of epistemologies, including archival research and autobiographical accounts (Marti & Fernandez, 2013), narratives (Gabriel et al., 2013) and fictional literature (DeCock & Land, 2006). Epistemology mainly refers to the study of knowledge, what kind of knowledge is accessible and how the researcher can validate that knowledge.

For positivists, the nature of social reality is that administered by laws of cause and effect and that social reality patterns are constant (Crotty, 1998; Neuman, 2003; Marczyk, DeMatteo & Festinger, 2005). By using a positivist framework, knowledge can be attained through direct observation or the manipulation of the phenomena through the use of experiments (Lincoln & Guba, 2000., Guba & Lincoln, 2005; Neuman, 2003). The research associated with interpretivism is carried out in the real world, which is more natural, specific and non-manipulative. Qualitative research is considered as inductive, which means having increased validity, less generalizability and is more associated with a deeper understanding of the research problem in the wider context (Ulin, Robinson & Tolley, 2004). Moreover, positivists consider the research as the laws of cause and effect, and interpretivists consider as the meaning system that people generate as they socially interact (Neuman, 2003).

4.3.2.1. Positivism

If a researcher accepts the extreme level of a positivist position, then organisations and other social objects appear real in a similar way to physical and natural objects. When considering epistemologically, the focus of the researcher is on discovering facts which are observable and measurable, and this will lead to the creation of more meaningful data (Crotty, 1998). Positivist researchers use existing theories in order to develop hypotheses and these are tested using different statistical tests leading to further development of the theory, which can then be tested by future research. The researcher needs to be neutral and separate from their research and data, in order to avoid influencing the findings (Crotty, 1998). In addition, positivist researchers need to use a structured methodology to enable replication (Gill & Johnson, 2010).

4.3.2.2. Interpretivism

Interpretivists study new and better understandings and assumptions of social worlds and situations. They mainly concentrate on complexity by gathering what is important to their

research participants. Interpretivists concentrate on the significance of language, culture and history (Crotty, 1998) for interpreting their experiences of organisational and social worlds.

An interpretivist approach starts from the data rather than a literature-based theory or hypothesis. Researchers using an interpretivist approach consider the depth of an organisation and generally consider the observations and discussions; they mainly depend upon secondary data analysis, e.g., company documents and reports (Easterby-Smith et al., 2004). The researchers mainly consider the extensive understanding of the meaning of data analysis rather than generalising things. The interpretivist methods commonly used by researchers are ethnography, phenomenology, hermeneutics and discourse analysis for producing qualitative data. Data analysis, for this method, includes observations, in-depth interviews and text analysis (Beech, 2005).

4.3.2.3. Critical realism

Critical realist research concentrates on giving explanations of organisational events which are observable by checking the fundamental causes through which the social structures shape everyday organisational events. Hence, research related to critical realists takes the form of strong historical analysis of social and organisational structures and how they change during time (Reed, 2005).

The strong point of critical realism is that it uses different sources of data, while the weak point is that it requires a larger sample which is costly (Easterby-Smith et al., 2004). The philosophy of critical realism includes positivism. When considering critical realists, the most important consideration is a well-structured ontology (Fleetwood, 2005). Critical realists experience reality as independent and not directly through observation. Critical realists give more importance to epistemological realism when their main focus is the analysis of historical structures (Reed, 2005).

4.3.4. Methodology

Objectivists mainly recognise causal explanations and essential laws which describe the regularities in human social behaviour (Easterby-Smith et al., 1991). To attain this, the results from sufficient sample sizes are appropriate to use a hypothetico- deductive process. The methodological part mainly involves the formulation of the hypothesis which is developed from the conceptualisation of the researcher about a specific event. The hypothetico-deductive approach includes the quantitative operationalization of the concepts, which is mainly comprised of reductionism in which the problem is decreased to its tiny factors.

4.4. Quantitative versus qualitative research

Walliman (2001) identified that qualitative research is more connected with the observation of participants and unstructured in-depth interviews for discovering the feelings and motivation of the respondents and their attitudes. Moreover, qualitative research focuses on subjective understanding (Bryman, 2001) and enables actual and in-depth understanding of the research topic (Easterby-Smith et al., 2009). Hence, qualitative research gives a better understanding, knowledge and vision of a specific event by providing answers to questions of how rather than what (Miles & Huberman, 1994).

Qualitative research is used when there is little or no knowledge available of the subject that the researcher wants to know more. It is used to realise the experience of the researcher and show their opinions. Some researchers, however, argue about the use of a mixed research approach as it is significant to use both the exploratory and confirmatory methods in research (Johnson & Onwuegbuzie, 2004). When conducting quantitative research, reasoning and understanding are considered as increasingly predictable and understandable. All events are determined by one or more causes in quantitative research (Salmon, 2007). The majority of quantitative researchers identify cause and effect relationships which enable them to create probabilistic predictions and generalisations. On the other hand, qualitative researchers interpret human behaviour as dynamic and changing over time and do not generalise events.

The main difference between quantitative and qualitative research is in the form of data collection, analysis and interpretation. Quantitative research focuses on statistical results using numbers and statistical data, while qualitative research concentrates on descriptions with words and tries to understand the phenomena of natural settings. Qualitative researchers study natural settings using interpretations which give meaning to people (Denzin and Lincoln, 2000). Quantitative research uses questionnaires and surveys to collect data which is then calculated in numbers, characterised by the use of statistical analysis (Hittleman & Simon, 1997). Moreover, the quantitative researcher studies different variables arising from a sample of subjects and demonstrates the relationship between those variables using statistics, such as correlations, relative frequencies and testing of theories.

The main difference between qualitative and quantitative research includes the understanding and demonstration of the purpose of the investigation, the personal and impersonal role of the researcher, and knowledge discovered versus knowledge created (Stake, 1995). Another difference is that qualitative research is inductive and quantitative research is deductive. In quantitative research, the hypothesis is not needed to initiate the research, as inductive data

analysis is used to give a better understanding of the collaboration of mutually shaping influences and to clarify the interacting realities and experiences of the researcher and the respondents (Lincoln & Guba, 1985).

4.5. Research approaches

Easterby-Smith et al., (2008) suggest reasons for the importance of the research approach. The research approach enables the researcher to have an informed opinion of the research design, which is more about the techniques through which data collection and analysis is performed. It will help the researcher with thinking about research strategies. Knowledge of different research traditions helps the researcher to accept the research design, even though it has limitations.

4.6. Deduction

The deductive approach has different characteristics. Firstly, it is necessary to describe casual relationships between different variables. In a deductive approach, the hypothesis needs to be tested against the quantitative data. According to Gill and Johnson (2002), research uses a more structured methodology to ease replication and this is considered as the main problem for ensuring reliability. The researcher needs to follow an independent approach for what needs to be observed.

4.8. Mixed research paradigm

When using a mixed methodology it is important to understand the subjective (individual), inter-subjective (language-based, discursive, cultural), and objective (material and causal) realities of our world. Although it is important not to influence or bias what is being observed, it also is important to understand the meanings and viewpoints. In a mixed methodology, the researcher uses a mixture or combination of quantitative and qualitative methods, approaches, or concepts in a single research study or in a set of related studies. The qualitative and quantitative parts of a research study might be conducted concurrently or sequentially, in order to address a research question or a set of related questions. Researchers using a mixed methodology see positive value in both the quantitative and qualitative views of human behaviour. They view the use of only quantitative research or only qualitative research as limiting and incomplete for many research problems (Antwi & Hamza, 2015).

Kitchenham (2010) defines the use of mixed methods as a research paradigm which combines particular positivist factors of quantitative research methods with particular constructivist elements of qualitative methods of research. This approach involves pluralism

to explore the subject, so that the philosophical understanding is not limited to one paradigm of quantitative or qualitative research but extracts from both (Rossman & Wilson, 1985).

4.11.2. Longitudinal study

From the positivist side, however, this includes quasi-experimental methods and diary methods because repeated measurements are considered over time. This is, however, more connected to constructionist research, where repeated research is carried out on the same study over months or years; in ethnographic studies, the research is performed continuously in the same location (Easterby-Smith et al., 2015).

The main difference between longitudinal and cross-sectional studies is that longitudinal studies deal with data collection over a prolonged period of time, with short-term research taking place over several weeks or months; long-term research can take several years (Cohen et al., 2007).

APPENDIX- 2

Questionnaire

INTERVIEW QUESTIONS

QUESTIONS RELATED WITH ORGANISATIONAL CULTURE

1. Do you think your organisation has a characteristic management style and set of practices?
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2. (If yes) what are those management styles and practices?
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3. What is the agreement about the right and wrong ways of doing things within the organisation?
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4. How are projects coordinated by different departments of the organisation?
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5. How are you dealing with your competitors and other changes in the business environment?
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6. Is your organisation focussed on customers?
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7. (If so) do you consider the comments and recommendations from the customers and how influenced you to change your business?
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.....
8. Do you prefer long-term vision through short-term thinking?
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QUESTIONS RELATED WITH JOB SATISFACTION

9. What are the chances of being promoted at your current organisation?

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10. What support are you receiving from your supervisor?

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11. Which benefits are you receiving from your organisation?

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12. Are you satisfied with the benefits?

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13. When do you receive recognition from your current organisation?

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14. What are the methods of communication within the organisation?

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QUESTIONS RELATED WITH OCCUPATIONAL STRESS

15. Do you think you receive adequate explanation of what needs to be done? Please explain.

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16. Do you have clear, planned goals and objectives for your job? Please explain.

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17. Do you receive enough support for completing your projects?

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18. Do you feel that when you need to work very fast in order to meet your project deadlines?

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19. If so, does this make you stressful?

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20. Do you feel that working at your organisation makes it hard to spend enough time
with your family?

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21. When you are thinking about your job, do you have a tight feeling in your chest?
Please explain.

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Thank you for your cooperation

SURVEY QUESTIONNAIRE

SURVEY QUESTIONNAIRE- ANALYSIS OF THE IMPACT OF ORGANISATIONAL CULTURE ON OCCUPATIONAL STRESS: THE ROLE OF JOB SATISFACTION IN IT SMEs IN INDIA AND THE UK

This questionnaire is part of research program conducted by Sree Lekshmi Sreekumaran Nair, a DBA Student at University of Wales Trinity Saint David. This survey is to gain understanding regarding organisational culture in relation with occupational stress and the role of job satisfaction in the employees of IT sector of India and the UK.

Your survey responses will be strictly confidential and data from this research will be reported only in the aggregate. Your information will be coded and will remain confidential. Only voluntary participation is appreciated. There is no forced participation. Please make your answer by selecting the necessary box.

Gender (Please tick appropriate)

Male ☐

Female ☐

Other ☐

Age (Please tick appropriate)

20-25 ☐

26-30 ☐

31-35 ☐

36-40 ☐

41-45 ☐

46-50 ☐

Experience in IT sector (Please tick appropriate)

Less than a year ☐

1-3 years ☐

4-5 years ☐

6-8 years ☐

9-12 years ☐

13-15 years ☐

16 or above ☐

Education

Higher Secondary education ☐

Bachelors ☐

Masters ☐

Professional certification ☐

Express your opinion about following:

QUESTIONS RELATED WITH ORGANISATIONAL CULTURE

Involvement

Authority is delegated so that I can act my own

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

Decisions are made at a level where the best information is available.

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

Cooperation across different parts of the organisation is actively encouraged

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

Consistency

In the organisation I can see a characteristic management style and a distinct set of management practices

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

In the organisation I think there is a clear agreement about the right way and wrong way to do things

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

Working with someone from another part of this organisation is like working with someone from a different organisation

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

Adaptability

New and improved ways to do work are continually adopted in the organisation

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

All members in the organisation have a deep understanding of customer wants and needs

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

Learning is an important objective in my day-to-day work

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

Mission

There is a clear mission that gives meaning and direction to my work

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

The vision of the organisation creates excitement and motivation to me

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

Work is organised so that each person can see the relationship between his or her job and the goals of the organisation

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

QUESTIONS RELATED WITH JOB SATISFACTION

When I do a good job, I receive the recognition for it that I should receive.

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

Many of our rules and procedures make doing a good job difficult.

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

Communications seems good within this organisation.

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

There is a chance of reward and promotion which is not connected with performance.

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

QUESTIONS RELATED WITH OCCUPATIONAL STRESS

Role conflict

I feel certain about how much authority I have.

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

I know that I have divided my time properly.

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

Role ambiguity

I have to buck a rule or policy in order to carry out an assignment.

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

I do things that are apt to be accepted by one person and not accepted by others

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

Role overload

My job leaves me with little time to get things done.

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

I need to do more work than I can do well.

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

Role stress

Working here leaves little time for other activities.

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

I have felt fidgety or nervous as a result of my job.

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

I feel guilty when I take time off from job.

1=Strongly Disagree ☐ 2=Disagree ☐ 3= Neutral ☐ 4=Agree ☐ 5=Strongly Agree ☐

Thank you for your feedback

APPENDIX- 3

QUESTIONNAIRE ANALYSIS

QUALITATIVE ANALYSIS

A	B	C	D	E	F	G	H	I
	Respondent	Responses	Themes	Themes		Themes	Codes	
	1	Cooperation between departments	MI	CO		Cooperation	CO	
	2	Proper communication	LI	CM		Communication	CM	
	3	Clear understanding about the project	MU	CU		clear understanding	CU	
	4	Pre determined strategies	MI	ST				
	5	Vision and mission of the organisation	MU	VM		Lower Level India	LI	17
	6	Clear details about the project	MI	CU		Middle Level India	MI	15
	7	Support from the management	LI	MS		Lower Level UK	LU	17
	8	Support from the colleagues in different	LU	CS		Middle Level UK	MU	13
	9	Clear details about the project	LI	CU		Total		62
	10	Support from the management	LU	MS				
	11	Vision and mission of the organisation	LI	VM				
	12	Clear understanding about the project	MU	CU		Overall		
	13	Pre determined strategies	LI	ST		Proportion		
	14	Proper communication	LU	CM		Cooperation	11%	
	15	Support from the management	MU	MS		Communication	18%	
	16	Clear details about the project	MI	CU		clear understanding	27%	
	17	Clear understanding about the project	MU	CU		strategies	15%	
	18	Pre determined strategies	MI	ST		Vision and mission	11%	
	19	Cooperation between departments	MU	CO		Management support	6%	
	20	Vision and mission of the organisation	MU	VM		Colleague support	11%	
	21	Clear understanding about the project	LI	CU		Total	100%	
	22	Clear details about the project	LU	CU				
Q3 Agreement with right and wro Q4 Project coordination Q5 Competitors and business env Q6 Custoemr focus								

A	B	C	D	E	F	G	H
	11	Vision and mission of the organisation	LI	VM		Overall	
	12	Clear understanding about the project	MU	CU		Proportion	
	13	Pre determined strategies	LI	ST		Cooperation	11%
	14	Proper communication	LU	CM		Communication	18%
	15	Support from the management	MU	MS		clear understanding	27%
	16	Clear details about the project	MI	CU		strategies	15%
	17	Clear understanding about the project	MU	CU		Vision and mission	11%
	18	Pre determined strategies	MI	ST		Management support	6%
	19	Cooperation between departments	MU	CO		Colleague support	11%
	20	Vision and mission of the organisation	MU	VM		Total	100%
	21	Clear understanding about the project	LI	CU			
	22	Clear details about the project	LU	CU			
	23	Proper communication	LI	CM			
	24	Vision and mission of the organisation	LU	VM			
	25	Pre determined strategies	LI	ST			
	26	Clear understanding about the project	LU	CU			
	27	Cooperation between departments	LU	CO			
	28	Support from the colleagues in different	LI	CS			
	29	Clear details about the project	LU	CU		India	
	30	Proper communication	LU	CM		Proportion	
	31	Pre determined strategies	MI	ST		Cooperation	6%
	32	Clear understanding about the project	MI	CU		Communication	16%
	33	Proper communication	MU	CM		clear understanding	25%
	34	Clear details about the project	MI	CU		strategies	25%
	35	Vision and mission of the organisation	MI	VM		Vision and mission	9%

E	F	G	H	I	J	K	L	M	N	O
					strategies	ST				
					Vision and mission	VM		Overall		
Themes		Themes	Codes		Management support	MS		Statistics		
CO		Cooperation	CO		Colleague support	CS		Frequency		
CM		Communication	CM					Cooperation	7	
CU		clear understanding	CU					Communication	11	
ST								clear understanding	17	
VM		Lower Level India	LI	17				strategies	9	
CU		Middle Level India	MI	15				Vision and mission	7	
MS		Lower Level UK	LU	17				Management support	4	
CS		Middle Level UK	MU	13				Colleague support	7	
CU		Total		62				Total	62	
MS										
VM								India		
CU		Overall						Statistics		
ST		Proportion						Frequency		
CM		Cooperation	11%					Cooperation	2	
MS		Communication	18%					Communication	5	
CU		clear understanding	27%					clear understanding	8	
CU		strategies	15%					strategies	8	
ST		Vision and mission	11%					Vision and mission	3	
CO		Management support	6%					Management support	1	
VM		Colleague support	11%					Colleague support	5	
CU		Total	100%					Total	32	
CU										

QUANTITATIVE ANALYSIS

Clipboard		Font		Alignment		Number		Styles		Cells					
H13		Strongly Agree													
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
Timestamp	Gender	Age (Plea	Experienc	Education	Country o	Position i	Express y	Express y	Express y	Consisten	Consisten	Consisten	Adaptabil	Adaptabil	Adapt
2018/05/0	Female	26-30 year	4-5 years	Masters	India	Middle M	Agree	Neutral	Agree	Agree	Agree	Disagree	Strongly a	Strongly a	Strong
2018/05/0	Male	31-35 year	6-8 years	Masters	UK	Middle M	Strongly A	Agree	Agree	Strongly a	Agree	Strongly C	Strongly a	Strongly a	Strong
2018/05/0	Male	26-30 year	Less than	Masters	UK	Middle M	Disagree	Agree	Agree	Agree	Disagree	Disagree	Agree	Agree	Agree
2018/05/0	Female	20-25 year	1-3 years	Bachelors	UK	Junior sta	Disagree	Agree	Agree	Neutral	Disagree	Neutral	Agree	Neutral	Agree
2018/06/1	Male	26-30 year	4-5 years	Masters	India	Middle M	Strongly A	Agree	Agree	Agree	Strongly a	Neutral	Strongly a	Agree	Agree
2018/06/2	Male	36-40 year	9-12 years	Masters	UK	Junior sta	Strongly A	Strongly A	Strongly A	Agree	Strongly a	Agree	Neutral	Disagree	Neutr
2018/06/2	Male	20-25 year	Less than	Bachelors	UK	Junior sta	Agree	Agree	Agree	Disagree	Disagree	Neutral	Agree	Agree	Agree
2018/06/2	Male	20-25 year	1-3 years	Bachelors	UK	Junior sta	Disagree	Agree	Agree	Disagree	Disagree	Disagree	Agree	Agree	Agree
2018/06/2	Female	26-30 year	4-5 years	Masters	India	Middle M	Agree	Agree	Agree	Neutral	Strongly C	Strongly C	Strongly a	Agree	Strong
2018/06/2	Female	31-35 year	6-8 years	Bachelors	India	Middle M	Agree	Agree	Agree	Strongly C	Strongly C	Agree	Strongly a	Agree	Strong
2018/06/2	Female	26-30 year	4-5 years	Masters	UK	Middle M	Agree	Agree	Agree	Disagree	Strongly C	Strongly C	Agree	Agree	Strong
2018/06/2	Male	41-45 year	9-12 years	Bachelors	UK	Senior Ma	Strongly A	Strongly A	Strongly A	Disagree	Strongly C	Strongly C	Strongly a	Strongly a	Strong
2018/06/2	Female	36-40 year	9-12 years	Masters	India	Senior Ma	Strongly A	Strongly A	Strongly A	Neutral	Disagree	Disagree	Strongly a	Strongly a	Strong
2018/06/2	Female	41-45 year	13-15 year	Masters	UK	Senior Ma	Strongly A	Strongly A	Strongly A	Disagree	Disagree	Strongly C	Strongly a	Strongly a	Strong
2018/06/2	Female	26-30 year	4-5 years	Bachelors	UK	Junior sta	Disagree	Neutral	Agree	Disagree	Disagree	Neutral	Agree	Agree	Agree
2018/06/2	Male	31-35 year	6-8 years	Masters	India	Middle M	Neutral	Agree	Neutral	Agree	Neutral	Neutral	Agree	Neutral	Agree
2018/06/2	Male	26-30 year	1-3 years	Bachelors	India	Junior sta	Disagree	Disagree	Disagree	Agree	Agree	Agree	Neutral	Neutral	Agree
2018/06/2	Male	20-25 year	Less than	Bachelors	India	Junior sta	Strongly C	Disagree	Neutral	Disagree	Neutral	Neutral	Neutral	Neutral	Agree
2018/06/2	Female	20-25 year	Less than	Bachelors	UK	Junior sta	Strongly C	Neutral	Neutral	Agree	Agree	Neutral	Agree	Neutral	Agree
2018/06/2	Female	31-35 year	6-8 years	Bachelors	UK	Middle M	Agree	Agree	Agree	Agree	Disagree	Strongly C	Strongly a	Strongly a	Strong
2018/06/2	Female	36-40 year	9-12 years	Bachelors	UK	Middle M	Agree	Agree	Agree	Agree	Strongly C	Disagree	Agree	Agree	Agree
2018/06/2	Male	20-25 year	Less than	Higher Sei	India	Junior sta	Strongly C	Neutral	Neutral	Neutral	Agree	Neutral	Neutral	Agree	Agree

H13														
J	K	L	M	N	O	P	Q	R	S	T	U	V	W	
Express your	Consistent	Consistent	Consistent	Adaptability	Adaptability	Adaptability	Mission [1]	Mission [2]	Mission [3]	QUESTION	QUESTION	QUESTION	QUESTION	QUESTION
Agree	Agree	Agree	Disagree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree	Agree	Disagree	Agree	Agree	Agree	Strongly agree
Agree	Strongly agree	Agree	Strongly Disagree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Agree	Strongly agree	Strongly agree	Disagree	Strongly agree	Strongly agree	Strongly agree
Agree	Agree	Disagree	Disagree	Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Agree	Neutral	Disagree	Modestly agree
Agree	Neutral	Disagree	Neutral	Agree	Neutral	Agree	Agree	Neutral	Agree	Neutral	Neutral	Agree	Disagree	Modestly agree
Agree	Agree	Strongly agree	Neutral	Strongly agree	Agree	Agree	Agree	Agree	Agree	Strongly agree	Agree	Agree	Agree	Agree
Strongly Agree	Agree	Strongly agree	Agree	Neutral	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Neutral	Agree	Disagree	Modestly agree
Agree	Disagree	Disagree	Neutral	Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Neutral	Agree	Neutral	modestly agree
Agree	Disagree	Disagree	Disagree	Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Neutral	Agree	Disagree	Agree
Agree	Neutral	Strongly Disagree	Strongly Disagree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Agree	Agree	Disagree	Agree	Strongly disagree	Strongly disagree
Agree	Strongly Disagree	Strongly Disagree	Strongly Disagree	Strongly agree	Agree	Strongly agree	Strongly agree	Strongly agree	Agree	Agree	Neutral	Agree	Disagree	Strongly disagree
Agree	Disagree	Strongly Disagree	Strongly Disagree	Agree	Agree	Strongly agree	Strongly agree	Strongly agree	Agree	Agree	Disagree	Agree	Disagree	modestly agree
Strongly Agree	Disagree	Strongly Disagree	Strongly Disagree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly disagree	Strongly agree	Disagree	Disagree
Strongly Agree	Neutral	Disagree	Disagree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Neutral	Strongly agree	Disagree	Agree
Strongly Agree	Disagree	Disagree	Strongly Disagree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Strongly agree	Neutral	Agree	Strongly disagree	Agree
Agree	Disagree	Disagree	Neutral	Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Agree	Neutral	Neutral	Disagree
Neutral	Agree	Neutral	Neutral	Agree	Neutral	Agree	Agree	Neutral	Agree	Disagree	Agree	Neutral	Agree	Disagree
Disagree	Agree	Agree	Agree	Neutral	Neutral	Agree	Neutral	Agree	Agree	Strongly disagree	Strongly agree	Disagree	Agree	Agree
Neutral	Disagree	Neutral	Neutral	Neutral	Neutral	Agree	Agree	Disagree	Agree	Disagree	Agree	Neutral	Disagree	Agree
Neutral	Agree	Agree	Neutral	Agree	Neutral	Agree	Agree	Agree	Agree	Disagree	Agree	Neutral	Neutral	Strongly agree
Agree	Agree	Disagree	Strongly Disagree	Strongly agree	Strongly agree	Strongly agree	Agree	Agree	Agree	Agree	Disagree	Agree	Disagree	Agree
Agree	Agree	Strongly Disagree	Disagree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Disagree	Agree	Disagree	Disagree
Neutral	Neutral	Agree	Neutral	Neutral	Agree	Agree	Agree	Neutral	Neutral	Disagree	Agree	Disagree	Agree	Agree
Agree	Agree	Disagree	Disagree	Agree	Agree	Agree	Agree	Agree	Agree	Neutral	Neutral	Agree	Disagree	Agree

APPENDIX- 4

CONSENT LETTERS



Qubetech Integrated Marketing

C4, Level -2

Thejaswini, Technopark

Trivandrum - 695582

info@qubetechnsolutions.com

www.qubetechnsolutions.com

07-09-2017

Dear SreeLekshmiSreekumaran Nair,

RE: PERMISSION TO CONDUCT RESEARCH STUDY

With reference to the mail by SREE LEKSHMI SREEKUMARAN NAIR, a student of University of Wales Trinity Saint David, London Campus for the permission of conducting research study in our organisation based at India as well as UK. We are pleased to inform you that the management granted permission to conduct your research study in our company.

We have informed our staffs to be available to assist you in need to provide full information that make help you to prepare your research study. However it will be employees own decision to participate or not. As stated in your email, you can share your link with our HR manager for circulating the survey.

Please contact us if there is anything that we can do more for you.

Looking forward to see you

Yours Sincerely,

AJU KRISHNA VM
HR MANAGER
Qubetech Solutions



Waybeo Technology Solutions Pvt. Ltd.

TBIC 7, Level -2, Tejaswini Building, Technopark, Trivandrum, 695581.
mail@waybeo.com | www.waybeo.com | +91 471 4016020

12/10/2017

RE: PERMISSION TO CONDUCT RESEARCH STUDY

With reference to the mail by SREE LEKSHMI SREEKUMARAN NAIR, a student of University of Wales Trinity Saint David, London Campus for the permission of conducting research study in our organization. We are pleased to inform you that the management granted permission to conduct your research study in our company.

We have informed our staff to be available to assist you in need to provide full information that make help you to prepare your research study.

Please contact us if there is anything that we can do more for you.

Looking forward to see you

Thanking you

With Regards

Manu dev

HR Manager



24.08.2017

Dear Sree Lekshmi Sreekumaran Nair,

RE: PERMISSION TO CONDUCT RESEARCH STUDY

With reference to the mail by SREE LEKSHMI SREEKUMARAN NAIR, a student of University of Wales Trinity Saint David, London Campus for the permission of conducting research study in our organization based at India as well as UK. We are pleased to inform you that the management granted permission to conduct your research study in our company.

We have informed our staffs to be available to assist you in need to provide full information that make help you to prepare your research study. However, it will be employees own decision to participate or not. As stated in your email, you can share your link with our HR manager for circulating the survey.

Please contact us if there is anything that we can do more for you.

Looking forward to seeing you.

Yours sincerely

Abishek Raju



Yobitel Communications Private Limited
Director

Managing Director

RE: PERMISSION TO CONDUCT RESEARCH STUDY

With reference to the mail by SREE LEKSHMI SREEKUMARAN NAIR, a student of University of Wales Trinity Saint David, London Campus for the permission of conducting research study in our organization. We are pleased to inform you that the management granted permission to conduct your research study in our company.

We have informed our staff to be available to assist you in need to provide full information that make help you to prepare your research study.

Please contact us if there is anything that we can do more for you.

Looking forward to see you

Yours Sincerely,



Jiju Anirudhan
Manager HRM
Radiant Infotech



PERMISSION TO CONDUCT RESEARCH STUDY



S

sasi@boleyncinemas.com

Sun 17/09/2017 16:09

Sree Sreekumaran Nair (1402416); sree.lechu@gmail.com ✉



Dear Sree Lekshmi Sreekumaran Nair,

RE: PERMISSION TO CONDUCT RESEARCH STUDY

With reference to the mail by SREE LEKSHMI SREEKUMARAN NAIR, a student of University of Wales Trinity Saint David, London Campus for the permission of conducting research study in our organization. We are pleased to inform you that the management granted permission to conduct your research study in our company.

We have informed our staff to be available to assist you in need to provide full information that make help you to prepare your research study.

Please contact us if there is anything that we can do more for you.

Looking forward to see you

Yours Sincerely,
sasikumar selvan
Manager

PERMISSION TO CONDUCT RESEARCH STUDY

AP

Admin Promotion <promotion@murugantalkies.com>

Tue 10/10/2017 22:42

Sree Sreekumaran Nair (1402416); sree.07lechu@gmail.com ✉



Dear Sree Lekshmi Sreekumaran Nair,

With reference to the mail by SREE LEKSHMI SREEKUMARAN NAIR, a student of University of Wales Trinity Saint David, London Campus for the permission of conducting research study in our organization. We are pleased to inform you that the management granted permission to conduct your research study in our company located in UK and India.

We have informed our staff to be available to assist you in need to provide full information that makes help you to prepare your research study.

Please contact us if there is anything that we can do more for you.

In case of any help required in the data collection, feel free to contact our HR manager.

Looking forward to see you



ARTIN DYNAMICS
redefining intelligence

Phone: +91 471 3081451, 52 | Fax: 0471- 3081457
contactus@artindynamics.com | www.artindynamics.com

13/10/2017

RE: PERMISSION TO CONDUCT RESEARCH STUDY

With reference to the mail by **SREE LEKSHMI SREEKUMARAN NAIR**, a student of University of Wales Trinity Saint David, London Campus for the permission of conducting research study in our organization. We are pleased to inform you that the management granted permission to conduct your research study in our company (India and UK)

We have informed our staff to be available to assist you in need to provide full information that make help you to prepare your research study.

Please contact us if there is anything that we can do more for you.

Looking forward to see you

With Regards,

For ARTIN DYNAMIC CONTROLS PVT.LTD.

NITIN PRABHAKAR
Managing Director

Nitin Prabhakar

Managing Director

+91471-3081455 (O), +919562292806 (M)



ARTIN DYNAMIC CONTROLS (P) LTD.

Regd Office: 4th Floor, Nila Building, Technopark Campus, Karyavattam P O, Trivandrum, Kerala, India - 695581.