



# **Impact of Individual Trauma Response on Organizational Work Culture and Employee Well - Being - A Psychological Synopsis**

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## **Abstract**

For the growth and well-being of an individual, the environmental conditions play an important role. And when one spends more than 9 hours in a space, the intrinsics and culture plays a very important role in shaping the person's behavior, satisfaction, perception and overall well being. Hence, the internal aspects of the space and the internal nuances of the people responsible for maintaining social well being needs to be well sorted and well-brewed. When there are certain unresolved conflicts within the intrinsic aspects of the Environment, it gets triggered by various stressors it comes across. And in order to protect itself from the discomfort of the unresolved conflicts (cause), it attempts to come forth with certain measures as a shield to protect itself (fight response) which induces a work culture of toxicity and insensitivity (effect) and hampered well-being of the environment (employees). This study is done as a case study on an organization -An EdTech Company where the perspectives of both Management and employees will be taken into consideration and there would be 35 participants who have completed at least 2 months whose subjective experiences will be taken through random sampling and analysis of the data will take place

through categorisation and thematic analysis The Data presented distorted cognitive and emotional perception with regard to employees due to unpleasant non - cooperative experiences from employees because of which certain strict, authoritative measures were taken to protect self from perceived threat (employees) i.e. negative automatic thoughts. These measures caused exploitative and bureaucratic (mechanistic) work culture as it affected employees' well-being where there was no professional or skill growth, extremely low pay scale, leading towards lack of respect and recognition, distorted work life balance and threat to safety leading towards deteriorated performance, low motivation and lowered retention rates. The main objective is to study the impact of one's intrinsic aspects on the entire social environment, create awareness and create a more safe, empathetic and healthy environment where appreciation, recognition and respect is given due consideration

*Keywords: Fight Response, Cause and Effect, Perceived threat, Mechanistic, professional growth, low pay scale, lack of respect and recognition, distorted work life balance, low motivation, low retention*

## CHAPTER I

### Introduction

For the growth of any individual, the environment plays an important role in shaping and developing the potentials and skills of an individual. The structure and the culture of the Organisation determines the overall productivity and skill efficiency of an individual. Hence, a mutual agreement, understanding, peace and harmony needs to be maintained between the environment and individual. Any kind of internal conflicts (perceived threat) being highly possessed by either of the two parties would result in disorientation and disharmony within the culture of the environment and the individuals residing in it leading towards non attainment of the shared goals. This study reveals how one body which attempts to protect its needs (power and self esteem which seemed to be under threat) triggered by stimulus (another body) caused by negative core beliefs created a mechanistic culture of extreme rules and regulations, centralized decision making, stringent hierarchy and specific job roles and delinquent causes on employees' well-being. Since these effects of the fight response used as survival mechanism had been unhealthy and created hindrance in attainment of organizational goals, it is thus the problem identified in the research. Through this research, an attempt to rectify this problem is made by observing how a safe and healthy workspace shall be created both at an individual level and organizational level in order to create a balance between the organization and the employees in order to help both the Management and the employees to coexist in peace and harmony by throwing light onto the internal belief system which becomes the root cause of a disharmonious environment.

## CHAPTER II

### Rationale of the Study

When one has an aim to achieve a larger goal, it is crucial to keep a check on the culture which it provides to its environment where it operates to achieve the goals. Certain outcomes which come as a result of the conflictual internal nuances and concerns of the body (organization which govern the culture) are <sup>1</sup>Employee Turnover, Lowered retention Rates does affect the Organisation from reaching its set goals (Gverebie, 2010). Happiness affects one's perceptions, interpretation and appraisals being provided and to maximize it, it is important for the organizations to create a supportive environment. The main reasons why skilled employees leave the organizations are due to <sup>2</sup>lack of appreciation, respect and recognition, poor relations with managers, lack of connectedness with the organization (Muteswa & Ortlepp, 2011). Compensation and benefit packages may also be indicators of employee retention, but work environment and culture likewise have a great bearing on whether or not an employee remains with an organization. And these benefits are not been provided due to certain unresolved conflicts which hinders them in providing optimal functioning. In order to bridge the gap between the employees and management (stemming from lowered employee retention rate), it is important to understand the internal nuances of the Management Operations which helps in understanding the layers of the roots of the problem which is reflected in the culture.

### Research Problem

- 1.) Toxic Work Culture and deteriorated well being of employees is a **response** to protect self from **perceived threat** triggered by the present stimulus **caused by challenged core beliefs (strict schemas)** due to past unpleasant experiences
- 2.) The very fight response in the form of toxic Organizational and delinquent consequences on employees well-being such as deteriorated performance, low Motivation, lowered retention rates has been unhealthy and non attainment of organizational goals

<sup>1</sup> Gbervbie, D.E. Strategies for Employee Recruitment, Retention and Performance (2010)

<sup>2</sup> Muteswa & Ortlepp, Contributing factors to potential turnover in a sample of South African management-level employees (2011)

## Objectives/Significance of the Study

- 1.) To understand the cause and effect of an individual's internal conflict on the entire environment i.e. work culture and its employees well-being
- 2.) To understand that Toxic Organizational culture is used to protect self from perceived threat as its survival mechanism caused by challenged stringent core beliefs
- 3.) To create a more healthy and safe workspace with empathy in order to reduce the hampered employees well-being and toxic work culture which is unhealthy and leads towards hindrance in achievement of organizational goals (which occurs through reduced employee retention rates)

## Hypothesis

**H1:** Unpleasant Past Experiences with environment (employees) challenges certain set stringent **schemas** or **core beliefs** in the subconscious mind which causes the safety (basic need) of the individual under threat (perceived negative automatic thoughts) when triggered by a stimulus (employees)

**H2:** One would sort out to either fight (putting heavy restrictions, toxicity, violence, frustration) or flight response (running away) or freeze (shut down or numb) as a <sup>3</sup>**survival mechanism** to protect self from the perceived threat

**H3:** Hampered well-being and toxic work culture of the environment (well-being) is an effect of the fight response (trauma) to deal with the perceived threat (cause) triggered by a stimulus (employees) turns out to be unhealthy and encourages non attainment of organizational goals

## Research Question

- 1.) Does the Organizational culture have an impact on the individual well being of the employees?
- 2.) Can toxicity and an unhealthy workspace environment become a coping mechanism to protect oneself from a perceived threat caused by negative core belief due to unpleasant past experiences?

<sup>3</sup>Front Neurosci (2015) The ecology of human fear: survival optimization and the nervous system

Cause : Unresolved Traumatic conflicts. Effect: Toxic Work Environment, interpersonal conflicts

## CHAPTER III

### Review of Literature

An Organisation's culture - consisting of its beliefs, structure shaped by factors like the Organizational views, perception, its industrial position has a detrimental effect on its employees' performance and overall well being. The relationship between the organization and the employees' stress, productivity, enjoyment and quality of life. Such knowledge becomes crucial in providing insights to help organizations revisit their existing policies, perceptions and foster skills and competencies to increase leadership.

A work environment can be considered as a multi dimensional system, rooted in the beliefs, rules and values held by Organizational Culture can be viewed by an organization personality - the glue that holds a workplace together which either leads to Organizational success or ineffective practices ( Denison, 1996; Goffee & Jones, 1996). The way the employees perceive the work environment, the organizational structure influences health, enjoyment and quality of life (Hellriegel & Slocum, 1974). Over the past four decades, there has been increased interest in research on dimensions of organizational structure, however there are still gaps in the literature pertaining to the relationships between various employee characteristics such as gender. Organizational culture is a set of beliefs, rules, values that provides cues on how members of an organization should behave (Deal & Kennedy, 2000; Schein, 1984; Trevino & Nelson, 1999). Workplace values are frequently shaped by organizational members and tend to be implemented and followed by a majority of employees (Schein, 1984). Organizational culture acts as a medium or a source which influences how an employee thinks, acts, performs a particular task and how resources are utilized and allocated ( Lok & Crawford, 2004). Organizational culture is dynamic, varying factors based on management beliefs, experiences, national culture, industrial position (Lok & Crawford, 2004)

Workplace well-being has been impacting employee's overall well being (Money et.al). Well being is the experience of frequent, mildly pleasant emotions, the relative absence of unpleasant feelings and a general feeling of satisfaction with one's life (Biswas -Diener & Dean, 2007). According to Wright (2006), job satisfaction became



the most commonly used measure for job happiness. The organizational culture encompasses the environment of a company that includes social relations with management and colleagues in terms of trust and a sense of appreciation (Zak, 2017; Gibson et al., 2020). Sense of appreciation is the validation one feels within the organization in the form of praise and recognition.

In the mid 2000s, positive organizational behavior (POB) describes the positive constructs that exist within organizations that produce job satisfaction, commitment, job happiness and prosocial behaviors. According to Meyers & Diener (1995), work adds a sense of belonging to a group, cultivating their social identity. Emotional well being was identified as stability, coping ability, happiness, confidence and empathy and emphasized a need for promoting a sense of belongingness (Coverdale & Long, 2015)

In a recent study, formal organizational performance appraisals were highly correlated with job happiness and organizational commitment (Youssef & Luthans, 2007). Fisher recommends that organizations that wish to improve happiness at work provide recognition to employees (Fisher, 2010).

A meta analysis done on employees' global satisfaction with a company and feeling recognised. (Harter et.al. 2010). The importance of feeling appreciated cannot be understated for an employee. A significant correlation was found between work and satisfaction with reward and recognition and impact on employee motivation (Danish & Usman, 2010). Therefore, if recognition is increased , motivation is increased.<sup>4</sup>

According to Danish and Usman (2010), if motivation is increased, so is performance and the best performance was found with committed employees and was achieved only through employee motivation. Organizational commitment increases employee performance, enhances loyalty to the organization, reduces stress and promotes happiness at work (Sadoughi & Ebrahimi, 2015)

<sup>4</sup> Danish. R.Q., & Usman, A. (2010). *Impact of reward and recognition on Job Satisfaction and Motivation*. Empirical Study from Pakistan

## Operational Definitions of Variables

<sup>5</sup>Trauma Response: It is a state of mind where a severe painful emotional response is given to a stimulus (perceived threat) as a survival mechanism after being exposed to unpleasant past experiences. These responses are given when an individual's ability to cope up with different emotions, feelings of helplessness, sense of self after being exposed to an unpleasant experience in

<sup>6</sup>Organizational Culture: A climate of a particular environment (larger in nature) which is formed through certain thoughts, beliefs, emotions, perceptions and motivation

<sup>7</sup>Employee Well-Being: It denotes the holistic growth, status and development of an employee or worker who contributes his skills and expertise in terms of Physical, Psychological, Social and Financial Spheres




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<sup>5</sup>Trauma Informed Care in Behavioral Sciences - SMHS

<sup>6</sup>Robbins (2013) Organizational Behavior -15th Edition

<sup>7</sup>Waida (2021) What is Employee Well-Being and Why Does it Matter?

## CHAPTER IV

### Theoretical Orientation

#### ABC Component of Cognitive Behavioral Theory

**Core Beliefs or scheme:** It consists of one's picture of leading an ideal life consisting of values, attitudes. It becomes negative and stringent when one learns them through certain unpleasant childhood/past experiences. For example: I need to be known, powerful and be a giant player etc.

**Automatic/Negative Thoughts:** Automatic Negative Thoughts (ANTs) are involuntary negative perceptions of reality that occur habitually. They can be difficult to recognize because they are fleeting and cause negative emotions to occur.

**Intermediate Thoughts:** It includes shoulds and musts which an individual needs to follow in order to keep the negatively attacked core belief in order and to cope up with the negative automatic thoughts. It's a conscious attempt made to preserve the individual from being flared up with negative automatic thoughts and to keep their core beliefs under control and safe when attacked. These thoughts lead towards a behavior or action (visible to the world) in the form of fight (action), flight (running away), freeze (being still). For example: I need to be at service and please others in order to be accepted or I need to be more strict and aggressive in order to make sure I reach my goal and be secure.

#### Theory X (Constant Theory of Motivation)

This theory represents the assumptions which the management has for its employees. And they are as follows:

- 1.) Employees can never do any work. They are always lazy
- 2.) A sense of coercion and force needs to be applied on the employees
- 3.) Employees do not have a sense of responsibility
- 4.) Employees are more inclined towards their personal goals and aim to achieve the same



## Autocratic Leadership

<sup>8</sup>Autocratic Leaders keep the decision making authority and control in their own hands and assume full responsibility for all actions. Also, they structure the entire work situation in their own way and expect the workers to follow their orders and tolerate no deviation from their orders. The subordinates are required to implement instructions of their leaders without question. They are entirely dependent on their leader and the output suffers in the absence of the leader.

Organizations which follow such leadership fear they might lose their power and control(basic needs) if the subordinates fail to comply. Hence they use coercive power. The **coercive power** base depends on fear of the negative results from failing to comply. It rests on the application, or the threat of application, of physical sanctions such as the infliction of pain, frustration through restriction of movement, or the controlling by force of basic physiological or safety needs.

At the organizational level, A has coercive power over B if A can dismiss, suspend, or demote B, assuming B values his or her job. If A can assign B work activities B finds unpleasant, or treat B in a manner B finds embarrassing, A possesses coercive power over B. Coercive power can also come from withholding key information. People in an organization who have data or knowledge others need can make those others dependent on them.

Such organizations become <sup>9</sup>machinery bureaucracy (Mitzberg, 1992) with clearly defined hierarchy, well defined area of operations, standard operating procedures, proper rules and regulations, well defined division of labor, formal relationships among the members of the organization, centralized decision making, technical competence and standardization of work.

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<sup>8</sup> Robbins (2013) Organizational Behavior -15th Edition

<sup>9</sup> Robbins (2013) Organizational Behavior -15th Edition

## Marxist Perspective

This view looks at the nature of the capitalist society where there is a fundamental division of interests between capital and labor and sees workplace relations against this background. This perspective sees inequalities of power and economic wealth as having their roots in the nature of the capitalist economic system

## Polyvagal Theory

This is a neuro-scientific theory which suggests a response to a particular stressor in three different ways based on the three neurological stages.

a.) Vegal : This is a neurological stage where the individual feels more safe and social. In this stage, the individual considers every potential stressor providing a learning opportunity and hence deals effectively with the stressors by fulfilling its demands without compromising its own safety (as amygdala - the emotional brain detects safety)

b.) <sup>10</sup>Sympathetic: Where the individual attempts to consider the stressor as extremely harmful and threatening to such a point that it considers itself to be in a dangerous situation and struggles to survive (as perceived by amygdala i.e. emotional brain). In order to help self to survive, it undergoes certain neurological stages either fights (attacks) or flights (run away or completely back off),

c.) Dorsa Vegal: This is the third stage where one freezes off where one shuts down itself and feels numb. This stage occurs when one is unable to detect where a particular stimulus is a threat or a safe space particularly or in other words, (amygdala) is unable to detect whether it is safe or under threat due to stimulus overload

When any of these responses ( fight/ flight/freeze) are recurrently provided as a survival mechanism for protection of self from perceived threat (negative automatic thoughts) or overactivation of amygdala - (fear circuit) and caused by challenged core belief when triggered by a stimulus, it becomes a trauma response.

<sup>10</sup> Porges S & Dana Deb (2021) *Clinical Applications in Polyvagal Theory in Trauma, Emergence of Polyvagal Informed Therapies* (Norton Series on Interpersonal Neurobiology).

## Psychoanalysis

The theory of <sup>11</sup>Psychoanalysis suggests that one's behavior and perception of a situation is determined by the interplay of the three levels of the mind and it profoundly changes based on various past experiences or particularly childhood experiences. The three levels of mind are as follows:

**Unconscious Mind:** This consists of one's needs such as the need for thirst, hunger, sex, power, recognition etc. When this mind gets attacked, negative automatic thoughts come into existence

**Subconscious Mind:** This level of mind is based on morality principle (**schemas or mental cues** present through learning) which becomes the core aspect of human perception. It alerts the unconscious mind about a particular stressor. When this particular mind gets attacked or challenged, it directs the unconscious mind to perceive the stressor in a similar manner

**Conscious Mind:** This level of the mind makes a decision and comes to a conclusion as to what concrete step needs to be taken in order to create a balance between all the three levels and between self and environment. When there is a conflict between the three levels of mind due to excessive pressure and dominance exerted by level of mind, it results in anxiety and behavioral issues such as frustration, violence etc. These conflicts occur when one level of the mind considers itself to be under threat and unsafe (by being triggered by a stimulus which gets alerted by the subconscious mind), it creates a havoc leading towards an action by the conscious mind to protect the needs of the unconscious mind. It ends up taking up a healthy defense mechanism (through peaceful negotiations, agreements). And on the other hand, it takes up an unhealthy mechanism where the following aspects goes beyond a certain point such as getting anxious, fearful (freeze or frown) goes low in motivation, absenteeism (flight mode) mood swings, frustrated, sort to violence and other harmful activities (fight mode)

<sup>11</sup> Psychoanalysis - S. Freud ( ) The Power of Psychoanalysis

## Maslow's Need Hierarchy

According to <sup>12</sup>Maslow, there are certain needs which humans possess which serves as a motivating factor or drive to engage in a particular task and portray or engage in certain actions. There are five levels of needs and humans can move from one level to the other. 1. **Physical needs:** Food, water, shelter, clothes etc. 2. **Sense of safety:** In order for one to prosper and make meaning, one would attempt to make oneself feel safe and engage in activities which help them in fulfilling this need. 3. **Sense of Belongingness:** This is a need where one attempts to seek togetherness, warmth, love, brotherhood and respect from the environment. It is a process where one seeks validation and approval from the social connections and networks around. Hence, people attempt to engage in activities which help them to fulfill this need. 4. **Self Esteem:** This includes one's perception about one's own attributes, worth, skills and capabilities. Hence, a person engages in activities to make sure that they fulfill this particular need. 5. **Self Actualisation:** This is a need where one is aware of one's own potential and capabilities and is the ultimate pursuit of seeking purpose and meaning in life.

## Herzberg Two Factor Hygiene Motivation Theory

This theory suggests there are two types of motivation which makes an individual engages in certain tasks and involves themselves in the same and the two types are:

<sup>13</sup>**Intrinsic:** This is a kind of a motivation which comes from within where an individual has certain aspirations, goals, milestones to achieve which drives them from within to take part in certain tasks and activities irrespective of the external situation. Example: Achievement, Growth, Responsibility, Advancement

**Extrinsic:** It's where an individual's motivation is highly driven from the external environment. What the environment has in store drives the individual to engage in activities and tasks such as Salary, Benefits, Job Security, Work Environment

<sup>12</sup> Robbins (2013) Organizational Behavior -15th Edition

<sup>13</sup> Robbins (2013) Organizational Behavior -15th Edition

This theory concludes:

Individuals who are intrinsically motivated are high in job satisfaction

Individuals who are extrinsically motivated are low in job satisfaction

### **Operant Conditioning Theory - Behaviorism**

According to Skinner, certain stimuli need to be induced in order to attain, sustain or reinforce a desirable behavior.

And in order to achieve this goal, Operant Conditioning constitutes two aspects: Reinforcement (Positive and Negative), Punishment (Positive and Negative)

#### <sup>14</sup>**Reinforcement**

**Positive Reinforcement:** This reinforcement is used to elicit or increase a desirable response

**Negative Reinforcement:** This reinforcement is used where a stimulus is induced in order to prevent an undesirable behavior which is likely to happen

Punishment:

**Positive Punishment:** A new negative event or condition when an individual exhibits its performance or behaviors which is undesirable

**Negative Punishment:** A negative punishment occurs when an already existing privilege is removed in response to behavior which is highly undesirable is exhibited

#### **Emotional Well-Being**

<sup>15</sup>Emotional well-being (EWB) is also another conceptualization of happiness. EWB supports the eudaimonism philosophy that consists of one's life having a sense of meaning and purpose, the pursuit of excellence and intense involvement in activities (Wateman, 1993). Later, EWB was incorporated with Maslow's self-actualization explaining psychological well-being to include

<sup>14</sup> Reinforcement - Skinner (1937)) Operant Conditioning

<sup>15</sup> Ryff, C.D., Keyes, C.L.M., & Hughes, D.L. (2003), Status Inequalities, Perceived Discrimination, Eudaimonic Well-Being



self acceptance, positive relations with others, autonomy, environmental mastery, purpose in life and personal growth (Ryff et.al., 2003)

## CHAPTER V

### Research Methodology

The Research has been conducted through a Mixed Approach where Quantitative and Qualitative Analysis will be done. The questions pertaining to Quantitative Research would be covering certain sub-topics and parameters of Job Satisfaction and divided into four parts such as: <sup>16</sup>**Professional Skills Enhancement and Growth, Rewards and Recognition, Work - Life Balance and Job Safety and Security**. The tool used for the Research has been curated and formed by taking Job Diagnostic Survey into account (partially)

In terms of Qualitative Research, a Thematic Analysis Approach has been used through focusing on a Case Study (focusing on a corporate sector which has been in the industry for the past 12 years) has been used. Experiences/Testimonials of both the management and the employees have been taken where a detailed analysis of their statements and experiences has been made. This has been conducted through semi- structured Interviews of each participant to get more authentic and unskewed responses pertaining to an individual's raw emotions and experiences and avoid socially desirable responses

### Target Population

The study is a Mixed Approach based on a Case Study on an Organization which has been an EdTech Company providing Career counseling Sessions and Guidance in a Metropolitan city. The study has been conducted on 35 employees of age group using random sampling and it has been conducted through questionnaires and one-on one interviews

<sup>16</sup> Professional Skills Growth and Productivity, Rewards and Recognition, Work - Life Balance and Job Safety and Security

## **Inclusion Criteria**

- 1.) Employees who have completed at least two months in the Organisation
- 2.) Employees who are above 18 years
- 3.) Employees who are working in the corporate sector

## **Exclusion Criteria**

- 1.) Employees who have completed less than a month in the Organisation

## **Procedure**

- 1.) A list of all the employees were taken out along with the people of the Management as well after approaching them
- 2.) And then, the data collection took place in a hybrid mode where a google form was sent stating the introduction of the researcher and the research been made and a face to face interview (semi structured) was taken for those with language differences
- 3.) Instructions related to the maintenance of confidentiality, assurance of anonymity and encouraging the participants to give the first response coming into their minds, curbing the possibility of socially desirable responses and non-judgement from the researcher's side and the contact details (preferably the email id of the researcher for any doubts) had been conveyed.
- 4.) After that, the consent of the participants had been taken followed by asking questions (both objective and subjective) mentioned in the questionnaire
- 5.) And towards the end, the participants had been given an option whether they would want to have a copy of their responses via e-mail or not.

## CHAPTER VI

**Data Analysis and Discussion**

The Data would be analyzed by drawing conclusions through Bar Graphs created and taking the mean average of each section to get the precise results of the findings made followed by a discussion where certain correlations have been made different each section which analyzes the level of employee well-being. The discussion consists of a detailed analysis of the statements given by the respondents as well

Educational Qualification  
35 responses

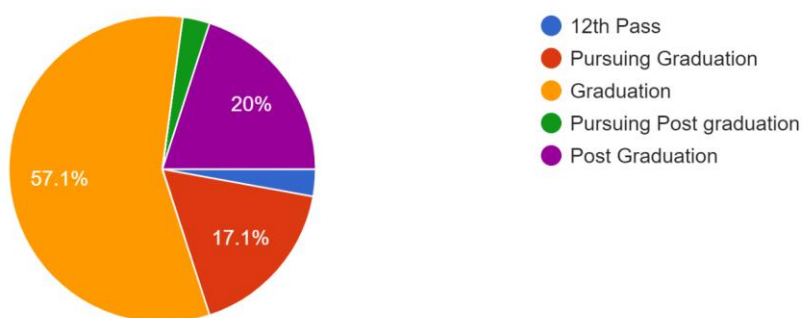


Figure 1.1

57.% employees pursuing graduation, 20% employees completed post graduation, 7.% employees pursuing graduation

## Age

35 responses

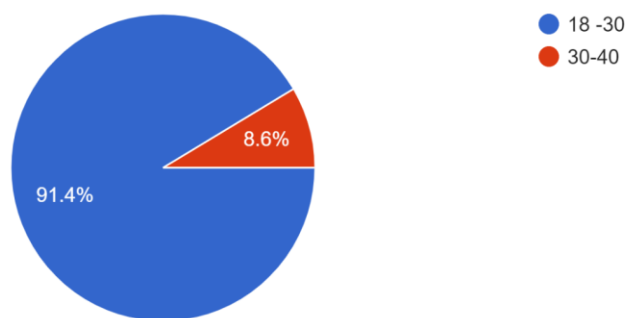


Figure 1.2

19.4% Employees are between the age group 8-30  
8.6% employees are between age group 30-40

## Amount of Time Completed

35 responses

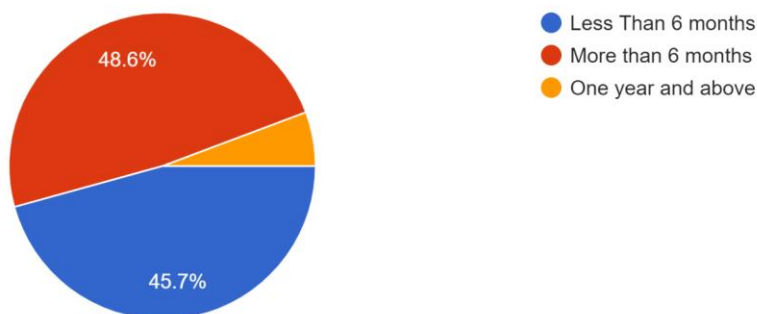


Figure 1.3

45.7% employees worked less than 6 months  
48.6% employees worked more than 6 months -1 year

## Please mention Salary Range

35 responses

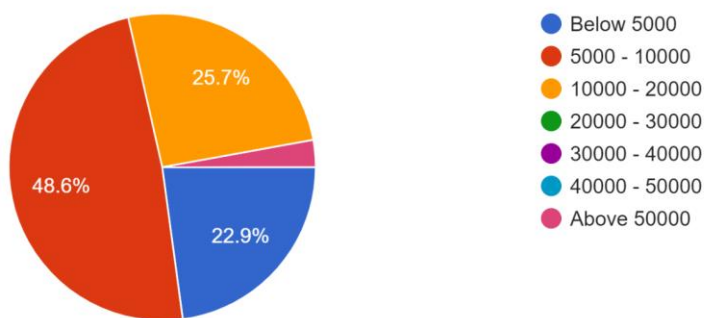


Figure 1.4

48.6% employees reported salary between 5000 - 10000, 25.7% employees reported salary between 10000 - 20000, 22.9% employees salary below 5000 INR

## Do you think your Workforce is motivated enough and deliver work without any havoc?

2 responses

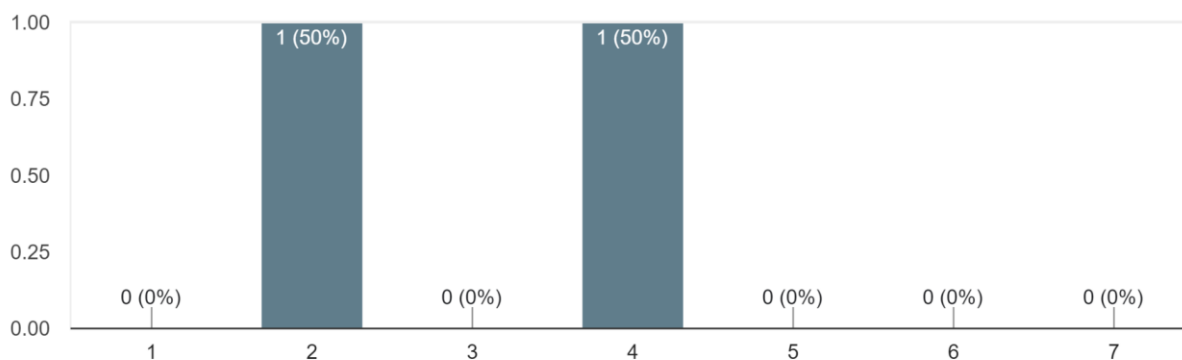


Figure 2.1

50% employees - Disagree, 50% - Neutral



Do you think the employees exhibit loyalty and work towards the well-being of the Organisation?

2 responses

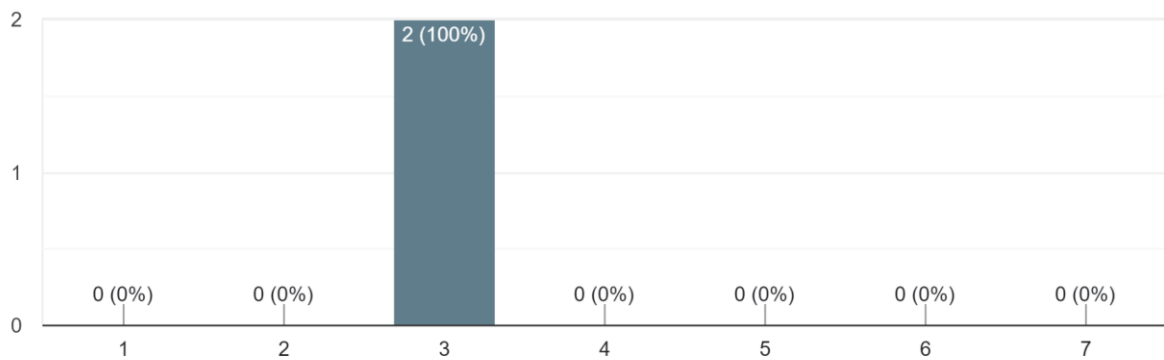


Figure 2.2

*100% believe employees are not loyal and enthusiastic for the growth and well-being of the organization*

Do you think the employees can be trusted for the growth of the organization as soon as they are recruited?

2 responses

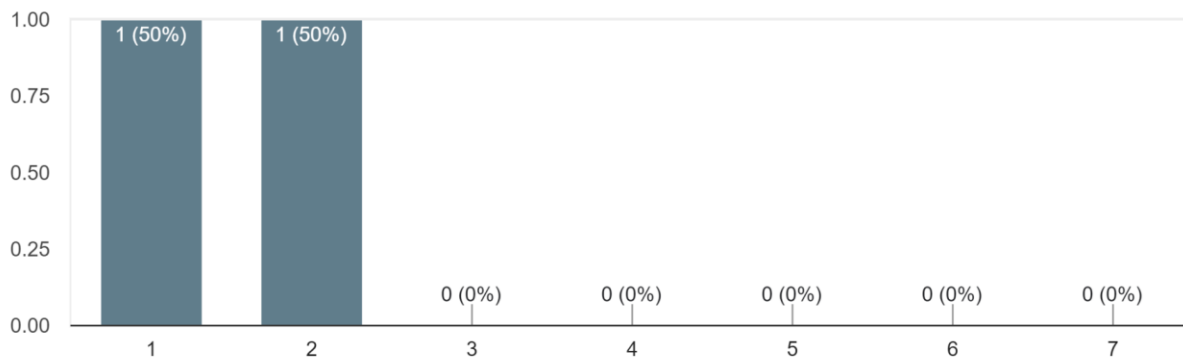


Figure 2.3

*Strongly Disagree - 50%, Disagree - 50%*

## Section 1: Skill Enhancement and Growth

The Organization does give me a space for growth and productivity  
35 responses

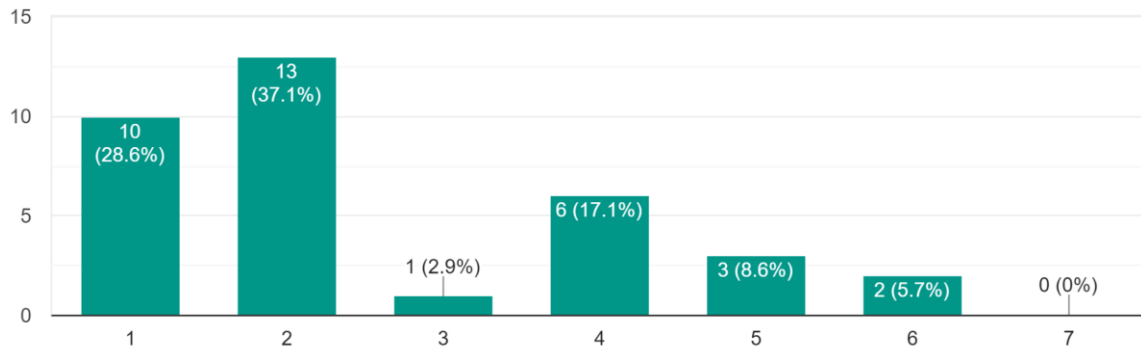


Figure 3.1

Strongly Disagree -28.9%, Disagree- 37.1%, Somewhat Disagree -2.9% Somewhat Agree- 17.1%, Agree - 5.7%

85.7% employees reported the organization does not provide any scope for skills growth and enhancement

The Organization allows me to work with Technical aspects i.e. using the skills and expertise with which I am trained with

35 responses

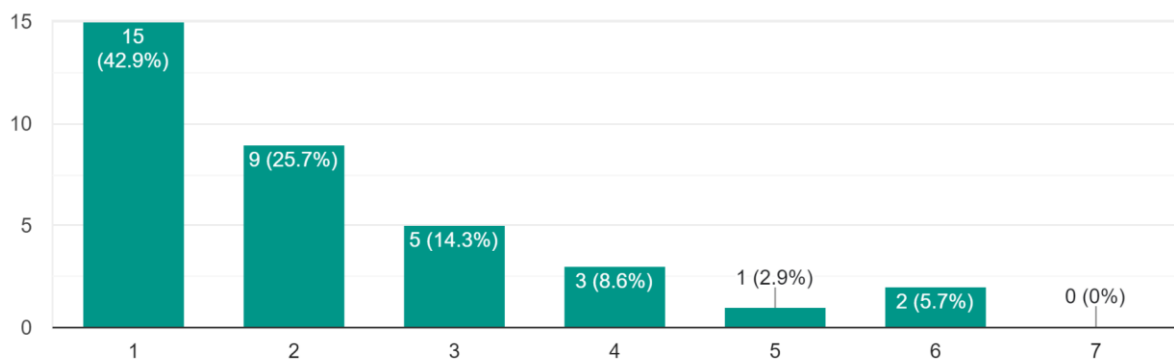


Figure 3.2

*Strongly Disagree -42.9%, Disagree- 25.7%, Somewhat Disagree -14.3%, Neutral- 8.6% Somewhat Agree- 2.9%, Agree - 5.7%*

87.4% employees reported they are not able to make use of the technical skills and expertise of their professions for the growth of the organization

The Organization gives me enough space to provide opinions/suggestions pertaining to your Profession  
35 responses

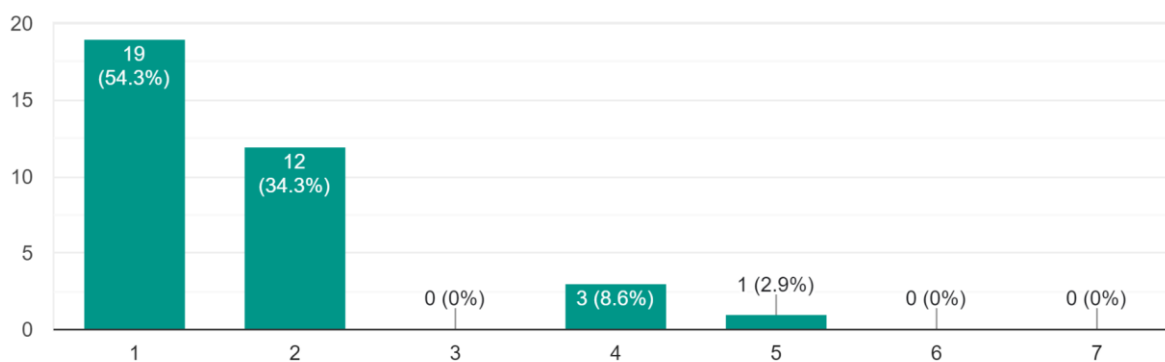
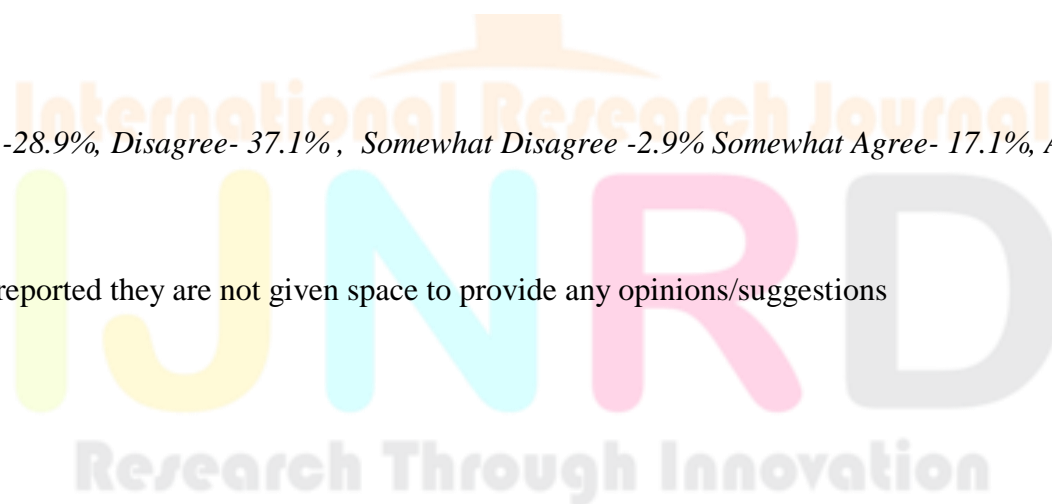


Figure 3.3

*Strongly Disagree -28.9%, Disagree- 37.1%, Somewhat Disagree -2.9% Somewhat Agree- 17.1%, Agree - 5.7%*

93.3% employees reported they are not given space to provide any opinions/suggestions



## This job helps me use variety of skills and expertise

35 responses

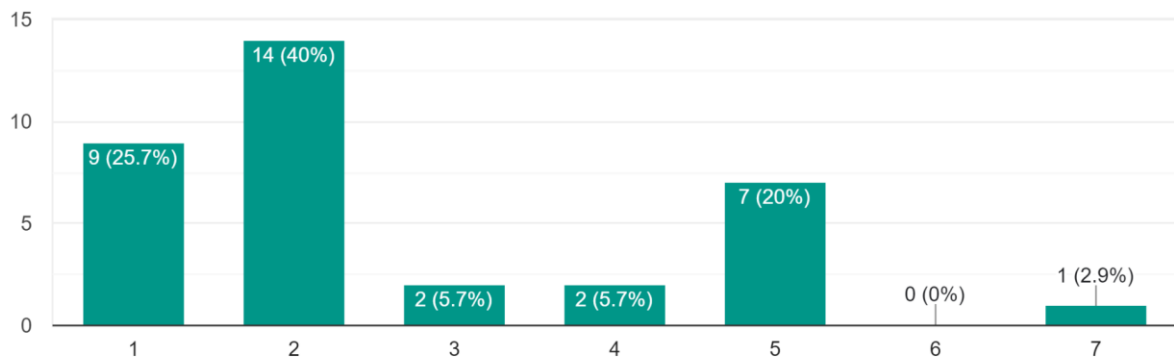


Figure 3.4

Strongly Disagree - 25.7%, Disagree - 40%, Somewhat Disagree - 5.7%, Neutral - 5.7%, Somewhat Agree - 20%, Strongly Agree - 2.9% 74.9% employees disagrees that the job uses variety of skills and expertise

## The Managers/Supervisors do give me constructive feedback and encourage me to work

35 responses

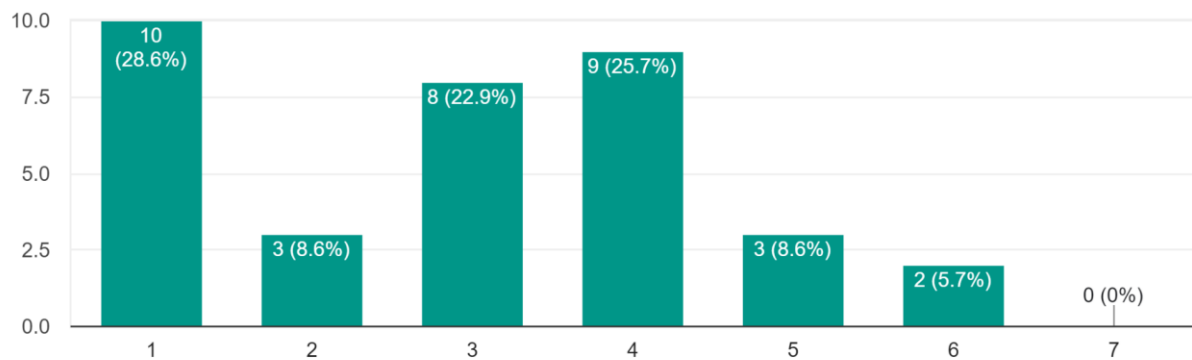


Figure 3.5

Strongly Disagree - 28.6%, Disagree - 8.6%, Somewhat Disagree - 22.9%, Neutral - 25.7%, Somewhat Agree - 8.6%, Agree - 5.7%

63.1% employees have reported the Managers do not give constructive feedback or provide any guidance or supervision

Table 1

Mean Average of Dependant Variable: Professional Skill Enhancement and Growth (Well-being of Employees)

	Negatively Skewed Responses		Positively Skewed Responses
	37.1		8.6
	2.9		5.7
SubTotal Average	85.7		32.9
	42.9		8.6
	25.7		2.9
	14.3		5.7
Sub Total Average	87.04		18.6
	54.3		2.9
	34.3		0
	0		0
Sub Total Average	93.3		3.04
	25.7		0
	40		20
	5.7		2.9
Sub Total Average	74.9		24.4
	28.6		8.6
	8.6		5.7
	22.9		0



Sub Average	Total	63.1		15.1
Grand Total		404.4		94.4
Dependant Variable Average	Mean	80.8		18.8
<i>Sum of Negative Skewed Professional Skill Enhancement and Growth- 80.8</i>				
<i>Sum of Positive Skewed Professional Skill Enhancement and Growth - 18.8</i>				
<i>N=5</i>				

## Section 2: Rewards and Recognition

The Organization does provide me the Pay which I deserve

35 responses

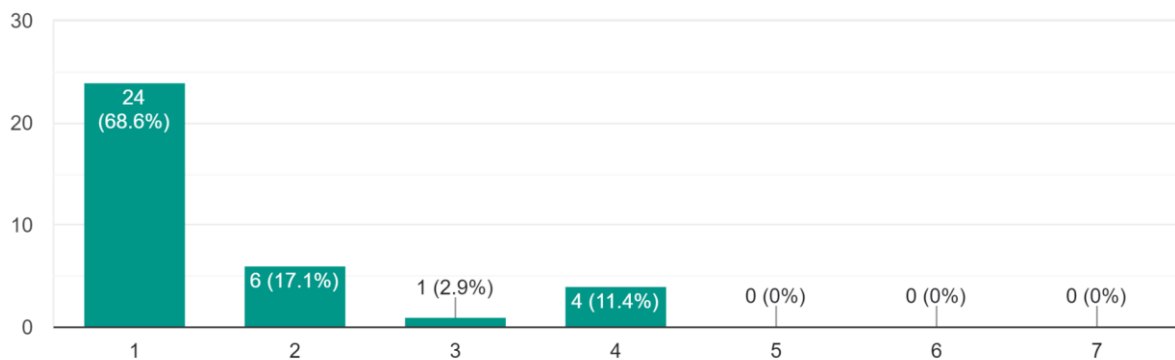


Figure 4.1

Strongly Disagree -68.6%, Disagree-17.1%, Somewhat Disagree -2.9%, Neutral -11.4%,

93.3% employees reported they are not paid the amount they deserve by the Organisation

Most of the things I do are trivial and not what was mentioned in the agreement

35 responses

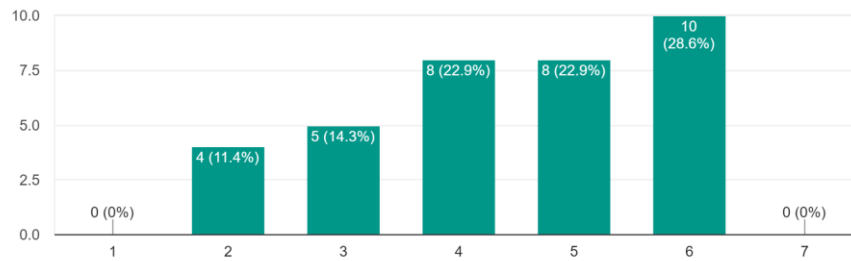


Figure 4.2

*Disagree-11.4%, Somewhat Disagree -14.3%, Neutral- 22.9%, Somewhat Agree - 22.9%, Agree -28.6%*

54.7% employees reported they are made to do work which is beyond what is mentioned in the agreement

Most of the times, I feel unhappy and discontent when I perform poorly in work

35 responses

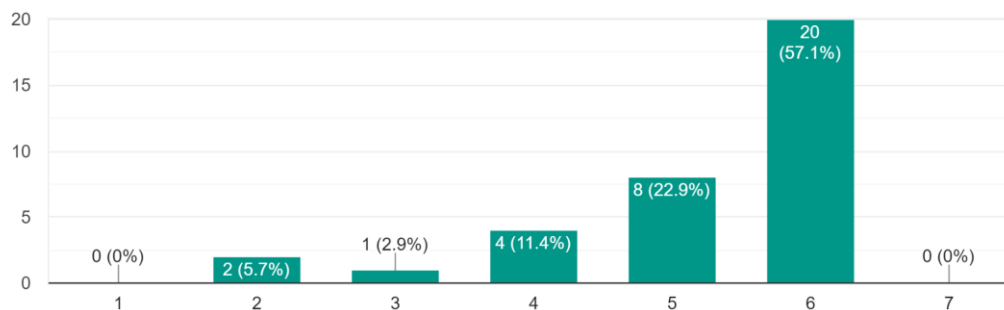


Figure 4.3

*Disagree -5.7%, Somewhat Disagree-2.9%, Neutral-11.4%, Somewhat Agree -22.9%, Agree - 57.1%*

84% employees reported they feel unhappy and discontent while performing poorly at work

I often feel quitting the job  
35 responses

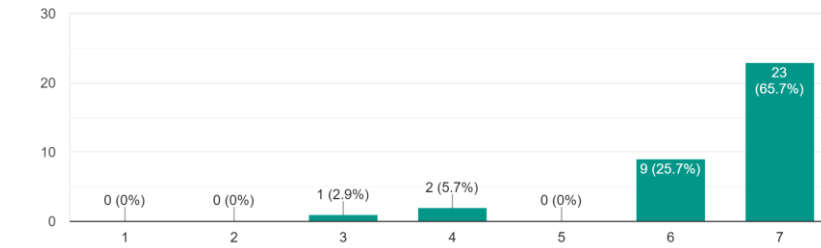


Figure 4.4

*Somewhat Disagree -2.9%, Neutral-5.7%, Agree - 25.7%, Strongly Agree -65.7%*

95.9% employees reported they often feel quitting their jobs and consider their no growth in terms of professional or personal expertise.

I feel I am being given work or doing work which is more than what I am compensated

35 responses

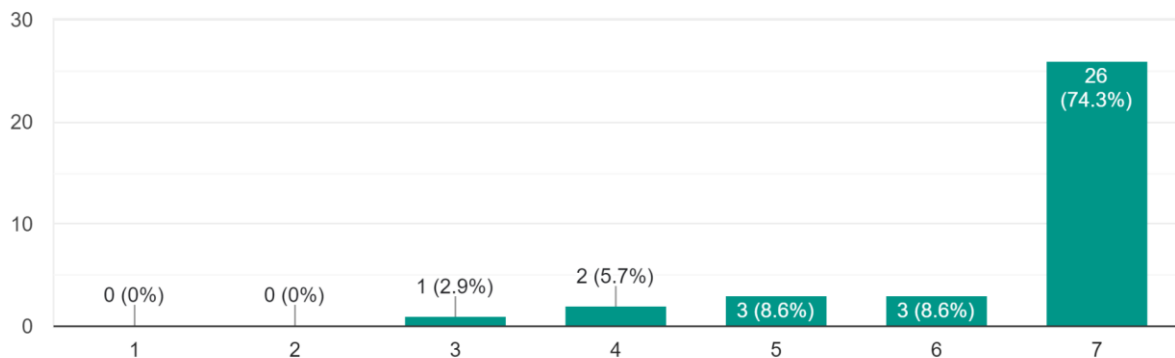


Figure 4.5

*Somewhat Disagree -8.6%, Neutral-5.7%, Somewhat Agree-8.6%, Agree - 8.6%, Strongly Agree -74.3%*

96.7% employees reported they are given work more than what they are being paid for

I feel the Organization does appreciate my efforts (here the emphasis is on Incentives, Benefits, Awards etc)  
35 responses

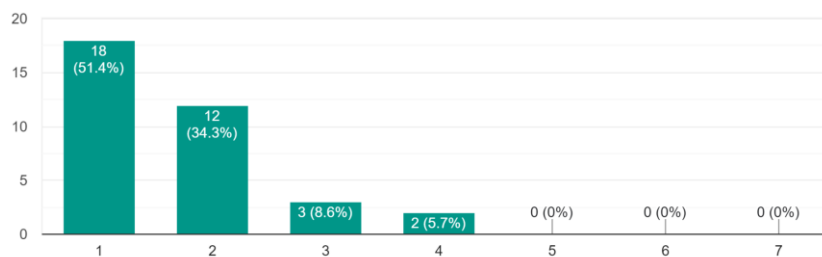


Figure 4.6

*Strongly Disagree -51.4%, Disagree-34.3%, Somewhat Disagree -8.6%, Neutral - 5.7%*

99.1% employees reported they do not feel appreciated or recognised for the efforts they put in or the contributions made for the Organizational growth

Table 2

*Mean Average of Dependant Variable: Professional Skill Enhancement and Growth (Well-being of Employees)*

	Negative Skewed Responses	Positive Skewed Responses
	68.6	0
	17.1	
	2.9	
Sub Total	93.3	
Average		
	22.9	0
	28.6	11.4
	0	14.3

Sub Average	Total	54.7	26.9
		22.9	5.7
		57.1	2.9
		0	0
Sub Average	Total	84	9.3
		65.7	2.9
		25.7	0
		0	0
Sub Average	Total	95.9	2.9
		74.3	2.9
		8.6	0
		8.6	0
Sub Average	Total	96.7	3.4
		51.4	0
		34.3	
		8.6	
Sub Average	Total	99.1	
Grand Total		523.7	42.5
Dependant Variable Average	Mean	87.2	7.8
<i>Sum of Negative Skewed Rewards and Recognition - 87.2</i>			
<i>Sum of Negative Skewed Rewards and Recognition - 7.8</i>			
<i>N=5</i>			



### Section 3: Work life Balance

Overall I am content and find the job to be meaningful as I am able to be aware of performance and take personal responsibility at each step

35 responses

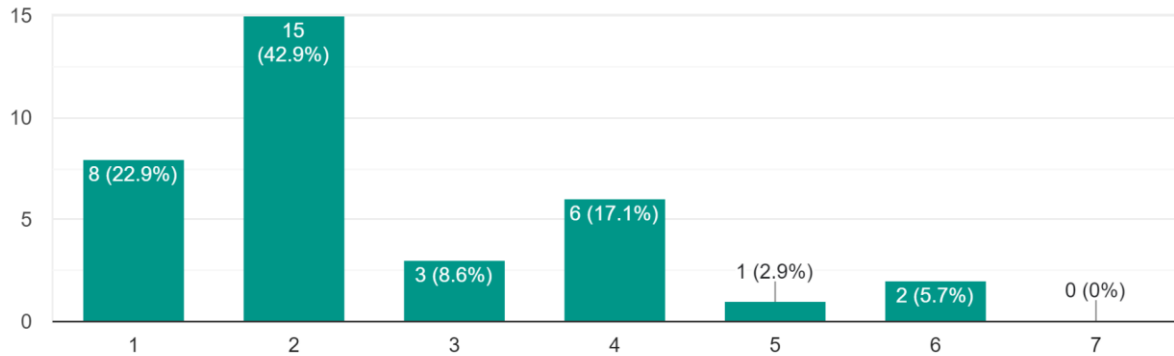


Figure 5.1

Strongly Disagree -22.9%, Disagree-42.9%, Somewhat Disagree -8.6%, Agree - 2.9%, Somewhat Agree -5.7%

78.1% employees reported dissatisfaction and meaninglessness in terms of the job roles and responsibilities carried out.

I am not compelled to work beyond the working hours (mentioned in the offer letter) or contacted post working hours or on weekends

35 responses

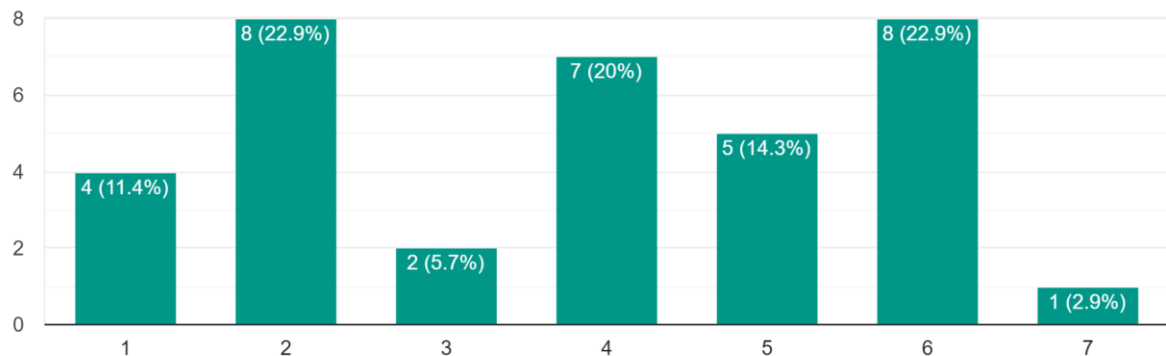


Figure 5.2

Strongly Disagree -11.4% , Disagree - 22.9% , Neutral - 20%, Somewhat Disagree -5.7% Agree- 14.3%, Somewhat Agree -22.9%, Strongly Agree -2.9%

42% employees reported they work beyond working hours, 40% employees reported they do not work beyond working hours. 20% employees neither agree nor disagree

I feel I am able to give little or no time to my family or friends (people belonging to the personal sphere) since the start of this job

35 responses

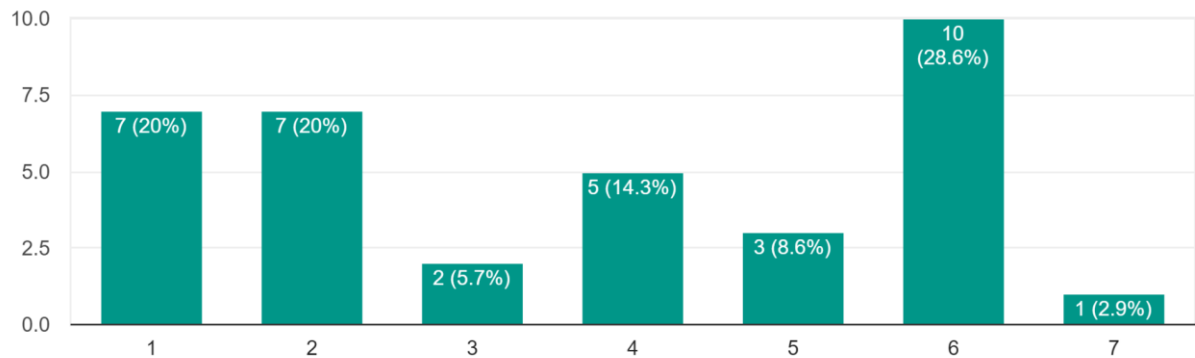


Figure 5.3

*Strongly Disagree -20%, Disagree-20%, Somewhat Disagree - 5.7%, Somewhat Agree-14.3%, Agree - 28.6%, Strongly Agree - 2.9%*

47.9% employees reported lack of priority given to people belonging to personal sphere whereas on contrary, 42.1% employees reported time being given to family and friends

I feel much of my time and space is taken up by my work (more than 8 hours) out of 24 hours a day

35 responses

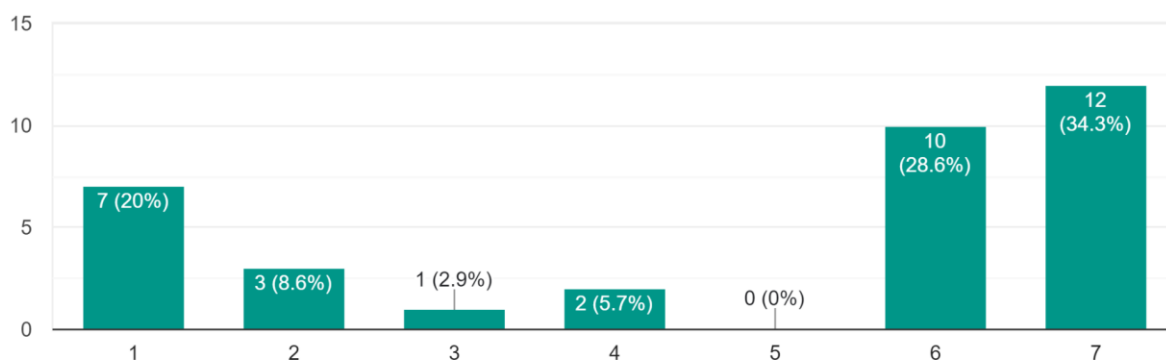


Figure 5.4

Strongly Disagree -20% , Disagree- 8.6, Somewhat Disagree - 2.9 Agree-5.7% , Somewhat Agree -28.6% , Strongly Agree - 34.3%

66.4% employees reported more than 8 hours a day is given to work i.e. more than 1/3 a day over other commitments

Table 3

Mean Average of Dependant Variable: Work Life Balance (Well-being of Employees)

	Negative Skewed Responses	Positive Skewed Responses	
	22.9	2.9	
	42.9	5.7	
	8.6	0	
Sub Total	78.1	9.3	
Average			
	11.4	14.3	
	22.9	22.9	
	5.7	2.9	
Sub Total	42	42.1	
Average			

	20		8.6		
	20		28.6		
	5.7		2.9		
Sub Total	47.9		42.1		
Average					
	0		20		
	28.6		8.6		
	34.3		2.9		
Sub Total	66.04		33.07		
Average					
Grand Total	234.4		1127.2		
Dependant Variable					
Mean Average	58.6		31.8		
Sum of Negative Skewed Work-Life Balance - 58.6					
Sum of Negative Skewed Work-Life Balance - 31.8					
N=4					

## Section 4: Job Safety and Security

I have certain assets being mortgaged (certain important documents) or provide certain monetary assets or anything in kind in order to prove my loyalty towards the organization

35 responses

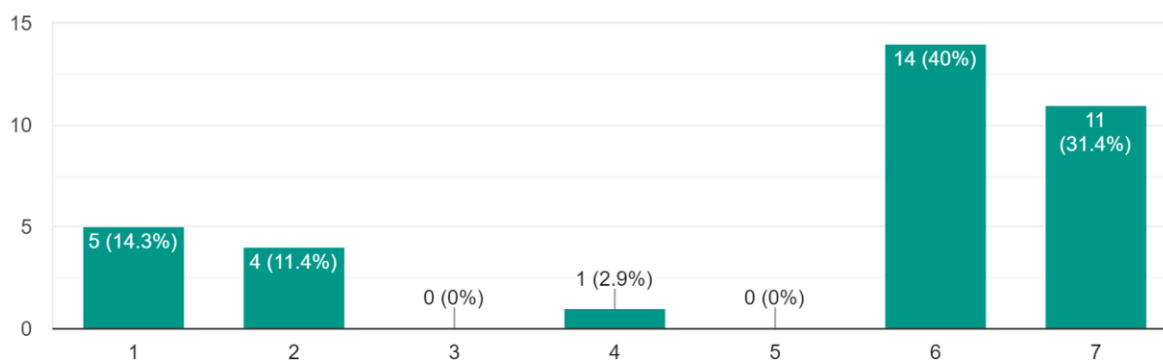


Figure 6.1

*Strongly Disagree - 14.3%, Disagree - 11.4%, Neutral - 2.9%, Agree - 40%, Strongly Agree - 31.4%*

More than 74.9% employees reported their personal assets were mortgaged by the company before the commencement of the employment

I have a good set of co-workers who are welcoming and are helpful and are active in terms of team coordination and has not being harassed or bullied

35 responses

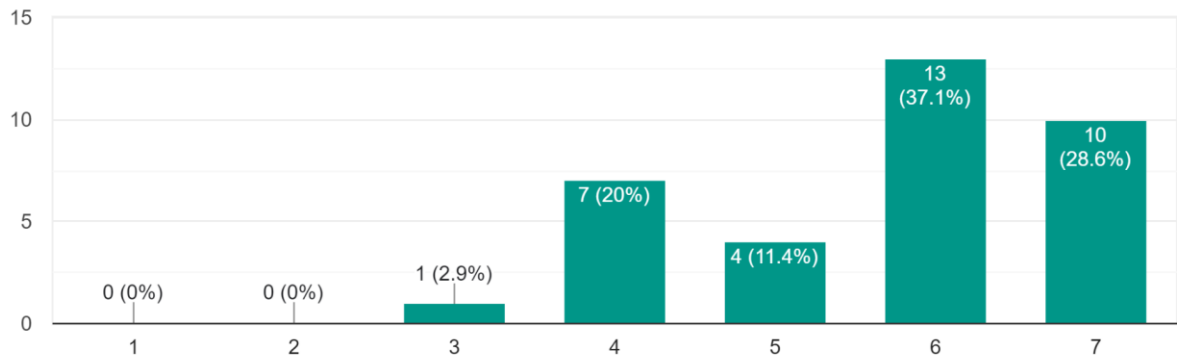
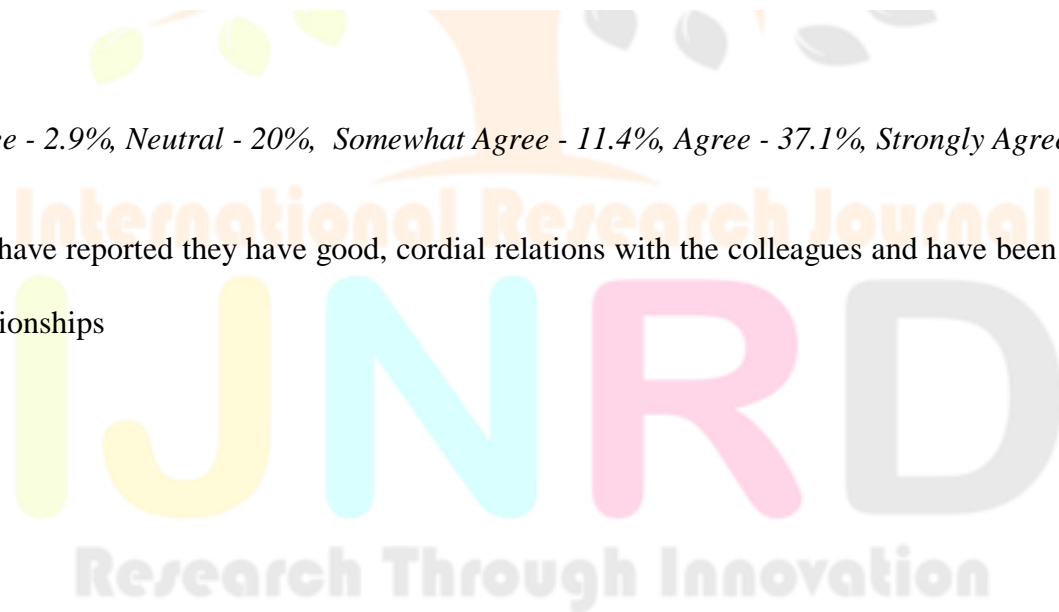


Figure 6.2

*Somewhat Disagree - 2.9%, Neutral - 20%, Somewhat Agree - 11.4%, Agree - 37.1%, Strongly Agree - 28.6%*

80.9% employees have reported they have good, cordial relations with the colleagues and have been able to have fruitful social relationships



### I feel my grievances and concerns are being heard by the Management through an Empathetic Approach

35 responses

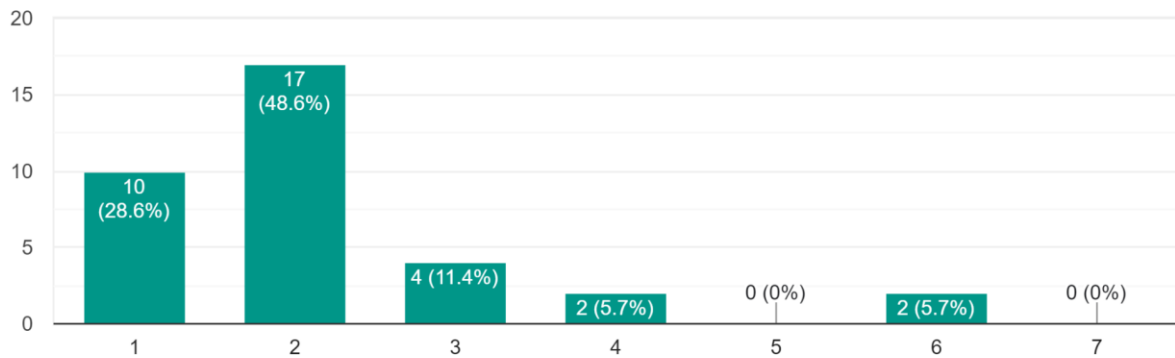


Figure 6.3

*Strongly Disagree - 28.6, Disagree - 48.6%, Somewhat Disagree - 11.4%, Neutral - 5.7%, Agree - 5.7%, Strongly Agree - 11.4%*

93.3% employees reported their grievances are not being heard by the Management and the latter has been ignorant about the same

### The Organization does ask me to share certain personal information which seems to be strange and and are not taken up otherwise (such as access to G...mera or use of personal sim for official work etc)

35 responses

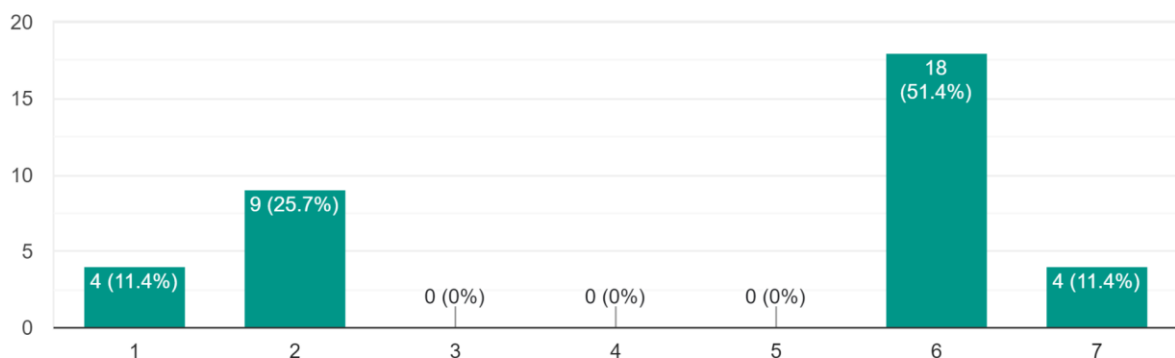




Figure 6.4

*Strongly Disagree - 11.4, Disagree - 25.7%, Agree - 51.4%, Strongly Agree - 11.4%*

80.9% employees reported they are asked to give access of certain personal aspects such as GPS Tracker, Phone Camera or Personal Sim for work and Supervision

I have thoughts pertaining that I would be thrown out of my job anytime

35 responses

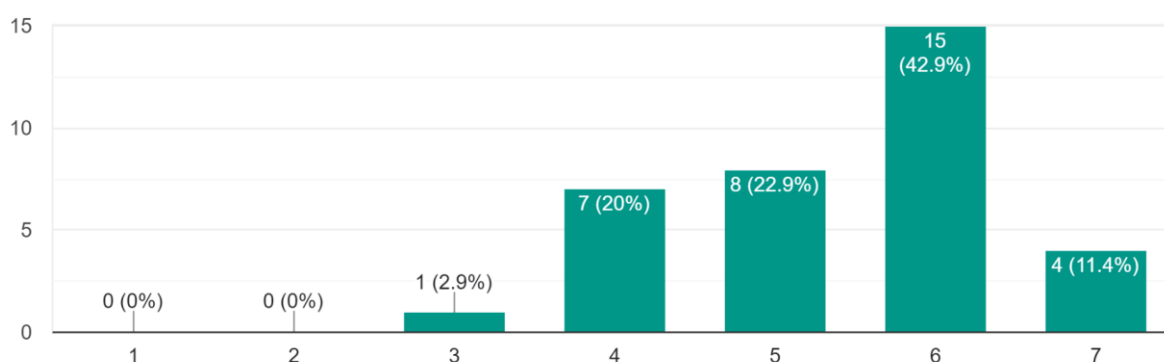


Figure 6.5

*Strongly Disagree - 2.9%, Neutral - 20%, Somewhat Agree - 22.9%, Agree - 42.9%, Strongly Agree - 11.4%*

65.9 employees reported they have a fear of losing their job and would be retrenched or terminated anytime

Table 4

*Mean Average of Dependant Variable: Job Safety and Security (Well-being of Employees)*

	Negatively Skewed Responses	Positively Skewed Responses
	31.4	14.3
	40	11.4
	0	
Sub Total	74.9	17.9
Average		

	28.6		2.9
	37.1		
	11.4		
Sub Total	80.9		
Average			
	28.6		5.7
	48.6		
	11.4		
Sub Total	93.3		
Average			
	11.4		11.4
	51.4		25.7
	0		
Sub Total	65.9		37.1
Average			
	11.4		
	42.9		2.9
	22.9		
Sub Total	81.06		
Average			
Grand Total	386.6		67.34
Mean Average	79.3		13.4
<i>Sum of Negative Skewed Job Safety and Security - 79.3</i>			
<i>Sum of Negative Skewed Job Safety and Security- 13.4</i>			
<i>N=5</i>			

As per the table, it indicates by 96%, the Management has not been able to develop trust or even consider the human resources to be an asset who can help them in achieving the organizational goals. The Management further reported frequent and heavy abscondment of employees without giving prior notice, tampering of company assets where employees have created unwanted, unacceptable disastrous content on the company's official page and misplacement of company assets, walking out of the company by putting the Employee Work Tracker System on, leakage of company data by selling them in markets without permission etc. Through these past incidents where there the non-cooperative and unacceptable behavior of certain employees, their **stringent core beliefs or schemas of being a giant player or powerful in the field from past 12 years got challenged** which caused **their safety (needs) under threat within the unconscious mind** (emotional dysregulation) (*see figures 2.1, 2.2, 2.3 which marks breach of trust, suspicion constituting negative automatic thoughts when triggered by stimulus*). And In order to protect its needs (power and reputation which plays an integral role from getting tarnished) from any safety threat, active measures and decisions made for various HR Operations including recruitment planning exudes restriction, extreme authority, rigidity, tight regulation, centralized decision making and minimal or no priority for the employees' well-being (minimal use of organization funds for employee well-being)

The research has been conducted on 35 participants and it has been reported that due to the work culture being set out by the management, 58.6% employees reported (*see figure 6.1*) their safety is considered to be under threat as they are asked to submit their original High School Certificate or Birth Certificate or Driver's License (in case if High School certificate was not available) (**negative reinforcement**) on the day of joining and keep it mortgaged to prevent unacceptable behavior which could cost high to the company (such as tampering of company assets or absconding without prior notice) from taking place. And if at all, they show the default behavior, they will have to buy back the salary gained of the said months' (number of months for which notice period should be served) in order to retain their personal assets (**positive punishment**) else they will not receive the documents back (**negative punishment**)

Through their policy of collection of High School Certificates as a measure to protect oneself from loss of human resources due to abscondment, 58.6% employees (see figure 5.1) reported their safety is considered to be under threat as they are asked to submit their original High School Certificate or Birth Certificate or Driver's License (in

case if High School certificate was not available) as Employees had the concern of their assets being misplaced or destroyed due to accidents thus seeking back the ownership of assets were under question and thus workspace seemed to be unsafe for their growth. 65.9% employees reported they are asked to give GPS access, Camera access for supervision and monitoring purposes which correlates with 48.6% employees reporting their grievances and concerns are not being heard by the management (*see figure 6.3*). In terms of legal perspective too, this policy turns out to be problematic as according to **Section 27 of the Indian Contract Act, 1872**, any restraints on trade, business or mobility from one profession to another or one firm to another is prohibited

However, 17% employees (*see figure 6.1*) have reported no safety threat as they are not supposed to submit documents which correlates to extreme low payment as they are being paid below the market standards (Average salary of video editors is 3,46,000 INR between 1-3 years, see Appendix 1) (1,46,000 for freshers) and are instead paid below 5000 INR and are not given any space to make use of the skills and expertise of their respective professions thus correlating to lack of recognition and rewards (*see table 2*) for work and stagnation of Professional skills growth and enhancement (*see table 1*)

80.8% (*see table 1*) employees on an average have reported minimal or no respect for their professional skills and expertise and lacked productivity and growth in profession. 87.4% employees (*see figure 3.2*) reported lack of use of Technical/professional skills and no new skills being used which correlates with 93.3% employees (*see figure 3.3*) pertaining to the professions and their suggestions/opinions were never taken into consideration and communications were a one way process as no recommendation or suggestion with regard to latest developments of their respective fields were taken into consideration, hence based on authoritarian and exploitative style.

With a history of tampering of company's confidential data and technical aspects, the technical professionals (recruited for Software Developer Profile) are given tasks which do not align with their skills and expertise (*see figure 3.2*). They were exempted from practicing one of the most crucial skills (coding) to mark their identity as a professional for which they joined the organization to prevent the work from going live on the web page thus leading

towards stagnation of professional skill enhancement and growth (*see figure 3.1*) And since they are given work which do not align with the professional skills, they're made to engage in these limited skills in repetitive fashion (job enlargement) which correlates to the work being given work which is trivial in nature (*see figure 4.2*) and correlated to being given work more than being compensated (*see figure 4.3*) not paid as per their skills and expertise or appreciated (*see figure figure 4.1 and figure 4.5*) and disorientation in work life balance (*see figure 5.2 and figure 5.4*)

99.1% employees (*see figure 4.6*) reported they were not given enough rewards and recognition for the work and the efforts they put in for the growth of the organization. 93.3% employees (*see figure 4.1*) reported they do not get the payment (basic pay) which they deserve. employees reported (*see figure 4.4*) they feel like quitting the job. 96.7% employees (*see figure 4.5*) reported they are being given work more than what they are compensated and 54.7% employees (*see figure 4.2*) reported they are made to do work which are trivial and not mentioned in the employee agreement thus correlating with the lack of utilization of professional skills and expertise and misuse of human resources leading towards stagnation or no growth of Professional skills (*see figure 3.1*) and extreme exploitation (where heavy workload given against lower pay) It further correlates to 42% employees reported overtime work as they are contacted post working hours and on weekends (*see figure 5.2*) 66.4% employees reported work beyond 8 hours a day (in six working days). Employees do not consider the job to be meaningful and do not feel recognised as the pay disparity is below the market standards as the annual salary is 3,50,000 for 1-3 years experienced video editors, 404k for software developers with 1-2 years (*see appendix 4*) and if targets are not achieved or technical glitch in the Employee tracking System, the basic pay also gets deducted and awards are being given in peanuts (500 INR for 1000 INR profit)

50% employees have reported a disfigurement in work life balance, 30% employees have reported no disparity or inconvenience in work life balance and 20% employees were neutral. 42% employees reported overtime work as they are contacted post working hours and on weekends (*see figure 5.2*) and 66.4% employees reported work beyond 8 hours a day (in six working days) (*see figure 5.4*) with no extra payment for overtime (*see figure 4.6*) as

according to Section 54 of Factories Act, an employee cannot work for more than 9 hours or 12 hours and according to Section 56 the employee can maximum work for ten and a half hours in order to adjust shifts of other days which can make according to Section 51 of Factories Act, 1948, **48 working hours a week under all circumstances** (Section 54 or section 56). And according to Section 59 of Factories Act, 1948 if at all an employee is working for more than 9 hours a day pertaining to more than 48 hours a week, they need to be paid extra bonuses for the overtime work(*see appendix 2*) have increased a loss in work life balance (*see table 3*) and jeopardized well being leading towards visible human resources management issues such as low Motivation, deteriorated performance, frustration, mood swings and lowered employee retention rate as most of them have been in the Organisation for less than a year (*see figure 1.3*) thus moving towards non attainment of goals for which a certain work culture was created

## CHAPTER VII

### Conclusion

The deterioration of the quality of work in workspaces occurs as a response of the management to protect itself from internal conflicts in order to mark its authority, power and reputation which jeopardize well being of the employees. Hence, such conditions lead to a toxic environment and deterioration of the quality of employees. When a particular stimulus comes, the response given is based upon whether the stimulus is perceived as a threat or a safe space by the unconscious mind. If it is perceived as a safe space, it produces behavior which is based on trust, compassion, brotherhood and equality. If it is perceived as a threat, it either shuts itself down (flight) or takes up an action and attacks with suspicion, mistrust, and anger (fight). An Organizational Work Culture is a shield which is a response to its environment (i.e. employees) who are perceived as a threat to its survival due to its unpleasant experiences with its employees. The need for power, stability and reputation remains under threat (when its schemas get challenged by past unpleasant experiences) . As a survival mechanism, it induces authority, control, power and extreme rules and regulations (bureaucratic, mechanistic culture) accompanied by anger, mistrust, suspicion (fight) over the employees to ensure their reputation or image (the basic need) does not get compromised.



Through the unpleasant past experiences of absconding of employees, tampering of confidential data and information, the **existing schemas** got challenged (being a giant player in the targeted industry from 12 years as a startup) which seemed to be **stringent** as **one's position is bound to fluctuate due to heavy competition for economic growth** (according to Porter's Five Forces' Model, *see appendix 5*) causing **breach of trust and suspicion or emotional dysregulation** thus putting their needs (power, integrity, reputation and other self esteem needs) under threat (perceived negative automatic thoughts) when triggered by stimulus (employees). **Thus Hypothesis 1 has been proven right**

Since a threat has been perceived, in order to protect oneself from such a threat, as a survival mechanism, it induces authority, control, power and extreme rules and regulations (bureaucratic, mechanistic culture) suspicion (fight). **Stringent hierarchy, stringent job roles, centralized decision making were the major decisions, ideas are formulated** by the Management and extreme rules to regulate the mobility of work and restrictions such as **mortgaging class 10/12th Marksheet, giving lowered salary, strict review of work, giving partial access to company assets by making employees use skills which does not produce direct and instant results on the company's official website page and lack of equipments for the employees and job role specialization where employees are made to engage in limited set of work (which is not even related) and skills repetitively for the longest period of time** And hence, before finalizing the employment agreement, a **Distributive negotiation** (a I won - you lose negotiation is made where the only one party is benefited and the interests of one party is taken into consideration (and here the interests of the management is taken into consideration at the cost of the employees who join the organization to fulfill their physical needs and self esteem needs) over the employees to ensure their power or authority (the basic need) does not get compromised (dysfunctional assumption - where coercive power is being practiced and preserved). **Thus, Hypothesis 2 has been proven right**

Furthermore, deep impact on the well-being and satisfaction on individuals where it has significant effects on safety leading towards fear and discontent, their professional growth (due to structured inertia), physical and financial needs (due to low basic pay), long working hours, distorted work life balance, lowered motivation leading towards

deteriorated performance and lowered retention (as most employees have been in the organization for less than 6 months), putting the attainment of organizational goals under threat. Thus, **hypothesis 3 has been proven right.**

Bridging the gap between the management and the workforce becomes crucial in order to make a more healthier workspace so that the process of achieving organizational goals and individual growth is maintained. Certain strategies need to be implemented at both Organizational and individual levels to help both the Management and the employees coexist in peace and harmony as **the lack of awareness of one's own internal conflicts have an impact on the entire environment.** These strategies are curated to help one deal with the challenged core beliefs by becoming aware of the threats, triggers and the consequences of the responses towards those threats.

### Limitations

The study was conducted on one corporate sector/startup as a case study, hence narrowing down the subjective work and productivity experience to only one corporate sector/startup. And since most of the employees were freshers/interns who have been working for less than a year, due to the work culture, there were not much data collected which could present the lived work experiences of an experienced employee or someone who had been in the organization for more than one year

### Recommendations/Suggestions for Creation of Safe Space for Organization (Management) and Employees (Environment)

Since the creation of a culture and deteriorated well being has been an effect of survival mechanism to protect itself from unhealthy thoughts and perception of individuals towards stimuli perceived as a threat. Certain measures can be taken both at Organizational and Individual levels to create safe space for both the parties so that the well-being of the individuals can be taken into consideration and the power of the organization can remain intact

## Organizational Level

The Organisation can conduct feedback meetings on a monthly basis/weekly basis such as **Quality Circles** - Where a meeting of 30 minutes - 60 minutes can be made once in a month where discussions, analysis on various issues can be made and a solution or an agreement can be made based on mutual consensus. Apart from this, the forum can be used to communicate the existing policies which it has introduced to bring more clarity and transparency and concerns or queries related to the policy can be taken if any differences in opinions rise along with a plausible and realistic solution (*consultative participation* - see Appendix 3). In order to make sure the power and authority is not taken for granted and the flow of structure and discipline is maintained, the management can make the final decision

Communicating the reason behind the making of such policies can help gain more clarity and less perceived threat for the other person. It can also help in making the other person become alert and make a sound decision in terms of the various actions taken so that no unacceptable behavior is portrayed. Such a transaction of information can help in acquiring insights from the employees which can be used to revise the policies for maintenance of diplomacy and mutual benefit of both the concerned parties (*informative participation* - see Appendix 3). By doing so, acceptance and tolerance towards such policies can come by as employees get the opportunity to participate in the decision making.

An adequate amount of training and supervision needs to be given to the employees so that they are given new challenges, remain engaged with different operations, educate them about the policies and help them become aware of the rationale behind the making of such policies.

Lastly, in order to extrinsically motivate and inculcate commitment, a sense of responsibility and accountability towards work, the organization can announce **annual appraisals** of 50% hike by which the employees can remain proactive enough in terms of providing output and meeting organizational goals

## Individual Level

Since toxic work culture and deteriorated well-being of the employees are a response to protect self from perceived threat caused by challenged core beliefs, attempts to understand the nuances of the mind is crucial. Understanding what are the behavioral patterns, what the triggers are, what thoughts represent safety threat and discomfort (emotions and negative automatic thoughts) because of which certain behavioral patterns are shown, what are the stringent core beliefs which cause threat to safety which gets triggered by an incident in the environment are to be made in order to create a balance and safe space for both self and the environment. A good amount of care towards regulation of needs and the ability of self to protect, safeguard and achieve those needs through one's own self perception, self worth is required. As when these needs are not given attention due to lowered self perception, one sort to protect the needs from getting tarnished by moving towards fight (in severe cases, attack and show fierceness). Time for self care, self reflection where the unhealthy thoughts and one's fears, threat to safety and what aspects which triggers them needs to be addressed so that healthy boundaries can be made in order to keep the benefits of both self and environment be maintained rather than jeopardizing the interests of either of the two. Therapy sessions can help you reflect better on these internal conflicts and unknown fears and insecurities with the help of a trained professional who with empathy and non judgmental approach can help create a roadmap and goals to move towards self growth and make better choices in both professional and personal lives. EAP Services for employees and the Management can be provided where internal healing on the individual basis can be made so that one can become aware of their strengths, limitations and make boundaries and policies which are mutually acceptable and not threatening.

In this way, they would be able to have a good self esteem which can help them in gaining good self perception and worth by being well equipped with skills which can help in the growth of the Organisation, understand the goals and objectives of the Organisation, be committed and consider themselves to be a valuable asset to the Organisation which can help them to take actions and portray behavior mindfully which would not jeopardize their or the Organisation's well being. And moreover, mutual interests of both the parties will be taken into consideration and neither of them have to pay a high price at any stage as mutual understanding has been set thus moving towards

attainment of the organizational goal with a harmonious and problem solving approach based on mutual trust and respect

### Future Researches

The future research can focus on understanding how different social cultural environments can play a major role in shaping the current work environment, the existing schemas (basic thought process) or mental cues of the Management which shapes the interaction between the Management and the environment). The childhood experiences and the past experiences which a person would have come across in the environment (home, school) during the early years of development (Bronfenbrenner, 1979 & Freud ) determine certain schemas which form the base for creating meaning towards self and the environment. Researchers can analyze how these schemas which are formed through the past experiences would motivate one to create certain goals and measures taken to attain the goals ranging from the agendas, business strategies to leadership styles to attitudes, values, interaction etc within the organizational structure.

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**Appendix 1**

## Film / Video Editor Salary in India:

The average Film Editor Salary in India is Rs. 305,625.

Editor Average Salary in India	Rs. 146k – 785k
Bonus	Rs. 2k – 207k
Profit Sharing	Rs. 3k – 983k
Commission	Rs. 0 – 4k
Total Pay	Rs. 157k – 1m

**Appendix 2**

Draft of Factories Act, 1948 (applicable to corporate sectors as well)

<https://www.indiacode.nic.in/bitstream/123456789/1530/1/A1948-63.pdf>

**Appendix 3**

<https://www.whatishumanresource.com/levels-and-forms-of-workers-participation>

**Appendix 4**

**Copy of the Questionnaire Design**

The Questionnaire designed would be more of a mixed approach where it would be both Quantitative and Qualitative in nature. Hence, both objective and subjective nature will be present where the objective questions would be in a 5 point Likert Scale along with the subjective response. The Questionnaire is divided into 4 parts. Section 1 : Growth and Productivity, Section 2: Rewards and Recognition, Section 3: Work Life balance Section 4: Job Safety and Security

## SAMPLE OF THE QUESTIONNAIRE

Hi!

Hope you are doing well!

I am Ritu Tom currently pursuing Post Graduate Diploma in Human Resources Management From Y.M.C.A. And I am currently conducting a Research on Impact of Organizational Culture on Employee's Satisfaction and Well-Being. this study focus on what makes an Organization adopt a certain culture in order to help itself attain its set goals and how does it impacts its employees who contribute their skills and expertise for the same. Your valuable participation can help us gain a deeper insight onto the same

You may take part in the survey, if you are:

- 1.) Above 18 - 40 years
- 2.) Currently working or have previously worked in the Corporate Sector
- 3.) Have worked for more than two months in the Corporate Organization

### Participation

If you decide to participate in the study, you are expected to provide some details about yourself and answer a few questionnaires. The data collected will be a part of my study and I would appreciate it if you could take time to read the questions and answer them as accurately as possible. It will take approximately 15-20 minutes to complete the entire procedure.

### Confidentiality

Any information obtained as a part of this study which marks your identity will remain confidential and will not be disclosed to anyone for whatsoever reason. In order to ensure confidentiality, your response shall be used only for the purpose of this study. Hence, your identity shall not be disclosed

### Participation and withdrawal

Participation in this study is entirely on a voluntary basis. If at any point you feel like discontinuing your participation you may withdraw at any time.

For questions or concerns about the study, you may contact me at;

Ritu Tom

Email id: [ritutom99@gmail.com](mailto:ritutom99@gmail.com)

## Section 1: Growth and Productivity

1. The Organization does give me a space for growth and productivity  
 i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
 vii) Strongly Agree
2. The Organisation allows me to work with Technical aspects i.e. using the skills and expertise with which I am trained with  
 i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
 vii) Strongly Agree
3. The Organisation gives me enough space to provide opinions/suggestions/doubts pertaining to your Professional Expertise  
 i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
 vii) Strongly Agree
4. This job helps me to use a variety of skills and expertise?  
 i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
 vii) Strongly Agree
5. The Managers/Supervisors do give me constructive feedback and encourage me to work?  
 i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
 vii) Strongly Agree

## Section 2: Rewards and Recognition

6. The Organisation does provide me the Pay which I deserve  
 i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
 vii) Strongly Agree
7. Most of the things I do are trivial and useless  
 i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
 vii) Strongly Agree
8. Most of the times, I feel unhappy and discontent when I perform poorly in work  
 i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
 vii) Strongly Agree

9. I often feel quitting the job

- i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
vii) Strongly Agree

10. I feel I am being given work or doing work which is more than what I am compensated

- i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
vii) Strongly Agree

11. I feel the Organization does appreciate my efforts (here the emphasis is on Incentives, Benefits, Awards etc)

- i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
vii) Strongly Agree

### Section 3: Work Life balance

12. Overall I am content and find the job to be meaningful as I am able to be aware of performance and take personal responsibility at each step

- i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
vii) Strongly Agree

13. I am not compelled to work beyond the working hours (mentioned in the offer letter) or contacted post working hours or on weekends

- i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
vii) Strongly Agree

14. I feel I am able to give little or no time to my family or friends (people belonging to the personal sphere) since the start of this job

- i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
vii) Strongly Agree

15. I feel much of my time and space is taken up by my work (more than 8 hours) out of 24 hours a day

i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
vii) Strongly Agree

#### Section 4: Job Safety and Security

16. I have certain assets being mortgaged (certain important documents) or provide certain monetary assets or anything in kind in order to prove my loyalty towards the organization

i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
vii) Strongly Agree

17. I have a good set of co-workers who are welcoming and are helpful and are active in terms of team coordination and has not been harassed or bullied

i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
vii) Strongly Agree

18. I feel my grievances and concerns are being heard by the Management through an Empathetic Approach

i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
vii) Strongly Agree

19. The Organization does ask me to share certain personal information which seems to be strange and and are not taken up otherwise (such as access to GPS Tracker, Camera or use of personal sim for official work etc)

i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
vii) Strongly Agree

20. I have thoughts pertaining that I would be thrown out of my job anytime

i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree  
vii) Strongly Agree

Could you please give a brief description as to what makes you choose certain options given above (Here you may add your experience or evidences or any aspect which specifically you have come across in your organization which can support the options chosen)

#### Management Perspective

I feel my Workforce is motivated enough and does not need a push from our end or constant reminders to do their work

i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree vii) Strongly Agree

How do you think to what extent the employees have exhibited loyalty and worked towards the well-being of the Organisation?

i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree vii) Strongly Agree

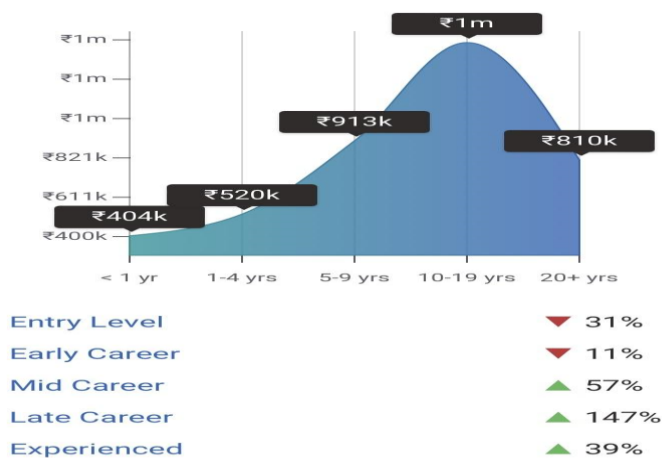
To what extent do you think the employees can be trusted for the growth of the organization?

i) Strongly Disagree ii) Disagree iii.) Somewhat Disagree iv.) Neither Yes or No v.) Somewhat Agree vi.) Agree vii) Strongly Agree

Could you please give a brief description as to what makes you choose certain options given above (Here you may add your experience or evidences which can support the options chosen)

#### Appendix 4

**What is the Pay by Experience Level for Software Developers?**



#### Appendix 5

##### Porter's Five Forces' Model

Porter identified five undeniable forces that play a part in shaping every market and industry and are bound to undergo changes due to these five external forces.

This Theory suggests every business is bound to undergo changes due to bounding five external factors such as: 1.)

Rivals or Competition within the industry: where certain external forces within the industry come up with new



business strategies to mark its presence which leads to its growth and destruction of others. 2.) New Entrants - A company's power is also affected by the force of new entrants into its market, the less time and money it takes, the position of the company in the market tends to weaken 3.) Suppliers factor in the Porter model addresses how easily suppliers can drive up the cost of inputs. 4.) Buyers - how the negotiation skills of the consumers and cost of living can shape the business growth and sales of the industry 5.) Threat of Substitutes - where the Substitute goods or services that can be used in place of a company's products or services pose a threat. Companies that produce goods or services for which there are no close substitutes will have more power to increase prices and lock in favorable terms. When close substitutes are available, customers will have the option to forgo buying a company's product, and a company's power can be weakened.

## Appendix 6

<https://blog.ipleaders.in/section-27-of-indian-contract-act-1872/>

