

**CULTURE SHOCK AMONG EMPLOYEES IN THE IT
SECTOR: A STUDY WITH SPECIAL REFERENCE TO
SOUTH INDIA**

Thesis submitted to the

UNIVERSITY OF CALICUT

For the award of degree of

DOCTOR OF PHILOSOPHY IN COMMERCE

Under the Faculty of Commerce and Management Studies

By

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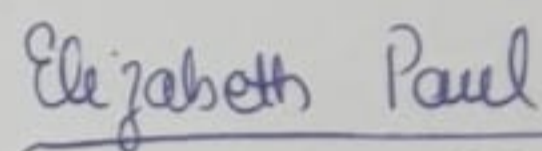

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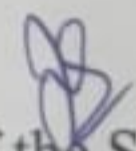
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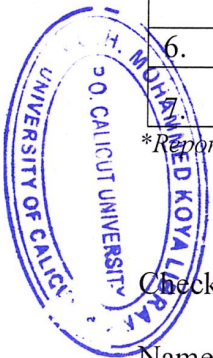
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ABBREVIATIONS

AET	Affective events theory
AGFI	Adjusted Goodness-of-Fit Index
AI	Artificial intelligence
AMOS	Analysis of Moment Structures
ANOVA	Analysis of variance
BPA	Boss/peer attitude
BPO	Business process outsourcing
CATS	Cognitive activation theory of stress
CB-CFA	Covariance-based Confirmatory Factor Analysis
CB-SEM	Covariance-based Structural Equation Modelling
CFI	Comparative Fit Index
CC	Confrontational coping
CFA	Confirmatory Factor Analysis
CIEL	Complete Integrated End-to-end Linkage
CMIN/DF	Chi-square Minimum Discrepancy divided by Degrees of Freedom
COVID-19	The Coronavirus Disease 2019
CR	Composite Reliability
CRM	Customer Relationship Management
D	Distancing
DF	Degrees of freedom
DWB	Deviant workplace behaviour
E	Exercise
EAP	Employee assistance programmes
EFA	Exploratory Factor Analysis
EI	Emotional intelligence
EMI	Emotional intelligence
EML	Emotional labour
EPM	Employee morale
EQ	Emotional quotient
ERG	Existence, Relatedness, and Growth
ERP	Enterprise Resource Planning
FDI	Foreign Direct Investments
GAS	General adaptation syndrome
Gen AI	Generative Artificial Intelligence
GFI	Goodness-of-Fit Index
HR	Human Resource
HRM	Human Resource Management
HSD	Honestly Significant Difference
HYW	Hybrid Working
IDC	International Data Corporation
IPC	Interpersonal communication
IT	Information Technology

IT-BPM	Information technology-business process management
ITeS	Information Technology Enabled Services
JCM	Job Characteristics Model
JP	Job performance
JS	Job satisfaction
KPO	Knowledge process outsourcing
LAB	Language barrier
N-Ach Theory	Need Achievement Theory
NASSCOM	National Association of Software and Service Companies
NIMHANS	National Institute of Mental Health and Neurosciences
OC	Organisational climate
OCB	Organizational citizenship behavior
PRO	Personal outlook
R	Relaxation
RA	Role Ambiguity
RPA	Robotic Process Automation
S. E	Standard error
SC	Self-control
SD	Standard Deviation
SDT	Self-Determination Theory
SE	Self-efficacy
SEL	Social emotional learning
SEM	Structured Equation Modelling
SET	Social Exchange Theory
SET	Social Exchange Theory
SOC	Social Connectedness
SPSS	Statistical Package for the Social Sciences
SS	Social support
TCS	Tata Consultancy Services
TI	Turnover intention
TM	Time management
WFH	Work From Home
WKL	Workload
WLB	Work Life Balance
WTO	World Trade Organisation
YoY	Year-over-Year

CHAPTER 1

CULTURE SHOCK AMONG EMPLOYEES IN THE IT SECTOR: A STUDY WITH SPECIAL REFERENCE TO SOUTH INDIA

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1.1 Introduction

The Information Technology (IT) and Information Technology Enabled Services (IT-ITeS) sector is experiencing a rapid transformation and is reshaping the Indian business standards. This sector includes software development, software management, business process outsourcing (BPO), consultancy and various online services. During the last decade, India has established itself as a global IT hub for numerous software companies and Indian software firms have gained a significant standing in the worldwide IT landscape. India has risen to become the largest outsourcing destination for the IT industry in the world. Information Technology has not only contributed to the economic growth of the country but has also made governance more approachable and competent. The exponential growth of the IT industry in India, during the last two decades, has significantly changed the perception of the whole world about India's wealth of skills and expertise and has also played a pivotal role in the economic development of the country (Times of India, 2021). During the early 1990s, the IT sector started off with an export value of nearly \$100 million and employed around 5,000 people. According to the most recent Global Trade Outlook and Statistics report from the World Trade Organisation [WTO], India's digitally delivered service exports reached \$257 billion in 2023, registering an impressive 17 percent growth from the prior year (India Today, 2024). Currently, this industry operates globally with nearly 5.5 million individuals working in this sector. India has now become the fourth largest exporter of digitally delivered services, trailing only the US, UK, and Ireland in this market (Times of India, 2024)

Even though the markets were navigating through a tough terrain, mainly due to a 6% decrease in tech contracts and 50% reduction in tech spending globally in the year 2023, the Indian IT Industry was poised to add \$9.3 billion in incremental revenue in 2024, growing at 3.8% (FY24) (NASSCOM). This proves that, since India's economy requires more hardware, software and other IT services, the information technology sector is most likely to be one of the emerging markets in the days to come. The NASSCOM-McKinsey report (2005), states that conducive business environment, abundant talent, operational excellence, creation of urban infrastructure and continued growth in the domestic IT sector are the five prominent factors securing India's position in the global offshore IT industry.

Statista (2025), reports that the information technology-business process management (IT-BPM) industry contributed 7 percent to the country's GDP in the fiscal year 2024 and it is projected that this share will rise to 10 percent in 2025. The country's expenditure on information technology (IT) is projected to hit \$44 billion in 2024, reflecting an 11% annual increase (IDC, 2024)

Quarterly market share may be skewed towards each quarter's performance, but based on year-on-year growth (YoY), IT firms in India have made more investments and offshoring around Gen AI and AI. In general, the market pie may not be expanding as anticipated, however, Indian IT companies are increasing their market share when compared to their international counterparts. India is understood to have a geographical cost advantage, which might not be beneficial for global corporations with fewer offices in India (Jain, 2024). Additionally, the pace of investments in technology, cloud services, and generative AI has significantly benefited major IT service companies, particularly Indian firms that have a pricing edge (McKinsey, 2024).

The IT industry, which originated in the early 1990s, has expanded significantly, establishing India as a major player in the global IT landscape. Currently, India is acknowledged and valued globally for its technological skills and hosts several of the world's top IT firms. The top IT companies in India which are able to face competition from other countries and offer job opportunities in this field include Tata Consultancy Services (TCS), Infosys Technologies, HCL Technologies, Wipro Limited, LTI Mindtree Ltd., Tech Mahindra, Oracle Fin Serv, Persistent systems Ltd, Mphasis Ltd. and KPIT Tech (India Forbes, 2024). Due to the presence of these leading IT companies, cities like Bengaluru, Chennai, Hyderabad, Vizag, Pune and Kochi have developed into potential IT hubs of the country. These cities are now significant players that contribute to the growth of the country's economy through software development, BPO and knowledge process outsourcing (KPO), design, mobile commerce and e-commerce.

Among other sectors, the IT sector in India has been a key driver of growth for over a decade and has the potential to maintain this momentum in the coming years, provided that issues are addressed and challenges are tackled. The IT sector

extends beyond just software development. Through database management systems or tailored software solutions, technology can be utilized in various settings, including libraries, hospitals, retail stores, correctional facilities, financial institutions, hotels, airports, train stations, and many others.

In India, one of the biggest benefits that the IT industry provides, along with its contribution to Foreign Direct Investments (FDI) and exports, is the massive employment opportunity it generates. Fresh opportunities have emerged in various nations, including those in Africa, the Middle East, Eastern Europe, and Southeast Asia. Today, India is one of the most sought-after destinations for IT outsourcing. The robust growth of the IT sector has resulted in abundant employment opportunities across various domains. Thus, India's IT sector continues to be an integral and dynamic component of the economy, offering several opportunities for professionals.

These IT professionals are the backbone of the Information Technology (IT) sector. Their roles are not limited to technical tasks, but they significantly influence service delivery, innovation, and organizational achievement. The formative years of these employees in the IT sector are extremely critical for both organisational and personal progress. During these initial years, employees transition from theoretical learning to mastering technical skills, practical application, project management, and client handling. It is also during this period that they adapt to the new corporate culture, create professional networks, and develop resilience against the high-pressure and fast-paced environment typical of the IT industry. These early experiences profoundly influence the job satisfaction, career commitment, and long-term retention of these employees. Organizations that invest in training, mentoring, and providing emotional support during these initial years are likely to generate a pool of highly productive and loyal employees. The success, glory, and future growth of the powerful IT sector rest on the shoulders of these IT employees. However, the recent condition of these employees has raised serious concerns in the society. The changing nature of corporate culture, rapid innovation in the field of technology, workload and project deadlines, interaction and collaboration with multicultural teams, attitude of peers and managers, performance based appraisal system, adoption of hybrid work model and the undue expectations of the organisations pose a serious

threat to the new generation of IT employees. These employees who join a new IT firm experience a sudden shock, which requires an adaptation process in order to get accustomed to the culture of the new workplace. This sudden experience of disorientation, confusion, and anxiety is the focus of the present study.

1.2 Culture Shock

The concept of Culture Shock was first coined by Kalvero Oberg in 1960, who used this term to explain the anxiety resulting from not knowing what to do in a different culture. Kenneth (1971) observed that Culture Shock is the decrease in socio-personal adjustment and the presence of behavioural disorders when a person is under a stressful situation, in an unfamiliar atmosphere. It is the psychological disorientation that a person may experience in a new and unknown circumstance (Piet-Pelon & Hornby, 1992). According to Paul Pedersen (1995), a cross-cultural psychologist and faculty member at Syracuse University in the Department of Human Services, Culture Shock refers to the initial adjustment to a new and unfamiliar environment. Pedersen highlighted that the concept of Culture Shock has been used to describe the adjustment process across psychological, emotional, behavioural, cognitive, and physiological dimensions, as well as its effects on individuals. Culture Shock is a normal psychological reaction to stress, triggered due to culture change while moving from a known home culture to an unfamiliar culture (Jannet & Bennet, 1999).

Geert Hofstede (2002), a leading figure in this field and a global expert on cross-cultural social psychology, asserts that Culture Shock is primarily a personal experience, which can differ significantly between individuals or even for the same individual in varying circumstances. Culture Shock could also be termed as a normal but unpleasant and negative experience with positive effects, such as a good learning experience, intercultural understanding, good awareness, and increased self-efficacy (Milstein, 2005). Culture shock is not a sudden occurrence, but it is a phase that has different stages. It occurs when familiar cues are eliminated or assigned a new meaning, which may ultimately result in mild anxiety evolving into deep disorientation. Culture Shock is something unavoidable, and it is believed that the most difficult and challenging period is the first few days upon arriving in a new

place (Coppi, 2007). Culture Shock is viewed as a serious and sometimes chronic emotional response to an unfamiliar environment (Furnham, 2011).

The contemporary theories on Culture Shock, recognise that 'shock' is the trigger for the development of culture-specific skills, necessary for engaging in unfamiliar social situations. Contemporary theories focus particularly on adaptation and adjustment. Thus, the idea of Culture Shock has evolved into stress caused by contact accompanied by skill deficits that can be addressed and managed, leading to a greater use of terms like 'adaptation' and 'acculturation'. Adjustment is explained as a process of managing stress at diverse levels – both situational and individual. Stress and Culture Shock are two terms that are closely related, stress is a broader term that includes Culture Shock. The phenomenon of Culture Shock occurs during the initial period, when a person encounters a different culture, a new situation, or a new atmosphere.

Traditional studies, focused on the phenomenon of Culture Shock, as an experience when an individual or group of individuals move or migrates from one country to another country, however recent research recognises that this shock can be experienced even within one's own country or even in a new workplace (Doki et al., 2018).

Many people associate Culture Shock with extreme changes that occur when a person travels or moves from one country to another. However, this shock may also be experienced even when closer to home, such as when moving from one city to another in the same country. The phenomenon of Culture Shock is generally a multicultural example of the several life challenges that necessitate adaptation. It is commonly perceived as a process of transitioning from one country to another, but individuals also discuss the phenomenon of corporate Culture Shock (Furnham, 2011) or the experience of transitioning from rural areas to urban regions within the same country.

Even the most broad-minded people are not immune to Culture Shock. Culture Shock is not a medical term or a clinical condition. It is simply a common way to describe a person's confusion and nervous feelings when encountering a new and different culture. When one moves to a new place, one will face many changes.

These changes can be exciting, but they can also be overwhelming (Jafarov & Aliyev, 2024).

It was believed that Culture Shock was experienced only when people travelled to different countries and encountered new cultural experiences. However, with the advent of modern technology, one does not have to travel to experience a Culture Shock (Kurt & Gok, 2015).

While no consensus has been achieved regarding the definition of Culture Shock, one of the generally accepted conceptualisation of the term is; Culture Shock can be defined as a state of frustration, anxiety, and uncertainty, not knowing what to expect from others' behaviour and not knowing what is expected of one's own behaviour. This experience of Culture Shock typically arises when individuals are exposed to new and unfamiliar cultures or social systems. Nevertheless, it must be understood that this does not necessarily mean arriving in a different country, even a different school or a new workplace, can also cause Culture Shock.

In today's society, Culture Shock can have multiple adverse impacts in both educational settings and professional environments. In the workplace, Culture Shock may occur when an employee struggles to adapt to communication styles, unfamiliar norms, and work ethics (Nair et al., 2021). Young graduates transitioning from academic life to a professional career in the IT sector may experience Culture Shock due to differences in expectations, work dynamics, and Corporate culture. This transition can be challenging, especially for those moving to new cities or joining multinational companies. This phenomenon is also prevalent among employees shifting to different industries, who may struggle with the rigid procedures, formal hierarchy, structured processes, and lack of fixed job roles (Hongfei et al., 2016). Reviews suggest that domestic relocations, changes in leadership styles, or even variations in work norms are sufficient triggers for a Culture Shock experience.

In this era of globalization where remote working and the hybrid work model are the new normal, Culture Shock is no longer restricted to the physical relocation of an individual but extends to the virtual work environments where employees interact and engage with culturally diverse teams and have to adjust to the challenges of the hybrid mode of working. The IT sector in India, which is characterized by a

high degree of remote teamwork, presents unique challenges in this regard. In India, following the IT boom, salaries have comparably reached higher levels. Due to the attractive salary packages available in the IT industry, this sector has drawn employees from every corner of the nation and even from across the globe. The workplace has transformed into a melting pot of diverse cultures. However, limited research exists on how Culture Shock specifically impacts IT professionals in India, particularly within South India.

1.3 Significance of the study

The Information Technology (IT) sector in India has been a major contributor to the country's economic growth for several years. Not only has it created significant employment opportunities, but it has also positioned India as a global leader in technology services. The sector's resilience, particularly evident during the COVID-19 pandemic, showcases its adaptability and capacity to innovate. Despite disruptions caused by the pandemic, IT companies swiftly transitioned totally into remote work models, ensuring business continuity and sustaining growth momentum. This underscores the sector's crucial role in driving economic resilience and stability.

The COVID-19 pandemic prompted a paradigm shift in work culture globally, with remote work becoming the new norm. In the IT sector, this transition was relatively seamless due to existing technological infrastructure and flexible work arrangements. IT companies quickly implemented total remote work policies, leveraging digital tools and communication platforms to facilitate collaboration among remote teams. The successful adoption of remote work underscored the sector's technological prowess and organisational agility. Moreover, it highlighted the importance of digital transformation in enabling business continuity and resilience in the face of unforeseen challenges.

Today, the IT industry in India offers the largest ready-to-hire talent in the country. The majority of the young generation in India is working in the IT sector. Despite the significant role of the IT sector in India, there remains a noticeable gap in research on Culture Shock within this industry. Given the global nature of the IT industry, where employees often work in multicultural teams and collaborate with clients and colleagues from diverse backgrounds, understanding and addressing

Culture Shock is indeed critical. With the advent of modern technology, like AI and the hybrid work models in the IT sector, the focus on Culture Shock becomes all the more significant.

The significance of the current study can be examined from four perspectives:

First, the study focuses on employees, the most valuable asset of any organisation. This Human Capital, as designated in modern accounting terminology, is the most important factor that contributes to the success or failure of any organisation. In Organisational behaviour, this human capital comprises emotional, social, and intellectual capital. An employee's effectiveness in the organisation depends on the extent to which he or she is adjusted to the organisation. The expectations of both the employee as well as the organisation should match. Just as a slight crack in the foundation weakens the strength of a building, any lack of adjustment between or among the employees can be fatal to the very foundation of the organisation. Every employee who joins the organisation brings with them a set of values, skills, knowledge, needs and aspirations. Similarly, every organisation has certain expectations when it hires its employees, like adapting to the culture and norms of the organisation and producing the expected positive results. However, the matching of these employees' needs and the organisation's expectations is not an automatic process. Here arises the significance of this study on Culture Shock.

The study seeks to raise awareness about Culture Shock among IT sector employees, employers, and stakeholders. By increasing understanding and acknowledgement of the challenges associated with Culture Shock, individuals can better prepare themselves and seek appropriate support when needed. Moreover, raising awareness can foster empathy and lead to a more inclusive and supportive work environment within the organisation.

Secondly, the study is based on the IT sector, a sector that has established itself as one of the most powerful among all other sectors in the Indian economy. Today, the IT industry in India is one of the largest sectors providing employment opportunities in the country and has converted India into a global IT powerhouse, which is recognised and respected across the globe for its technological prowess. The IT sector in South India is a major contributor to the economic growth and innovation

in India. The five states in South India – Kerala, Tamil Nadu, Telangana, Andhra Pradesh and Karnataka are home to some of the global IT giants and tech parks. The major IT hubs in South India are Bengaluru in Karnataka, Chennai in Tamil Nadu, Hyderabad in Telangana, Vizag in Andhra Pradesh and Kochi and Thiruvananthapuram in Kerala. These hubs provide job opportunities to a majority of the young graduates in the country. Hence, this study on Culture Shock among employees in the IT sector in South India is of utmost significance.

Thirdly, the study attempts to examine the factors leading to Culture Shock, one of the most serious yet underexplored and subtle problems in the IT sector. Work in the IT sector has redefined the culture, nature, and concept of work, as it is often executed virtually and caters to the global market (Ranjith & Mahespriya, 2012). This has redefined the workplace, work culture, methodologies, longevity of work skills, pace of work, work timings, work values and most importantly, the boundary between workplace and home. The IT sector, which was considered the sunshine sector of the economy (Gautami & Anupama, 2016), due to the high salary package and emoluments offered to its employees, is now witnessing drastic changes in the lifestyle, sociality, family structure, self-identity and attitude of its employees. Employees who join a new organisation have to adapt to the new organisation culture, changing technology, changing teams, administrative policies, project deadlines, physical working conditions, workload, attitude of colleagues, superiors and subordinates and roles in the organisation. All these act as triggers to the Culture Shock experience of the young generation of IT employees.

Fourthly, the study explores the effect of Culture Shock on employee sentiments. Employee sentiments refer to the collective emotions, perceptions, and attitudes that employees have towards their organisation, work, and workplace experiences. These sentiments influence the individuals' job performance, workplace behaviour, motivation, and commitment. Today, one of the major concerns in the IT sector is the lack of job satisfaction, low morale among employees, poor job performance, high emotional labour, and increased turnover intention (Kanwar et al., 2012). The five significant constructs used to study employee sentiments are Emotional Labour, Employee Morale, Job Performance, Job Satisfaction, and

Turnover Intention. The significance of the study lies in its attempt to shed light on this area.

Exploring Culture Shock in the IT sector has both theoretical and practical implications. Theoretically, it contributes to the broader understanding of organizational behaviour, cross-cultural psychology, and human resource management. By examining the factors contributing to Culture Shock and its impact on individual attitudes, behaviours, and performance, researchers can develop theoretical frameworks to better explain and predict these phenomena. From a practical standpoint, insights gained from the study can influence organizational policies and practices aimed at promoting employee competence, well-being, and job satisfaction. By addressing Culture Shock proactively, organizations can create inclusive work environments that foster collaboration, innovation, and employee retention.

The study aims to develop a conceptual model for understanding Culture Shock within the IT sector. This model will include various factors contributing to Culture Shock and the relation between Culture Shock and employee sentiments. The mediating role of emotional labour, employee morale, and job satisfaction in the relationship between Culture Shock and employee sentiments also forms part of the study. The moderating role of hybrid working in the relation between Culture Shock and employee sentiments is a unique aspect of this study.

Employers play a crucial role in supporting employees experiencing Culture Shock. Insights from the study can guide organizations in identifying specific challenges faced by employees and implementing targeted support mechanisms. The study may also provide useful insights for policymakers, emphasising the necessity of proactive actions to improve education, work culture, and provide necessary psychological support for the young generation of IT employees

In conclusion, the study on Culture Shock within the IT sector in South India addresses a critical gap in research and has far-reaching implications for theory, practice, and policy.

1.4 Statement of the problem

India's robust IT sector, contributing to over 7% of the nation's growth, is now facing a crisis due to the rising employee stress levels (Ngomani, 2015; Altangerel et al., 2015). Heavy workloads, fixed deadlines, and lack of work-life balance have been linked to conditions such as hypertension, heart disease, and depression. When an employee undergoes such pressure with limited mental support or understanding from management, it can lead to burnout or much worse. Stress at the workplace has become a threat that can cost the life of an individual (Dattatreya & Sruthi, 2014). These IT employees are exposed to several challenging situations in their workplace, such as excessive workload, role ambiguity, strained relationships at the workplace, project deadlines, and obligation towards their organization (Nair et al., 2021; Doki et al., 2018).

A visit to the top hospitals in Bengaluru reveals a significant number of patients dealing with stress-related issues. Physicians who focus on this condition have revealed that they typically see around ten patients daily for stress-related concerns. Clinical psychologist Anoushka Tripathy observes that many of her patients, particularly those from the IT and BPO sectors, report struggling to handle the pressures at their workplaces. Young graduates who join a new workplace experience not only the initial shock of transitioning from school or college to a professional setting but also the Culture Shock of adapting to a new work environment. According to doctors at NIMHANS (National Institute of Mental Health and Neurosciences), a significant share of patients dealing with this issue are software engineers between the ages of 24 and 30. Employees in the IT and BPO sectors must continually adapt to diverse cultures as they regularly engage with individuals from various cultural backgrounds and nationalities. Doctors report that this continual adjustment process puts a tremendous strain on these employees.

Culture Shock can lead to a decrease in employee morale, decreased job satisfaction, poor job performance, and increased turnover intention (Lin & Huang, 2021). Attrition rates are also high among IT employees (Iyer, 2011). Thus, it is extremely important that employees who join new organisations in the IT sector are able to adapt to the new workplace, in order to ensure job satisfaction, high employee

morale, and ultimately reduce the turnover intention of these employees. At this juncture, it is significant to study Culture Shock among the employees of the IT sector.

The rationale for selecting South India is its significance as a major driver of innovation and economic growth in India. Bengaluru in Karnataka, known as the Silicon Valley, Hyderabad in Telangana, nicknamed as Cyberabad, Chennai in Tamil Nadu, Vizag in Andhra Pradesh, and Kochi and Thiruvananthapuram in Kerala are the IT hubs of the South. The presence of several IT hubs in the Southern states of Kerala, Tamil Nadu, Telangana, Andhra Pradesh, and Karnataka makes it even more significant.

1.5 Research Questions

Based on the Research Problem, this study intends to examine the following central research inquiries:

1. What are the factors that lead to Culture Shock?
2. How does Employee Morale, Job Performance, Emotional Labour, Job Satisfaction, and Turnover Intention influence IT sector employees in South India?
3. Does Emotional Labour, Employee Morale, and Job Satisfaction play a mediating role in the relationship between Culture Shock and employee sentiments?
4. Does hybrid working play a moderating role in the relationship between Culture Shock and employee sentiments?
5. Are there any measures that can be adopted by employees to mitigate the effect of Culture Shock?

1.6 Objectives of the study

The present study, entitled “Culture Shock among employees in the IT sector: A study with special reference to South India,” was conducted with the following specific objectives:

1. To examine the factors leading to Culture Shock among IT sector employees in South India.
2. To analyse the Employee Morale, Job Performance, Emotional Labour, Job Satisfaction, and Turnover Intention among IT sector employees in South India.
3. To explore the effects of Culture Shock on employee sentiments by examining the positive and negative organizational responses through multiple mediation analysis.
4. To examine the moderating effects of hybrid working among IT employees on the effect of Culture Shock and Employee sentiments.
5. To analyze the mitigating strategies against Culture Shock experienced by the IT sector employees in South India.

1.7 Major Hypotheses of the study

The following major hypotheses were formulated in the current research

H₀ 1: There is no significant difference between the observed Culture Shock and expected Culture Shock among IT sector employees in South India.

H₀ 2: There is no significant difference between the socio-demographic factors of IT sector employees working in South India with respect to the factors causing Culture Shock.

H₀ 3: There is no significant difference among the levels of employee sentiments of IT sector employees working in South India.

H₀ 4: There is no significant association between the socio-demographic factors and employee sentiments among IT sector employees working in South India.

H₀ 5: There is no significant difference between the observed and expected Mitigating Strategies adopted by the IT sector employees in South India to resolve Culture Shock.

Mediation Hypotheses

MEH 1: Emotional Labour and Employee Morale mediates the relationship between Culture Shock and Turnover Intention.

MEH 2: Job Satisfaction and Employee Morale mediates the relationship between Culture Shock and Job Performance.

Moderation Hypotheses

MOH 1: Hybrid working has a moderating effect on the strength of the relationship between Culture Shock and Employee Morale.

MOH 2: Hybrid working has a moderating effect on the strength of the relationship between Culture Shock and Job Performance.

MOH 3: Hybrid working has a moderating effect on the strength of the relationship between Culture Shock and Emotional Labour.

MOH 4: Hybrid working has a moderating effect on the strength of the relationship between Culture Shock and Job Satisfaction.

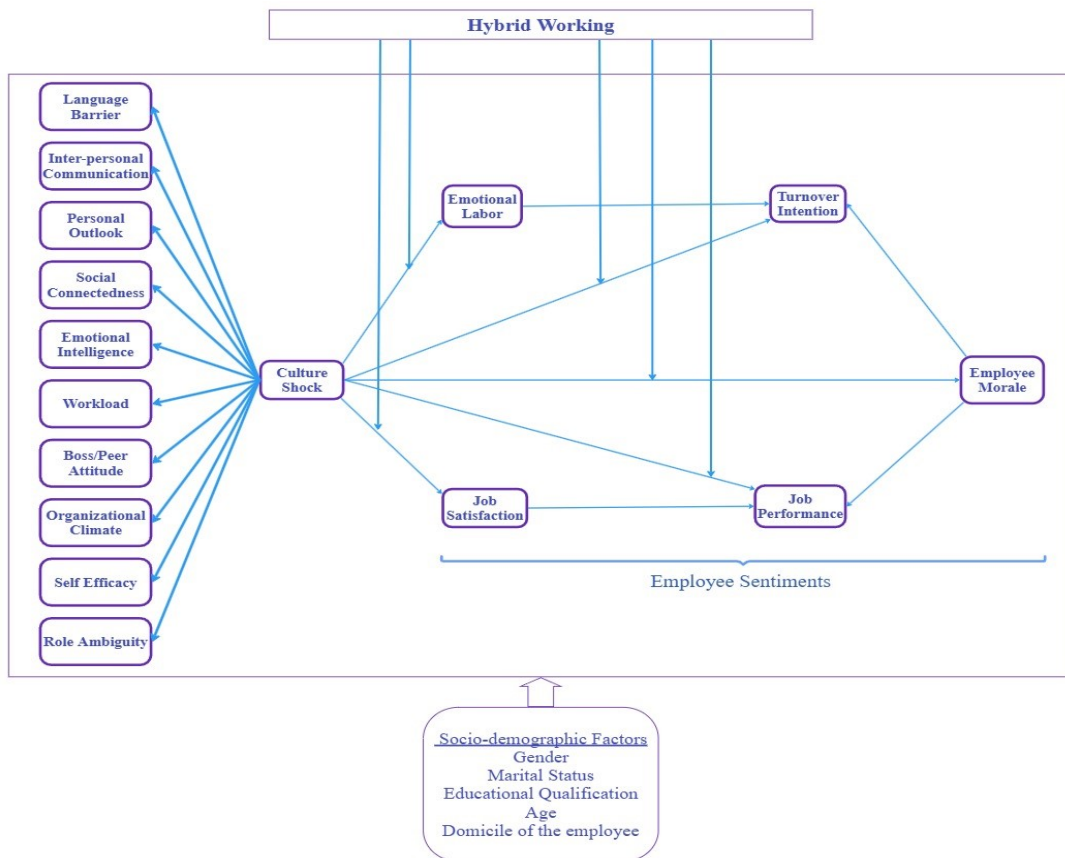
MOH 5: Hybrid working has a moderating effect on the strength of the relationship between Culture Shock and Turnover Intention.

1.8 Conceptual Framework

The conceptual framework of the study provides a summarised theoretical structure that directs the investigation of interactions between variables and helps to explain the phenomenon under study. This acts as a guide for understanding how various constructs interact and how they affect the desired results. The conceptual framework for the present study is developed based on relevant theories and the existing literature. It consists of the key constructs and their hypothesised relationships, forming a basic foundation for data collection, analysis, interpretation, and development of the Culture Shock -Employee Sentiments model. Culture Shock, which represents a state of frustration, anxiety, and uncertainty, not knowing what to expect from other people's behaviour and not knowing what is expected of one's behaviour, serves as the primary construct of the conceptual framework. This psychological construct is influenced by several factors like

language barrier, interpersonal communication, personal outlook, social connectedness, emotional intelligence, workload, boss/peer attitude, organizational climate, self-efficacy, and role ambiguity. It is hypothesised that these factors directly or indirectly influence an individual's experience of Culture Shock. Employee sentiments, an umbrella term which includes Emotional Labour, Job Satisfaction, Turnover Intention, Job Performance, and Employee Morale also form a significant part of the conceptual framework. The relation between Culture Shock and employee sentiments, the mediation effect of Emotional Labour, Employee Morale and Job Satisfaction in the relationship between Culture Shock and Turnover Intention and Culture Shock and Job Performance has also been hypothesized. The study also examines the moderation effect of hybrid working in the relationship between Culture Shock and employee sentiments.

Figure 1.1
Conceptual Framework of the Study



Source-Developed by the researcher

The conceptual framework presented in Figure 1.1 offers a broad outline for data analysis, enabling the researcher to examine the proposed relationships and validate the assumptions based on theory. Employee sentiments is an umbrella term that includes emotional labour, job satisfaction, turnover intention, job performance, and employee morale. The conceptual framework further incorporates the mediating role of the three significant psychological constructs of emotional labour, employee morale and job satisfaction. Moreover, the study also examines the moderation effect of hybrid working in the relation between Culture Shock and employee sentiments. By integrating these constructs, the conceptual framework provides a holistic approach in understanding the complex dynamics involved in the study of Culture Shock among IT employees. The socio-demographic factors considered in the study are Age, Gender, Domicile, Marital Status, and Educational Qualification.

1.9 Scope of the study

The main focus of the present study is to conduct a comprehensive investigation of the Culture Shock experience among IT sector employees in South India. Factors leading to Culture Shock, Emotional Labour, Job Satisfaction, Turnover Intention, Job Performance and Employee Morale among employees fall within the scope of the study. The study used a quantitative approach and a model based on Culture Shock and various theories to examine the mediating role of Emotional Labor, Employee Morale and Job Satisfaction in the relationship between Culture Shock and employee sentiments. The study also examines the moderating effect of hybrid working on employee sentiments and the measures adopted by employees to mitigate the effect of Culture Shock. The scope of the study is restricted to the IT employees who have a minimum of two years or less than two years of work experience in the NASSCOM-listed IT companies located in the South Indian states of Kerala, Tamil Nadu, Karnataka, Telangana, and Andhra Pradesh.

1.10 Research Methodology

1.10.1 Research Design

The research design employed in the present study combines both descriptive and analytical components. Data are gathered for the study over a single point in time. The study is descriptive in nature, as it tends to describe the characteristics of the

population. Furthermore, it incorporates analytical aspects by formulating hypotheses and employing appropriate statistical tools for analysis. To collect responses, the researcher selected individual IT professionals in different IT companies. The research methodology begins with determining the sampling frame and the method of study. The next step was instrument development, which included developing the questionnaire, selecting the pilot sample, conducting the pilot study, and finally revising the instrument. Once the questionnaire was finalised, the researcher proceeded with the next step of administering the survey and analysing the collected data. Analysing the data included examining the data, choosing the Input matrix, evaluating Model Estimates and Goodness-of-Fit, and finally interpreting the Model. The final step was to report the findings of the study.

1.10.2 Data Collection Methodology

After establishing the conceptual model and setting the hypotheses for the study, the next step taken was to generate the scale of items for the measurement of each aspect of the construct incorporated. This measurement helped the researcher in the study to analyse the empirical validity of the conceptual model and thereafter test the formulated hypothesis.

Source of Data

This study relies on both primary and secondary data sources.

a) Secondary Data

An extensive collection of data was acquired for the study from a broad range of published sources. These sources include journals, articles, and research publications that offer insightful evaluations and findings from earlier research projects carried out by experts in the area. Books and publications were also reviewed to assess relevant concepts, theories, and frameworks that were applicable to the topic of study. In addition to these, research dissertations and theses were explored to acquire access to in-depth studies and investigations carried out by other scholars. Furthermore, annual reports of NASSCOM, industry reports from research firms such as IDC, McKinsey, the Economic Review 2021, 2022, 2023 academic journals - Journal of Information Technology and Human Resource Management Journal, and

reports in the dailies-Times of India and Economic Times, online dailies, and related websites were also examined. Additionally, the websites of NASSCOM, the Directorate of Industries and Commerce, the Ministry of Corporate Affairs, and others were also assessed.

b) Primary Data

The study aimed to assess the Culture Shock among IT employees working in various IT companies in South India. In order to achieve this objective, the study employed a structured and validated questionnaire that was administered to the participants. In addition, the researcher engaged in discussions and consultations with IT professionals, officials of NASSCOM, CEO's and top officials of various IT firms to gather information relevant to the study.

1.10.3 Sample Design

The sample design in the research study involves the sampling population, sample frame, sampling unit, sampling technique, and sample size determination. A multi-stage random sampling method was adopted to select the required sample in order to study the Culture Shock among IT sector employees in South India. The respondents were identified and selected in several stages.

- **Population**

The population of the study consists of the total IT employees working in NASSCOM-listed IT companies located in the five South Indian states of Kerala, Karnataka, Tamil Nadu, Andhra Pradesh, and Telangana, who have a minimum of two years or less than two years of work experience in the IT company.

- **Sample frame**

The sampling frame was constructed using the official NASSCOM list of registered IT companies in the five South Indian states of Kerala, Tamil Nadu, Telangana, Karnataka and Andhra Pradesh.

- **Sampling Unit**

Each IT employee working in NASSCOM-listed IT companies located in the five South Indian states of Kerala, Karnataka, Tamil Nadu, Andhra Pradesh, and

Telangana who have a minimum of two years or less than two years of work experience in the IT company.

- **Sampling Technique**

A multi-stage random sampling technique was adopted to ensure representativeness and manageability in data collection. In the first stage, the IT companies in these five states, which were registered with NASSCOM, were identified. As per the members listing, there are 187 IT companies in Kerala, 378 in Karnataka, 324 in Tamil Nadu, 193 in Telangana, and 105 in Andhra Pradesh. Thus, there are a total of 1187 NASSCOM-listed IT companies in these states as on January 2024.

The NASSCOM authorities were reluctant to provide the complete list of employees due to privacy issues and sensitivity of the topic, even though they were given assurance regarding confidentiality of the information. Hence, the researcher adopted the next best method to collect the required data. Systematic Random Sampling was used to select companies from the NASSCOM list of each state.

In the second stage, Systematic Random Sampling was used to select companies from the NASSCOM list of each state. Every 20th company on the list was selected. This resulted in the following number of companies being selected in each state:-

Table 1.1
State-wise selection of IT Companies

State	Total Companies	Interval Used	Selected Companies
Kerala	187	Every 20 th	9
Karnataka	378	Every 20 th	18
Tamil Nadu	324	Every 20 th	16
Telangana	193	Every 20 th	9
Andhra Pradesh	105	Every 20 th	5
Total	1187	--	57

Source: Compiled by the researcher

By selecting every 20th company from the list, the researcher maintained a systematic and unbiased approach in selecting the companies. Thus 57 companies were selected from the five states in South India in the second Stage using systematic random sampling.

The third stage involved selecting eligible employees from within these companies for data collection. The researcher formally contacted the Human Resource (HR) managers or respective contact persons of each of the 57 selected companies across the five South Indian states. The purpose of this communication was to obtain a verified list of employees who met the inclusion criteria for the study, which was employees who have been working for two years or less than two years in the company. The employees considered for the study are those who have been working in the company for two years or less than two years, because these employees experience additional stress due to various factors such as having to adjust to a new environment, working full time for the first time after their studies and they may lack sufficient exposure to the software development process (Rajeshwari & Anantharaman, 2003). Culture Shock is a phenomenon that occurs during the initial period of moving to a new environment and the experience may last a few months or a few years. The length of time the Culture Shock experience lasts can vary depending on the person, the company, and how different the new atmosphere feels for the new employee. Thus, the researcher selected those employees who have been working for 2 years or less than 2 years, during which period the impact of the shock is experienced.

Based on the data received from the companies, the total number of employees satisfying the inclusion criteria in each state was recorded and has been detailed in table 1.2.

The study adopted the Proportionate Stratified Sampling method to allocate the total sample size of 430 across the five South Indian states. In this method, the population was first divided into distinct strata based on state-wise employee distribution. Then, samples were drawn from each stratum in proportion to the number of eligible employees (those with two years or less than two years of experience).

Table 1.2

State-wise classification of eligible employees

State	Eligible Employees (Employees with experience in the company \leq 2 years)
Kerala	627
Karnataka	1123
Tamil Nadu	975
Telangana	857
Andhra Pradesh	467
Total	4049

Source: Compiled by the researcher

The sample of 430 was proportionally allocated to each state based on the number of eligible employees using the formula:

Table 1.3

Sampling Strategy

State	Eligible Employees	Proportional Sample Calculation	Final Sample Size
Kerala	627	$(627 / 4049) \times 430 = 66.56$	67
Karnataka	1123	$(1123 / 4049) \times 430 = 119.26$	119
Tamil Nadu	975	$(975 / 4049) \times 430 = 103.54$	104
Telangana	857	$(857 / 4049) \times 430 = 91.01$	91
Andhra Pradesh	467	$(467 / 4049) \times 430 = 49.59$	49
Total	4049	----	430

Source: Compiled by the researcher

In the second Stage, Systematic Random Sampling has been applied and this ensured equal probability of selection for each company and better randomization.

In the third Stage Proportional Stratified Sampling has been used which ensured representativeness by reflecting the actual distribution of eligible employees across states. This also addressed the population heterogeneity, as the number of eligible employees varied significantly by state.

During each stage of the sample selection, a random selection procedure was employed to guarantee a representative sample, which is free from bias. This systematic procedure was employed to ensure a fair representation of IT companies and employees from each state, thereby enhancing the generalizability of the study's findings.

- **Sample Size Determination (Using Israel's Formula, 2009)**

The sample size was determined based on the standard deviation obtained from a pilot study of 90 respondents, allowing for a standard error at the 5% significance level. The sample size was calculated using the following formula:

$$\text{Sample size (n)} = (ZS/E)^2 \text{ (Israel, 2009)}$$

- $Z = 1.96$ (the standard value corresponding to a 95% confidence level)
- $S = 0.529$ (the sample standard deviation from the pilot study)
- $E = 0.05$ (the acceptable margin of error, or 5%)

$$\text{Hence, the sample size (n)} = (ZS/E)^2 = (1.96*0.529/0.05)^2 = 430$$

The sample size of the study, determined using the formula, is 430.15. Based on this calculation, the final sample size for the study was rounded to 430.

The final sample used for the study was 430. For a population greater than or equal to 10,000, a sample size varying between 200 and 1000 is generally preferred by researchers (Alreck & Settle, 1985). The present study meets the criteria of minimum required sample size for the application of statistical tests. The researcher ensured that the sample size of 430 was deemed adequate for the requirements for Covariance Based Structural Equation Modelling (CB-SEM)

1.10.4 Design of the Questionnaire/Instrument Development

The researcher employed a structured questionnaire to gather primary data from a sample of IT professionals. The structured questionnaire was reviewed by a panel of six members consisting of two software professionals, two academicians, one psychologist and one statistician. Additionally, the researcher sought input from experts in the field of research and top officials in the IT sector.

In order to ensure the validity of the questionnaire, the researcher conducted a pilot study involving 90 employees from various NASSCOM listed companies in South India. Their suggestions and recommendations were incorporated into the questionnaire to enhance its validity. Following the pilot study and feedback, the questionnaire was refined and finalised. For data collection, the researcher personally visited certain IT companies. In those companies personally visited by the researcher, a structured paper-based questionnaire was administered, while in the other companies, a Google Form was utilised for data collection. Majority of the respondents preferred filling the google form. Specifically, the study focused on the employees who were working for a period of two or less than two years in the IT company. In cases where personal visits were not feasible, the researcher personally contacted the HR officers or a contact person of the respective companies to obtain the employee lists and subsequently collected data from the sample employees by circulating a Google Form. The actual survey period was from January 2024 to June 2024.

The questionnaire consisted of 3 parts, which were as follows:

Part I: Questions relating to the socio-demographic profile of respondents

Part II: Questions for collecting responses related to factors of Culture Shock, employee sentiments, and hybrid working.

Part III: Questions for collecting responses related to mitigating strategies adopted.

The data collection instrument was meticulously designed based on structured and validated questionnaires from earlier studies that investigated Culture Shock and stress among employees. Table 1.4 below provides a comprehensive overview of the variables that were studied and the associated scales that were applied, demonstrating the meticulous approach taken in designing the instrument.

Table 1.4
Constructs Used for the Study

Constructs Used for the Study	Number of Items in Each Construct
Language barrier	5
Interpersonal communication	3
Personal outlook	5
Social connectedness	5
Emotional intelligence	7
Work load	4
Boss/peer attitude	5
Organisational climate	3
Self efficacy	8
Role ambiguity	6
Employee morale	5
Job performance	5
Emotional labour	4
Job satisfaction	4
Turnover intention	4
Distancing	4
Confrontational coping	3
Self control	4
Exercise	4
Relaxation	4
Time management	4
Social support	5
Hybrid Working	4

Source: Compiled by the researcher

The present study employed a 5-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree," to effectively measure the factors leading to Culture Shock, employee sentiments, mitigating strategies adopted, and the effect of hybrid working. Additionally, various socio-demographic and background factors were also examined by the researcher. The socio-demographic and background factors

employed for the study include gender, age, marital status, domicile and educational qualification.

Table 1.5

List of Variables and their nature based on Predictive Analysis

Independent Variables	Dependent Variables	Mediating Variables	Moderating Variable
Culture Shock	Emotional Labour	Emotional Labour	Hybrid working
Emotional Labour	Job Performance	Employee Morale	
Job Satisfaction	Employee Morale	Job Satisfaction	
Employee Morale	Turnover Intention		
	Job Satisfaction		

Source: Compiled by the researcher

The above Table 1.5 shows the list of variables and their nature based on predictive analysis. The independent variables in the study are Culture Shock, Emotional Labour, Job Satisfaction, and Employee Morale. The dependent variables are Emotional Labour, Job Performance, Employee Morale, Turnover Intention and Job Satisfaction. Mediating variables in the study are Emotional Labour, Employee Morale and Job Satisfaction. The moderating variable in the study is Hybrid working.

1.10.5 Pretesting of Questionnaire

A pilot study was conducted by administering the questionnaire among 90 respondents. This enabled the researcher to identify and rectify errors and shortcomings to ensure its validity. The selected employees were requested to complete the questionnaire as part of the pilot study and provide necessary feedback on relevance, clarity, and structure. Participants were encouraged to share their suggestions, thoughts, and problems encountered while filling out the questionnaire. Based on the findings from the pilot study, necessary revisions were made to improve the clarity and validity of the final questionnaire.

1.10.6 Reliability Analysis

A measuring device is said to be reliable if it provides an accurate and consistent result. Such a device ensures lower error and hence more reliable and accurate data. In the pilot study, an internal consistency analysis was conducted using Cronbach's alpha to assess the reliability of the twenty-three constructs. The analysis was performed on a sample size of 90 participants, aiming to measure the reliability and consistency of the measurement items within each construct. Table 1.6 shows the internal consistency analysis result for 90 samples based on the pilot study.

Table 1.6

Internal consistency analysis of the twenty-three constructs by Cronbach's alpha for sample size 90 based on the pilot study

SI No.	Constructs	Cronbach's Alpha	No. of Items	No. of Items deleted
1	Language Barrier	0.849	5	Nil
2	Interpersonal Communication	0.768	3	Nil
3	Personal Outlook	0.727	5	Nil
4	Social Connectedness	0.784	5	Nil
5	Emotional Intelligence	0.824	7	Nil
6	Workload	0.817	4	Nil
7	Boss Peer Attitude	0.813	5	Nil
8	Organizational Climate	0.855	3	Nil
9	Self Efficacy	0.795	8	Nil
10	Role Ambiguity	0.797	6	Nil
11	Employee morale	0.784	5	Nil
12	Job performance	0.898	5	Nil
13	Emotional Labour	0.899	4	Nil
14	Job Satisfaction	0.807	4	Nil
15	Turnover Intention	0.897	4	Nil
16	Distancing	0.847	4	Nil
17	Confrontational Coping	0.712	3	Out of 4, Item 3 deleted
18	Self-Control	0.745	4	Nil
19	Exercise	0.768	4	Nil
20	Relaxation	0.819	4	Nil
21	Time Management	0.787	4	Nil
22	Social Support	0.751	5	Nil
23	Hybrid Working	0.783	4	Nil

Source: Primary data

The pilot study results indicate strong reliability across all constructs, as demonstrated by the Cronbach's Alpha scores, which ensure internal consistency. According to Nunnally (1967), reliability coefficients are considered acceptable when they meet or exceed 0.70, with a desirable range between 0.60 and 0.70. The fact that all constructs surpass this threshold underscores the robustness of the measurement tools used. Given this level of reliability, the researcher was confident in the consistency of the data and proceeded with full-scale data collection, ensuring that the constructs would yield reliable results in the main study.

1.10.7 Validity Test

Validity confirms how well an instrument measures what it is intended to evaluate. H. E. Garrett (1965) states that the validity of a measuring instrument or a test depends upon the fidelity with which it measures what it offers to measure. Statistical and Logical approaches are used to determine the validity of an instrument. Content validity and construct validity are the two forms of validity that are examined in the study.

- **Content Validity**

Content validity assesses how well an instrument contains all relevant aspects of the construct it aims to measure. To ensure content validity, the researcher consulted and discussed with academicians, IT professionals, a psychologist, a statistician, and other experts in the field.

- **Construct validity**

Construct validity is concerned with ensuring how well a set of indicators represents or reflects a concept that is not directly measurable. Confirmatory Factor Analysis was conducted to assess two types of construct validity: convergent validity and discriminant validity, thereby standardizing the measurement instrument. The study satisfies the criteria for convergent validity, as the average variance extracted (AVE) and composite reliability for all components exceed 0.5 and 0.7, respectively. Additionally, the square root of the extracted average variance (AVE) of all components in the study is greater than the inter-construct correlation, thereby confirming the discriminant validity of all constructs.

1.10.8 Assessment of Data Normality (Distributional Assumption)

Kolmogorov-Smirnov test was conducted to test whether the data are normally distributed or not (Sarstedt & Mooi, 2014).

Table 1.7

Kolmogorov-Smirnov Test Result for Data Normality

SI No.	Constructs	Kolmogorov-Smirnov test	
		Statistic	Sig.
1	Language Barrier	0.031	0.200*
2	Interpersonal Communication	0.021	0.200*
3	Personal Outlook	0.018	0.200*
4	Social Connectedness	0.023	0.200*
5	Emotional Intelligence	0.021	0.200*
6	Workload	0.041	0.200*
7	Boss/Peer Attitude	0.040	0.200*
8	Organizational Climate	0.042	0.200*
9	Self Efficacy	0.028	0.200*
10	Role Ambiguity	0.028	0.200*
11	Employee Morale	0.019	0.200*
12	Job Performance	0.021	0.200*
13	Emotional Labour	0.031	0.200*
14	Job Satisfaction	0.022	0.200*
15	Turnover Intention	0.019	0.200*
16	Distancing	0.021	0.200*
17	Confrontational Coping	0.025	0.200*
18	Self-Control	0.023	0.200*
19	Exercise	0.031	0.200*
20	Relaxation	0.024	0.200*
21	Time Management	0.027	0.200*
22	Social Support	0.029	0.200*
23	Hybrid Working	0.036	0.200*

Source: Primary data

** This is a lower bound of the true significance*

The Kolmogorov-Smirnov test results presented in the table indicate that all constructs in the dataset exhibit a non-significant P value (N. Sig.) of 0.200. Since

this value is greater than the conventional threshold of 0.05, the null hypothesis, which states that the data follows a normal distribution, cannot be rejected. The statistics for each construct remain relatively low, suggesting that deviations from normality are minimal. Given this outcome, the data can be assumed to be normally distributed, which justifies the application of parametric statistical tests for further analysis.

The uniform significance value of 0.200 across all constructs arises because this is the highest possible P value reported by statistical software (e.g., SPSS) for the Kolmogorov-Smirnov test when the test statistic does not show strong evidence against normality. This truncation occurs as a result of software limitations in reporting higher significance values. Therefore, even though the actual P values might be higher, they are reported as 0.200, implying that the data strongly adheres to a normal distribution assumption. This justification is critical for ensuring that the selected statistical methods remain valid in subsequent analysis.

1.10.9 Statistical Tools and Software Packages Used for Data Analysis

Table 1.8

Statistical Tools and Software Packages Used for Data Analysis

Objectives	Tools applied
<p>Objective 1- To examine the factors leading to culture shock among IT sector employees working in South India.</p>	<p>Descriptive Statistics: - Mean and Standard Deviation.</p> <p>Inferential Statistics: - One-sample t-tests, independent sample t-tests, and one-way ANOVA with Tukey's HSD post hoc analysis.</p> <p>Software package used: SPSS</p>
<p>Objective 2- To analyze the Employee Morale, Job Performance, Emotional Labor, Job Satisfaction, and Turnover Intention</p>	<p>Descriptive Statistics: - Quartile deviation and percentage analysis</p> <p>Inferential Statistics:-Chi-square tests for goodness of fit and chi-square tests for association</p> <p>Software package used: SPSS</p>

Objectives	Tools applied
among IT sector employees in South India.	
<p>Objective 3- To explore the effects of Culture Shock on employee sentiments by examining the positive and negative organizational responses through multiple mediation analysis.</p>	<p>Multivariate validation tools for SEM:- Covariance-Based Confirmatory Factor Analysis (CB-CFA)</p> <p>Predictive analysis:- Co-variance Based Structural Equation Modelling (CB-SEM) techniques.</p> <p>Significance testing tool:- Bootstrapping procedures with 5000 bootstrapping samples.</p> <p>Software package used: SPSS AMOS</p>
<p>Objective 4- To examine the moderating effects of hybrid working among IT employees on the effect of Culture Shock and Employee sentiments.</p>	<p>Multivariate validation tools for SEM:- Covariance-Based Confirmatory Factor Analysis (CB-CFA)</p> <p>Predictive analysis:- Co-variance Based Structural Equation Modelling (CB-SEM) techniques.</p> <p>Significance testing tool:- Simple slop curve test</p> <p>Software package used: - SPSS AMOS and MS Excel</p>
<p>Objective 5- To identify the measures adopted by employees to mitigate the effect of Culture Shock.</p>	<p>Descriptive Statistics: - Mean and Standard Deviation.</p> <p>Inferential Statistics: - One-sample t-tests, independent sample t-tests, and one-way ANOVA with Tukey's HSD post hoc analysis.</p> <p>Software package used: SPSS</p>

1.11 Operational definitions

1. **Culture Shock-** a state of anxiety, uncertainty, and frustration, not knowing what to expect from other people's behavior and not knowing what is

expected of one's behavior. It may be experienced when a person encounters a new situation, new surroundings, or a new workplace.

2. **Language Barrier** - a challenge in communication that can arise when people have difficulty understanding each other.
3. **Interpersonal Communication**- The sharing of messages, ideas, and information between two or more people, which can take place in several forms, such as phone calls, face-to-face conversations, emails, or even video conferences
4. **Personal Outlook**- a person's general attitude, way of thinking or understanding about something.
5. **Social Connectedness**- the feeling of belonging to a social network or relationships with colleagues at work, and the degree to which you have the relationships you want. It is based on an individual's perception of connection, and can be influenced by the quality and variety of relationships they have, as well as how they feel about them.
6. **Emotional Intelligence**- the ability to understand and manage one's emotions, as well as recognize and influence the emotions of those whom one deals with.
7. **Workload**- the amount of work to be done by a particular person within a specific time.
8. **Boss/Peer Attitude**- the manner in which a boss and colleagues at the workplace perceive and assess something or someone. It reflects a tendency to react either favourably or unfavourably toward a particular idea, object, person or situation.
9. **Organizational Climate**- the psychological atmosphere of a company that is made up of the attitudes and shared perceptions of its employees, which is influenced by factors like leadership style, communication, organisation policies, and practices

10. **Self-efficacy**- indicates the confidence an individual has in his or her ability to regulate their own behaviour, motivation and social surroundings. It reflects the individual's confidence in overcoming challenges and accomplishing a task successfully.
11. **Role Ambiguity**- refers to the lack of predictability or certainty about an employee's job responsibilities, which occurs when the employee's job role is not clearly defined.
12. **Employee Sentiments**- refers to the collective emotions, perceptions and attitudes that employees have towards their organisation, work and workplace experiences. These sentiments influence the individual's morale, job performance, job satisfaction, workplace behaviour, motivation, and commitment.
13. **Emotional Labour** - refers to the effort employees exert to manage their emotions as well as recognise and influence the emotions of those around them and present a specific emotional state, in a professional setting, to meet job requirements. Employees have to regulate their emotions during interactions with managers, co-workers, and clients.
14. **Job satisfaction** - an employee's subjective evaluation of their work experience, the level of contentment, an employee feels about their job
15. **Employee morale** - The overall attitude, outlook, and the level of enthusiasm and job satisfaction that an employee feels about their work.
16. **Job Performance** - How well an employee performs and completes his or her job requirements and contributes to the organization's goals.
17. **Turnover Intention**- An employee's likelihood or intention of voluntarily leaving their job or organization in the near future.
18. **Hybrid working** -is a flexible work model that combines working remotely as well as in the Office.
19. **IT sector**- for the purpose of this study, means all IT companies dealing in IT software (software products and engineering and research and

development services), IT services (project-oriented services, IT outsourcing, and training and support) or both, excluding IT hardware companies.

20. **IT Company-** means all NASSCOM registered IT companies, located in the South Indian states of Kerala, Tamil Nadu, Karnataka, Andhra Pradesh, and Telangana.

21. **IT employee-** denotes consultants and network specialists who design, develop, and distribute software products and services, programmers, test engineers, analysts, database administrators, and web designers. It includes all professionals in the hierarchy, starting with the designations as programmers to those at the top of the hierarchy designated as project manager, project head, or team leader. Only those IT employees who have been working for two years or less than two years in the NASSCOM-listed IT companies in South India have been included in the study. The terms software professional, IT employee and IT professional have been used synonymously.

1.12 Limitations of the study

1. The primary limitation of the research is the use of cross-sectional data, which considers employees' perceptions at a specific moment in time without accounting for any changes in those perceptions over time.
2. The study is restricted to employees who have been working for two years or less than two years in IT companies registered with NASSCOM in South India.
3. The study focuses on ten significant factors leading to Culture Shock and five employee sentiments. However, other factors could also have an impact on the respondents' experience of Culture Shock.
4. The NASSCOM authorities were reluctant to provide the complete list of employees due to privacy issues and sensitivity of the topic, even though they were given assurance regarding confidentiality of the information, and hence the researcher adopted the next best method of sample selection.

1.13 Structure of the thesis

The thesis is structured into seven distinct chapters, which are outlined as follows:

Chapter 1: Introduction

The chapter presents a comprehensive overview of the research process, outlining the background of the study, the significance and scope of the study, the research problem, research questions, objectives of the study, hypotheses set for the study, and the conceptual framework. It also includes the research methodology followed, research design, sources of data, the sampling technique adopted, sample design, and the tools used for data collection and analysis. The details of the pilot study, design of the questionnaire, operational definitions, limitations, and structure of the thesis are also included in this chapter.

Chapter 2: Review of Literature

The chapter includes a comprehensive review of existing literature relevant to the research topic and also includes the research gap identified in the existing body of knowledge. It includes studies both in India and abroad.

Chapter 3: Theoretical Framework

This chapter gives a broad outline of the theoretical aspects of Culture Shock and stress. It covers areas such as the traditional and contemporary theories of Culture Shock. It also includes well-established models of stress.

Chapter 4: Culture Shock and Employee Sentiments among IT sector employees in South India -

The chapter includes the data Analysis of the first and second objectives. The first objective is to examine the experience of Culture Shock among IT sector employees working in South India, while the second objective focuses on examining the Employee Morale, Job Performance, Emotional Labour, Job Satisfaction, and Turnover Intention of these IT sector employees, aiming to explore how various factors impact their professional experiences.

Chapter 5: Exploring the Mediating and Moderating effects in the relationship between Culture Shock and Employee Sentiments among IT sector employees in South India

The chapter includes the data analysis of the third and fourth objectives of the study. The third objective explores the effects of culture shock on employee sentiments by examining the positive and negative organisational responses through multiple mediation analysis, and the fourth objective examines the moderating effects of Hybrid working among IT employees on the effect of Culture Shock and Employee sentiments.

Chapter 6: Mitigating Strategies adopted by IT sector employees in South India to resolve Culture Shock

This chapter includes the Data Analysis of the fifth objective, the Mitigating strategies adopted by employees to resolve the experience of Culture Shock.

Chapter 7: Summary of Findings, Conclusion, Recommendations, Implications, and Scope for Further Research

This is the last chapter of the thesis and explains the summary of the whole study, findings of the study, conclusion, recommendations, implications, and scope for further research.

1.14 Conclusion

In conclusion, the current chapter has laid the foundation for the study, providing a clear understanding of the research problem, research questions, objectives of the study, major hypotheses, conceptual framework, research methodology, and limitations. The research problem has been identified, highlighting the gap in knowledge and the need for further investigation. The research questions and objectives have been formulated, providing a roadmap for achieving the purpose of the study. The conceptual framework of the study has been presented, illustrating the relationships between variables and guiding the data collection and analysis process. Additionally, the methodology adopted in the study is also demonstrated to get a clear picture of the population, sample, and the tools applied for data analysis. Finally, the chapter also points out the limitations of the present study.

CHAPTER 2
REVIEW OF LITERATURE

Contents	2.1	<i>Introduction</i>
	2.2	<i>Culture Shock</i>
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2.1 Introduction

The present chapter provides a sound foundation for the overall research by exploring the comprehensive body of knowledge surrounding Culture Shock, with a particular emphasis on the factors leading to Culture Shock and employee sentiments. It also examines the literature focused on the association between Emotional labour, Job satisfaction, Employee morale, Job performance, Turnover intention, and Culture Shock. Previous studies on Culture Shock and stress within the IT sector and the role of hybrid working constitute a significant component of this chapter. The chapter includes reviews on the mitigating strategies adopted to reduce the Culture Shock experience among employees.

This chapter intends to identify the gaps in existing research and lay the groundwork for the present study by evaluating the body of existing literature. The reviews included in this chapter encompass studies conducted in India and abroad.

In addition to identifying the research gap, the chapter also lays the foundation for the formulation of hypotheses. Following a comprehensive examination of the previous studies, hypotheses can be developed to address the identified research gaps and propel the advancement of knowledge in this field. These hypotheses serve as a pivotal component of the study, providing a foundation for the current study.

The literature reviewed for this study is organised according to its five objectives and is presented in four sections:

- 1. Culture Shock**
- 2. Employee Sentiments.** This part includes reviews on:
 - **Emotional labour**
 - **Job satisfaction**
 - **Employee morale**
 - **Job performance**
 - **Turnover intention**
- 3. Reviews based on Culture Shock, stress, and the Hybrid work model in the IT Sector**
- 4. Reviews on Mitigating Strategies adopted by employees.**

2.2 Culture shock

Culture shock refers to a significant challenge in adapting to a new environment. While individuals face various challenges throughout their lives, Culture Shock often stands out as particularly intense, dramatic, and unforeseen. The foremost feature of this phenomenon of shock is that it is unpleasant and often unexpected. It may also have an unexpected and deep impact on an individual's identity (Cupsa, 2018). As early as the 1960s, the term Culture Shock was used to describe the anxiety arising from not knowing what to do in a new culture. The study of Culture Shock draws more from education and social psychology rather than medicine. In examining the adaptation challenges faced by students and employees, researchers have been influenced by conventional views on migration and mental health. This experience is confronted by all sojourners. Sojourners are people who move to a different country for a specified time to accomplish a specified task (Furnham & Bochner, 1986). The degree or gravity of Culture Shock is positively correlated to the difference in culture between the home country and the host country. The higher the difference, the greater the degree of Culture Shock (Furnham & Bochner, 1982). One has to get accustomed to adapting to a very wide range of life events like moving from one residence to another, changing schools, travelling from one city to another, or even joining a new workplace.

There are several factors that may trigger the experience of Culture Shock. Several researchers have identified and predicted the various factors that may influence the severity of culture shock. Personal factors and life experiences influence the experience of Culture Shock. Hack-Polay and Mahmoud (2023) have observed that culture distance, social isolation, ethnic prejudice, family and children issues, and homesickness are important issues faced by expatriates while trying to adapt in Western contexts. Culture Shock is the feeling of disorientation, a person experiences when moving into a new culture or organisational environment. In the IT sector, this can happen even within the same country due to differences in leadership styles, company culture, work ethics, or having to work in multicultural teams. High-pressure environments, fast-paced tech culture, different communication styles, work-life balance expectations, and language barriers in global companies are some of the triggers of the Culture Shock experienced by employees in the IT sector.

Organisations must take efforts to create psychological safety to ensure effective adjustment. It has been reported that moving to a new environment can affect mental well-being in a negative way, and residing in a new place with a dissimilar socio-cultural background and new working environment can trigger a Culture Shock condition (Doki et al., 2018). Culture Shock disrupts an individual's ability to integrate into a workplace, leading to feelings of isolation and reduced morale. Takeuchi et al. (2005) observed that cross-cultural stress negatively impacts group cohesion and individual well-being, which are critical components of morale. Black and Gregersen (1991) further highlighted how cultural adjustment difficulties lead to lower enthusiasm and engagement among employees. A good onboarding programme helps minimise culture shock by setting clear expectations about responsibilities, roles, and company culture, offering emotional support through buddies or mentors, providing cultural training in case of multinational teams, and ensuring psychological safety where employees can ask questions and disclose difficulties and anxieties without fear.

Research suggests that the initial few months are critical and significant in determining the success of a newcomer in his or her job (Watkins, 2013). This initial period is extremely important in the lives of the employees, as it creates a lasting impression in their minds and can even transform the decision regarding their job. Since the first impression is always the best impression, employees must feel welcome, secure, and comfortable in the new workplace. There is a need for an intercultural approach that can position individuals in an intercultural space, adjusted and alienated from Culture Shock. It is considered that socially effective strategies and relying on individual differences may help in the adjustment process (Moharramzadeh et al., 2024). Efforts must be taken to encourage and promote inclusion by recognising diversity and avoiding stereotypes in various contexts. Since culture is more powerful than politics, opportunities given to individuals from disadvantaged backgrounds should ensure psycho-social support to get adjusted to the culture shock and alienation they feel when adapting to a new environment that differs from their usual norm (Singh, 2024). Employees facing Culture Shock often allot more cognitive and emotional resources to adapt to the new environment, leaving few resources available for task performance. Shaffer and Harrison (2001)

noted that cultural adjustment difficulties directly impair work quality. Similarly, Chen et al. (2011) observed that employees in culturally unfamiliar environments exhibit lower job performance due to stress and miscommunication.

Culture Shock can lead to dissatisfaction and a diminished sense of belonging, increasing turnover intention. Job satisfaction is significantly influenced by the ability to adapt to the work environment. Black and Gregersen (1991) found that expatriates who struggle with cultural adaptation report lower satisfaction levels. Furthermore, Selmer (2002) highlighted that unresolved Culture Shock negatively impacts satisfaction by weakening employees' ability to derive meaning from their work. Caligiuri et al. (1998) observed that expatriates who experience significant challenges in adjusting to a new culture often consider leaving their positions. Additionally, Lee and Chon (2000) state that cultural misalignment often reduces job commitment and amplifies turnover intention, particularly in the hospitality industry and among expatriates. Thus, reduced job satisfaction and turnover intention are likely to arise due to Culture Shock. Culture Shock can lead to a decline in employee morale, poor job performance, decreased job satisfaction, and increased turnover intention (Lin & Huang, 2021).

Work environment and relations with peers and superiors may trigger Culture Shock. The different cultural work environment, which includes interpersonal communication, relationships with co-workers, sense of satisfaction, rules of employment, economy, problems faced in daily life with the family, and social inequality, may cause undue stress (Doki et al., 2018). Culture Shock, characterised by stress, confusion, and difficulty in adapting to a new environment, often demands that employees regulate their emotions in response to unfamiliar cultural norms. Emotional labour, defined as managing emotions to meet organisational expectations, is heightened in unfamiliar settings. Sánchez et al. (2000) observed that expatriates experiencing adjustment issues expend higher emotional effort to maintain a professional demeanour.

Grandey (2000) demonstrated that emotional labour intensifies when individuals face external stressors like cultural dissonance. Demographic characteristics of the individual, personality traits, organizational support given to the

employee, and the technical competence of the individual are a few of the key factors that influence Culture Shock (Sims & Schraeder, 2004). These demographic factors include age, domicile, gender, academic qualification, and marital status. Lack of clarity regarding the work to be done and excessive workload may also result in the experience of Culture Shock. Indian IT sector employees experience role conflict, role stress, role ambiguity, and role overload (Nair et al., 2021). It has been documented that Culture Shock relates to work environment stress, which may be caused due to ambiguous role problems or excessive workload, resulting in fatigue, causing distress and lack of job satisfaction, as well as huge workload with less work control influenced by poor relationship with colleagues, which have an impact on decreasing motivation and eventually results in poor performance (Hongfei et al., 2016).

Communication and relations with co-workers and superiors play a significant role in the experience of the phenomenon. Culture Shock predictions have also been linked to colleagues at the workplace. A good workplace is characterised by employees adapting well to the environment, collaborating with supportive colleagues to accomplish tasks, and maintaining effective communication (Rino et al., 2019). The work environment is a significant factor in the experience of Culture Shock. The work environment has a substantial influence on job satisfaction among software professionals (Geetha et al., 2019). To ensure employee productivity, IT firms should concentrate on maximising employee well-being and refining the comfort design of employees' home offices (Ralph et al., 2020). For migrant workers who work abroad and who tend to experience Culture Shock, proper communication among colleagues is an important social support system to improve coping methods and to resolve problems in the workplace and ensure that they are better able to adjust in the new environment. In the IT sector, the new employees, or software immigrants (Sim & Holt, 1998), must have to acquire a variety of knowledge in order to be able to work efficiently. In addition to general knowledge and proficiency in programming languages and tools, employees must also learn company-specific skills, including project terminology, coding standards, and team dynamics (Hilton & Begel, 2018). The work environment around the workers is tremendously significant as it can influence them in carrying out their assigned duties (Nurhayati, 2016). Psychological

factors also play a significant role in the experience of Culture Shock. There are several other aspects of the nonphysical work environment related to work psychology, such as job satisfaction, colleague attitude, employment rules, and previous job experience, which may trigger Culture Shock (Liu et al., 2019).

While working in a team, command over the language is very important in ensuring a smooth and comfortable adjustment among individuals. Alshafi and Shin (2019) identified through their study that language proficiency is the main barrier to students' social and academic adjustment. Certain social factors, such as loneliness and homesickness, and academic factors, such as assessment methods and classroom activities, also play a significant role in adjustment problems. The geographical location of the workplace and political factors influencing the area are also important in the experience of culture shock. Stewart and Leggat (1998) observed that the interpersonal factors such as age, appearance, personality, language skills, biological factors, dietary restrictions, social networks, finances, factors related to space and time such as place of visit, time spent in a new place and geopolitical factors which include political tensions, meteorological and seismological factors play a significant role in the Culture Shock experienced by an individual.

Unrealistic assumptions and expectations of individuals are also a major cause of Culture Shock. Aloka et al. (2023) opined that many students enter with either high or unrealistic expectations about what their first year of university study will be like. This unrealistic expectation causes Culture Shock. It has been suggested that the university authorities should adopt a more favourable relationship between perceived expectations and degrees of student satisfaction regarding the quality of their experience. Communication skills play an important role in the adaptation process. Paul (1988) considered communication and social skills as the most significant problems encountered by the majority of students pursuing education overseas. At the workplace, proper communication is a deciding factor in the adaptation process of employees. Wilson et al. (2013) opined that language proficiency paves the way for better opportunities for culture learning and thus improves and helps in sociocultural adaptation. Goldstein and Keller (2015) found that a number of students linked Culture Shock to variations in the external environment, which includes factors like language, communication, and physical

surroundings, instead of internal or cognitive factors such as insufficient stress management, identity confusion, or prejudice. Individuals with higher cultural competence were more likely to attribute Culture Shock to internal factors, while those with limited travel experience and minimal interest in learning foreign languages tend to view Culture Shock as stemming from external factors. International students encounter various challenges while adapting to a new culture, including language barriers, miscommunications, and feelings of isolation due to their struggle to grasp the social norms of the unfamiliar society. Their lack of familiarity with the social behaviour guidelines that govern interpersonal interactions often leads to experiences of Culture Shock (Furnham & Bochner, 1986). It has been noted that spoken language is crucial for communication, while nonverbal cues like body language and facial expressions are of lesser importance. Nevertheless, in high-context cultures, the significance of these elements is reversed. However, in high-context cultures, the roles are the opposite. In most areas of the Middle East, Latin America, Africa, and Asia, people usually pay less attention to what is being said, and give more attention to nonverbal cues as a significant means of communication (Mitchell, 2000). At the workplace, both verbal and non-verbal language are significant.

Confidence level and self-efficacy of employees are significant factors in the Culture Shock experience of individuals. Some individuals possess a natural sense of optimism and self-assurance, while others tend to lack confidence and may adopt a more negative perspective on life (Aronson et al., 2005). Self-confidence and self-efficacy can play a significant role in decreasing anxiety and overcoming hurdles. A healthy self-image helps individuals minimise self-doubt and enables them to embrace new experiences with reduced stress (Carley, 2006). Confidence and optimism help reduce interpersonal problems. In general, those who are optimistic deal better with interpersonal problems and perform better in academics and in the workplace. Individuals with a strong sense of self-efficacy are confident in their capability to execute tasks and believe they can accomplish them successfully. The consistency of interest, self-assurance in one's abilities, and the perceived user-friendliness of eLearning platforms were directly affected by self-confidence (Malureanu et al., 2021). Lack of confidence is one of the significant reasons for

failure. Interpersonal skills play a substantial role in influencing the adverse connections between job-related stress and the ability of an individual to adapt in an organisation (Baek et al., 2024). Psychological studies have recognised a number of variables, including language proficiency, knowledge, ethnocentrism, attitude, previous experience, social support, cultural similarity, spirit of adventure, and self-control, which play a significant role at one time or another in the Culture Shock experience (Bennett, 1993). Three key factors have repeatedly been identified as significant contributors to adjustment: understanding of both host and home cultures, ethnocentric attitudes, and proficiency in language. Thus, the language barrier is a significant factor leading to culture shock. People can achieve a thriving career and improve their relationships by harnessing their emotional intelligence.

Emotional intelligence is also a significant element in the Culture Shock experience. Research has demonstrated that individuals with elevated emotional intelligence tend to achieve greater success in their careers, develop stronger personal relationships, possess more effective leadership abilities, and enjoy better health compared to those with lower emotional quotient (EQ). Social support and emotional intelligence influence Culture Shock significantly and the results of the analysis showed that resilience had a mediation effect on those relationships (Putra et al., 2022).

Spradley and Phillips (1972) noted that a significant shift in the workplace environment might be seen as a stressor when viewed through the lens of the stress model proposed by Selye. Culture Shock can be explained as a state of stress, during the initial period in a new place, the tension or uncertainty arising within the individual, generally inferred from the presence of stress responses. The COVID-19 pandemic has played a significant role in the experience of culture shock. Jim Clifton (2023) was of the opinion that due to the COVID-19 pandemic, employees have experienced a new way to work, which may impact their lives positively, a magical virtual workplace with a work-life blend. This new way of work, however, may leave the organisation less engaged and ultimately affect the customers negatively. Several authors (Argyle, 1988; Bamlund, 1988; Dyal, 1981; Gudykunst & Hammer, 1988; Locke & Feinsod, 1982; Taft, 1988) have supported the view of Culture Shock as a reaction to stress triggered by the lack of ability to understand cultural cues. Proper

adaptation helps to reduce Culture Shock. The greatest challenge for companies is to retrain employees and support their adaptation (Van Wingerden & Poell, 2017; Zhang et al., 2018). When newly graduated nurses join a new workplace, they experience stress, mainly due to their difficulties in adjustment, limited clinical experience and skills, and the sudden increase in responsibilities (Labrague et al., 2020). Additionally, the lack of effective communication with fellow nurses, doctors, patients, and their families serves as a significant source of stress for new nurses (Mercado & Pham, 2019). The phenomenon of Culture Shock can be experienced in any new atmosphere. Chun Cao et al. (2021) observed that academic Culture Shock, academic competency, resources, intercultural communication, and pressure were identified as the main sources of Chinese international students' academic stressors. Bama (1983) identifies specific elements from the stress research literature that are recognised as key stressors: ambiguity, uncertainty, and unpredictability, and explains how these factors are directly related to the experiences of an individual adapting to a new culture. Employing Selye's General Adaptation Syndrome (1956), Barna explains the neurological and physiological responses to stress and determines that experiencing such a stress reaction is unavoidable in cross-cultural interactions. It has been observed that the reduction of psychological stress is significant when entering a new environment; however, coping with Culture Shock does not imply completely removing this uncomfortable feeling. To begin with, completely eradicating stress is unfeasible, and additionally, a degree of anxiety and depression can serve as a source of motivation for individuals to adjust to the cross-cultural environment and ultimately learn the new culture (Ferraro, 2006). Consequently, approaching stress with a positive mindset and converting negative feelings into constructive motivation can assist individuals in maintaining psychological well-being and effectively reducing Culture Shock. Based on their study of counselling European immigrants in Canada, Wyspianski and Fournier-Ruggles (1985) also claim that even those who are most well-prepared will face some level of Culture Shock.

The review of the literature suggests that the significant factors which may lead to Culture Shock among employees in the IT sector are language barrier, interpersonal communication, personal outlook, social connectedness, emotional

intelligence, workload, boss peer attitude, organisational climate, self-efficacy and role ambiguity.

The above reviews laid the basic foundation for the formulation of hypotheses to explore the effects of Culture Shock on employee sentiments.

2.3 Employee Sentiments

Employee sentiments reflect the collective emotions, perceptions, and attitudes that employees have towards their work, organisation, and workplace experiences. These sentiments influence the individuals' job performance, motivation, workplace behaviour, and commitment towards the organisation. Employee sentiments are hypothesised to have a positive correlation to employee performance, as higher morale would automatically lead to improved productivity (Judge et al., 2001). Positive employee sentiments, like job satisfaction, commitment, and a sense of belonging, lead to better performance, higher motivation, and lower turnover rates. On the other hand, negative sentiments like stress, dissatisfaction, and emotional labour can result in decreased productivity, increased absenteeism, and ultimately in higher attrition rates.

Riehle and Klara (2024) put forth a wide range of employee sentiments, influenced by factors such as perceptions of the work environment, individual beliefs, management-employee relationships, and awareness of the company's initiatives. Positive sentiments were linked to motivation, increased engagement, productivity, improved retention, and the adoption of sustainable behaviours. In contrast, negative sentiments resulted in frustration, reduced engagement, and resistance to initiatives. These results emphasise the importance of effective communication, employee engagement, and change management strategies in aligning employee sentiments with corporate goals. Some of the most widely recognised employee sentiments include emotional labour, job satisfaction, job performance, employee morale, and turnover intention.

Emotional labour is the act of showing external feelings that might not align with our internal feelings; this conflict can result in extremely stressful circumstances. Many experts consider emotion and rationality to be mutually exclusive concepts, as the generally held perception is that, in today's rational, task-

oriented work environments, there is no place for emotions. Existing empirical data indicates that positive feelings lead to favourable results such as Organisational Citizenship Behaviour (OCB) and job satisfaction (Mahamad, 2014; Tsai, 2001). Conversely, negative feelings may lead to adverse results like employee turnover, emotional conflicts, and deviant behaviours in the workplace (Ashforth & Tomiuk, 2000; Zapf, 2002). Emotions and expressions are actually regulated and governed within organisations through various formal and informal methods, ensuring that specific emotions are shown while others are suppressed. Employees frequently must conform to these emotional display expectations, even when they grapple with their true feelings. The work or effort involved when an individual suppresses genuine emotion or expresses fake emotion is termed as emotional labour (Mann, 1997). Particularly in client-facing roles like IT consulting and tech support, employees often engage in emotional labour, balancing professional expectations with personal emotions to maintain high service standards. Researchers have found a unifying theme in various interpretations. Emotional labour entails regulating feelings to align with the display rules set by an organisation or profession; individuals exert effort to hide or amplify their genuine emotions to meet the demands of the organisation (Shankar & Kumar, 2014). The phenomenon of Culture Shock has a significant influence on several aspects of employee sentiments. Experiencing Culture Shock positively influences emotional labour, while it adversely affects job satisfaction. Additionally, the connection between culture shock and the intention to leave a job is influenced by both emotional labour and job satisfaction (Lai et al., 2020). Emotional labour, particularly surface acting, has been linked to emotional exhaustion, which leads to turnover intention. Brotheridge and Lee (2003) emphasised that the constant toll of emotional labour is a predictor of attrition in service roles. Additionally, Hochschild (1983) demonstrated that emotional labour creates dissonance, resulting in employee dissatisfaction and higher turnover intention.

Turnover intention can be defined as a person's desire to voluntarily leave their organisation or profession. Employee turnover has always been a matter of concern for organisations, especially in the IT sector. A significant portion of employee turnover can have detrimental effects on both the organisation and its

workforce. Turnover influences the company's expenses associated with hiring and selecting new staff, onboarding processes, training new employees, and, crucially, the loss of expertise that the departing employee acquired during their tenure. Employee intentions play a vital role, as they forecast an individual's views and assessments (Mobley et al., 1979). It is recognised that intentions are the primary factor influencing actual behaviour (Ajzen & Fishbein, 1980). Researchers have noted that the intention to leave a job involves a series of steps, which include contemplating resignation, planning to search for new opportunities, and the decision to resign (Mobley, 1982). According to Bothma and Roodt (2012), turnover intention represents a form of disengagement that arises from the absence of connection and adaptation to the work environment. This intention serves as a valid indicator of future employee actions. It represents a complex process that encompasses decision-making, attitudes, and behaviours (Martin, 2007). According to Krzyszkowska (2015), the triggers for quitting the organisation are generally associated with the work environment and stem from discontent with the conditions of employment. Markey et al. (2012) found that workers demonstrate a reduced intention when they view their workplace as favourable, which is defined by low levels of stress, an atmosphere where employees feel secure, and where managers value their team members.

The IT sector, which is characterised by its fast pace, stringent deadlines and multicultural work environment, is a sector that witnesses an alarming rate of turnover intention among employees. Studies by Shalley, Gilson, and Blum (2000) showed the presence of a connection between a work environment marked by creativity and complexity and the intention to leave the job. It is extremely important that new employees are able to adjust and feel comfortable in the new workplace in order to ensure lower turnover rates. Lee and Chon (2000) state that difficulty in adjustment in a new culture can cause lower job commitment and higher turnover intention. Cultural differences can give rise to unavoidable work conflicts within the organisation. The IT sector, which is the meeting place of several cultures, is prone to these kinds of conflicts. If these issues are not addressed effectively, the accumulation of dissatisfaction over time could lead to employees wanting to leave the company (Parvaiz et al., 2015). Studies have observed that the anger and

frustration arising as a result of cultural differences can result in communication obstacles and decreased morale, which ultimately lowers team effectiveness and raises the employee turnover rate (Milliman et al., 2002). It has been found that frequent conflicts at the workplace put employees under high work pressure, which in turn results in turnover intention (Siswanto & Miranda, 2020). Previous studies observe that a significant number of failures in multinational operations are primarily caused by the failure to adjust to the culture of the host country (Doerr, 2004; Kawar, 2012). Cross-cultural conflict can also result in negative behaviour and turnover intention, reducing employees' loyalty to the organisation (Ferraro, 2001).

Job satisfaction is one of the most explored job attitudes in Industrial and Organisational Psychology (Judge et al., 2017). Job satisfaction refers to the degree to which individuals feel positively or negatively about their work (Spector, 1997). Job satisfaction is an individual's emotional reaction to their work situation, which means it cannot be directly observed but can only be interpreted. It significantly impacts employees by influencing their well-being, and on a larger scale, it also affects productivity, intentions to leave the job, and the overall economic health of society (Faragher et al., 2005). Qualitative factors relevant for employee satisfaction include workplace culture, relationship with management, work-life balance, management practices, and company strategy (Feng, 2023). Job satisfaction is positively correlated with job performance, as satisfied employees are more engaged and motivated. Judge et al. (2001) conducted a meta-analysis revealing a robust relationship between job satisfaction and performance across industries. Locke (1976) also highlighted that satisfied employees are more likely to align their goals with organisational objectives, leading to higher performance. However, previous studies have concluded that employees experiencing Culture Shock have lower job satisfaction. Culture Shock can reduce job satisfaction, thereby affecting an employee's job performance. Job satisfaction has been widely shown to mediate the relationship between external stressors (including cultural challenges) and job performance (Koeske & Koeske, 1993; Pizam & Ellis, 1999). According to Mitchell and Lasan (1987), it is widely acknowledged within the field of organisational behaviour that employee attitude is primarily reflected in job satisfaction, making it a critical and frequently researched topic. The significance of job satisfaction cannot

be overstated, as a lack of it often leads to apathy and a decline in commitment to the organisation (Levinson, 1997; Moser, 1997). Increased job satisfaction leads to lower turnover intention (Agada, 2013). Job satisfaction is directly related to employee retention and indirectly related to job performance (Lal et al., 2015). Dissatisfaction with one's job is an indicator of the likelihood of leaving a position (Alexander al., 1997; Jamal, 1997). It has been observed that when cultural conflicts arise in organisations, employees might find themselves in awkward situations, which can negatively impact their performance, motivation, and ultimately their job satisfaction (Doerr, 2004). Culture Shock, particularly in cross-cultural work environments, can lead to emotional exhaustion and job dissatisfaction, which can result in increased turnover intention. Employees in the IT sector who experience Culture Shock are likely to undergo higher emotional labour and have higher turnover intention. Emotional labour has been found to mediate in the relationship between cultural challenges and turnover intention, as employees manage emotional demands to meet workplace expectations (Brotheridge & Lee, 2003; Lee & Ashforth, 1996).

Job performance has been defined as the overall expected value to the organisation from the unique behavioural actions that an individual engages in during a typical time frame. The key concept in this definition is that performance is associated with behaviour. Performance pertains only to those actions that can influence the achievement of organisational goals. The performance area includes behaviours that may contribute positively and those that could adversely affect organisational goal attainment. There is a growing consensus that the performance area consists of behavioural episodes with varying levels of organisational value (Austin & Crespín, 2006). The idea that the performance domain is characterised by behavioural aspects and irregularity is also suggested in various methods of conceptualising and assessing job performance. Rotundo (2000) argues that while scholars may offer their individual interpretations of job performance, a commonly accepted definition emphasises the actions or behaviours of individuals rather than the outcomes or results stemming from these behaviours and actions. Murphy (1989) observes that job performance ought to be characterised by actions rather than outcomes. Murphy also describes performance as actions that are aimed at achieving the organisation's objectives. According to Campbell (1990), performance is

described as the behaviours or actions that an individual can control, which help achieve the organisation's objectives and can be assessed based on the individual's level of skill, a definition that aligns with others. Employees experiencing Culture Shock have lower morale, and this decreases job performance. Earlier studies have observed that morale plays a significant role in how employees perform while confronted with cultural challenges (Newman & Thomas, 2008).

Morale is an abstract idea that relates to the level of positivity and support an employee feels towards their organisation, as well as the unique bonds shared among employees, including trust, shared purpose, self-esteem, feelings of accomplishment, and confidence in both leadership and the success of the organisation. Employee morale encompasses the satisfaction derived from the work environment and includes qualities such as enthusiasm, emotional engagement, commitment, loyalty to the organisation, and an inclination towards their job (Rukshani & Senthilnathan, 2013). The morale of an employee is developed based on their attitude towards the organisation (Arunchand & Ramanathan, 2013). Morale is an indication of the workplace climate. Higher employee morale fosters organisational loyalty and reduces turnover intention. Several studies on Culture Shock observe that employees experiencing Culture Shock are likely to have low morale, which results in low job satisfaction, poor job performance, and ultimately increases turnover intention among these employees. Culture Shock can negatively impact employees' morale, leading to dissatisfaction and an increased likelihood of turnover. Previous research suggests that employee morale is a key factor influencing turnover intentions in cross-cultural contexts (Varma & Stroh, 2001; Spector, 1997). Culture Shock can lower employee morale, which in turn negatively affects job performance. Several previous studies suggest that morale plays a crucial role in how employees perform in the face of cultural challenges, especially in multicultural environments (Judge & Bono, 2001; Newman & Thomas, 2008).

Griffeth et al. (2000) observed that morale significantly influences retention by strengthening emotional bonds with the organisation. Podsakoff et al. (2007) also opined that high morale reduces the likelihood of voluntary turnover by increasing commitment. Thus, employee morale plays a significant role in the employee's decision to quit the organisation. High morale increases motivation, collaboration,

and productivity, which directly influence job performance. Employees with high morale are likely to perform better at their jobs as they are in a good frame of mind. Podsakoff et al. (2007) emphasised that teams with high morale exhibit better task coordination and output. Additionally, Goleman (1995) found that morale plays a key role in fostering creativity and efficiency in workplace tasks. The workplace culture is also crucial in determining the level of job performance among employees. Rotundo (2000) opines that researchers may have their own interpretations of job performance; however, a common definition emphasises the behaviours or actions of individuals rather than the results or consequences of those behaviours and actions. Murphy (1989) argues that job performance ought to be characterised by behaviours instead of outcomes. Murphy additionally describes performance as behaviours that are connected to the objectives of the organisation. Campbell (1990) explains performance as the actions or behaviours that an individual can control, which aid in achieving the organisation's objectives, and that can be assessed based on the individual's degree of skill, a definition that aligns with others. Corporate culture has an impact on workers' performance and can be explained as shared assumptions, beliefs, and values that help employees to understand which behaviours are appropriate and which are not appropriate in the workplace (Schein, 1990).

The five significant constructs used to study employee sentiments are Emotional labour, Employee morale, Job performance, Job satisfaction, and Turnover intention.

The above reviews laid the foundation for setting hypotheses to analyse the Employee morale, Job Performance, Emotional labour, Job satisfaction, and Turnover Intention among IT sector employees in South India:

Based on the findings in the above reviews and the study's gap, the mediating effect of emotional labour, employee morale, and job satisfaction in the relationship between Culture Shock and turnover intention and job performance has been investigated.

2.4 Reviews based on Culture Shock, stress and hybrid working in IT sector

IT sector in India is recognised as a global leader and a sector which contributes significantly to the economy of the country. However, employees of this

sector undergo tremendous stress. The employees who join the organisation for the first time undergo additional stress due to the initial adjustment required in the new workplace. This may result in anxiety, confusion, and disorientation. Software projects can give rise to a high degree of strain on IT professionals by disturbing their role perceptions, especially creating role conflict and the feeling of role ambiguity (Windeler et al., 2017). These IT employees can easily work from any physical location and can take up jobs in new companies. In today's interconnected world, software professionals are very mobile (Forrest, 2018; Sharma et al., 2020). These employees often move from one company to another, hence they have to deal with change frequently. Since software developers can work from any place with an internet connection, they are able to change jobs easily. As a result of this level of flexibility, it is common for software developers to change companies frequently (Miller, 2018). Whenever a company recruits a new employee, that individual must be welcomed into the organisation, acquainted with its procedures, and integrated into its culture. Typically, this welcoming is carried out through an onboarding process. This process is defined as the organised method of incorporating a new employee into the organisation. Inviting and onboarding individuals with the appropriate skills and qualifications is essential for the success of software development companies (Hall et al., 2008). Within the field of management, onboarding is commonly referred to as organisational socialisation (Bauer, 2010) and is either a formal or informal method of introducing new employees and transforming them from outsiders into valuable contributors to the organisation. This includes sharing skills, knowledge, guidelines, and an understanding of the organisational culture to facilitate effective teamwork (Britto et al., 2018). Inefficient teamwork may result in confusion and anxiety. Individuals who operate in teams with reliant members but lack a clear understanding of their personal duties might find themselves uncertain about which tasks to undertake, the sequence in which to perform them, how to engage with stakeholders, and how to assess their performance (Häusser et al., 2010; Windeler et al., 2017).

In case of the new employees who join the organisation for the first time, they undergo additional stress and tension due to the adjustment process involved. Role ambiguity is a major stressor among IT employees. Vanitha (2017) identified

that among the several contributors to stress, role overload, lack of support from co-workers, role ambiguity, and role conflict were the prominent causes of stress. These factors trigger and aggravate the Culture Shock experience among new employees. (Prathyusha et al., 2016) observed that IT professionals are experiencing high levels of stress due to role ambiguity, role overload, and role conflict. Strain and stress arise mainly due to the innovative nature of the work in this sector. These sudden and frequent changes, coupled with the tremendous pace at which the IT sector is growing, play a significant role in the Culture Shock experience of IT employees. Innovativeness and job crafting features are valuable in most organisations, but more critical in the IT sector (Sharma & Nambudiri, 2020). Increased stress levels among these employees often result in frustration. Ford and Parnin (2015) have explored frustration in software employees. Participants expressed that frustration was a major concern. Some of the reasons for this frustration included large task sizes, insufficient time to adapt to new projects, a lack of adequate resources, feelings of inadequate programming expertise, challenges in completing simple tasks within the estimated time frames, excessive fear of failure, internal obstacles within the organization, personal issues, time constraints, and conflicts with coworkers. The landscape of software development technologies is constantly evolving due to the rise of new technologies, which means that software professionals must continuously develop new skills and technological knowledge. All these give rise to constant stress. Remote working plays a significant role in the lives of IT professionals. Though the concept of remote working existed before the lockdown, the COVID-19 pandemic significantly changed its extent and character, making it a necessity rather than an option for many. The lockdowns resulting from the pandemic compelled most employees and self-employed individuals to work from home, irrespective of their previous experience with remote work (Waizenegger et al., 2020).

Post-COVID-19, this phenomenon of remote working and the hybrid work model, which has become the new normal in the IT sector, has its benefits and limitations. Studies prove that remote working benefits companies as it increases productivity at the enterprise level, increases retention of employees, and ensures savings in cost (Dockery, 2017). It is believed that proper communication plays a significant role in the success of remote and hybrid working. Communication is the

most important factor of creating job satisfaction among employees working from home in the IT industry, and remote working is becoming the upcoming trend (Gigi & Sangeetha, 2020). Studies show that virtual teams often face delayed adaptation due to a lack of informal learning opportunities, which is significant in understanding workplace culture (Maznevski & Chudoba, 2000). The new employees have to meet and interact with their peers and superiors in order to get adjusted to the new workplace. Without physical exposure, employees may take longer to develop cultural intelligence (Earley & Mosakowski, 2004). Employees who join a new organisation may need to interact with their peers and superiors regarding several aspects of work in order to ensure their smooth transition at the new workplace. Remote workers often experience social isolation, which limits their exposure to cross-cultural workplace norms (Bailey & Kurland, 2002). Office settings provide informal learning opportunities, such as observing workplace norms and engaging in casual conversations, which help in cultural adaptation (Schein, 2010). Employees who feel disconnected and isolated in remote work settings are more likely to develop turnover intention (Gallup, 2022). A combination of remote working and in-office work may help employees feel more adjusted and balanced. The Hybrid work models ensure a balance of flexibility and sufficient social interaction, potentially leading to greater satisfaction (Gartner, 2022). Hybrid work models enhance employee satisfaction by providing social engagement while retaining flexibility (Barrero et al., 2021). The hybrid model is believed to have several positive outcomes. Hybrid work generally ensures better teamwork and collaboration, thereby improving overall job performance (Gartner, 2022).

Studies conclude that remote employees often report high levels of satisfaction when autonomy is respected, but are dissatisfied due to isolation (Bailey & Kurland, 2002). Some companies organise mentorship programs where new remote employees are paired with senior, experienced colleagues to navigate cultural challenges (Rockmann & Pratt, 2015). This is extremely important to ensure that these new employees are able to adjust to the new culture despite not being physically present in the organisation. Frequent informal virtual meetups and team-building exercises can help improve cross-cultural relationships and support employees to adapt (Daim et al., 2012). Use of clear documentation and communication protocols

can help minimise misunderstandings in virtual teams (Hinds & Mortensen, 2005). Proper communication is significant in the success of hybrid and remote work settings. Ensuring systematic and synchronous communication, such as video calls, improves clarity and team bonding (Lockwood, 2015). The emotional intelligence of the employees is also crucial in the adjustment process. Cultural intelligence (CQ) training enhances employees' ability to work effectively in diverse teams (Ang & Van Dyne, 2008). Several companies provide cross-cultural training to ensure that employees understand different communication styles and work ethics (Caligiuri & Tarique, 2012).

Remote and hybrid work models have several benefits, the most significant being the work-life balance they ensure. Working from home (WFH) helps to shorten travel time, offers adaptable working hours, enhances employee satisfaction, and promotes a better work-life balance. Barrero et al. (2021) observed that workers have indicated improvements resulting from reduced travel time, enhanced efficiency, and greater flexibility in their work schedules. Various industries, such as information technology (IT) and business process outsourcing, have gained advantages from work-life balance (WLB) initiatives (Chaudhuri, 2020). However, working from home has its limitations as well; innovation, collaboration, and interactions with clients may suffer. Michael et al. (2021) explain that regarding professionals in the IT sector, working from home may pose greater challenges for employees with less experience, shorter tenure, and for positions that require significant communication, collaboration, and coordination. Companies will need to create tools, training methods, and policies that prioritise interpersonal interactions, enhance virtual communication skills, and educate both supervisors and employees on organising their work time at home to boost productivity. Numerous studies have highlighted how remote work, particularly during the COVID-19 pandemic, has raised the workload for employees (Wang et al., 2020; Yang et al., 2020) and has resulted in techno overload (Molino et al., 2020) from the employees perspective. This remote working and hybrid work concept is still going on in most IT firms, and it has its benefits and limitations. Tokdemir (2022) suggests that despite the negative effect of job strain, while working from home, the resource-related protective factors, such as work-life balance, sleep quality, decision latitude, and proper exercise, predict mental

well-being. Several other factors, such as peer support, organisational climate, and satisfaction, also have a significant role in the work life of IT professionals. Prasad et al. (2020) observe that independent aspects such as role ambiguity, peer support, organizational climate, and job satisfaction have a considerable impact on the psychological well-being of employees in the Information Technology sector. Nonetheless, there are small but statistically significant differences related to gender and age groups that affect employees' psychological well-being.

2.5 Reviews on mitigating strategies adopted by employees

When stress, tension, or adjustment problem arises, human beings instinctively respond by resorting to various coping mechanisms in to mitigate or reduce the physical and emotional, and mental distress it causes. These coping mechanisms may be constructive or destructive in nature. Constructive or adaptive strategies are healthy and help to mitigate stress in a positive manner, while unconstructive strategies try to suppress or avoid the problem instead of addressing it. This may temporarily relieve stress, but it can be harmful in the long run. (Panshuo & Paul, 2021) states that a significant stressor is a demanding workload. Individuals employ both constructive and detrimental strategies to manage stress. Job-related stress can lead to negative effects on mental health and reduced overall well-being. It is absolutely essential that the source of stress be identified, and then a mechanism or solution must be identified to mitigate the stressor. Managers play a significant role in supporting employees to cope with stress. Coping with stress is considered one of the top skills inherent in efficient managers. Allick and Nikolic (2020) observed in their study that there is a connection between job-related stressors and the educational requirements of employees concerning acquiring knowledge in the area of preventing work-related stress. It is essential to secure the manager's legally binding support to carry out work-related stress management initiatives. Issues of work-related stress need to be tackled at their origin, prioritizing prevention instead of relying on an individual-centered approach, which may yield unpredictable and uncertain long-term benefits. Stress arises at the workplace, and there are different perspectives regarding coping. Ralf and Reuter (2023) identified that stress in organizations is associated with their culture, leadership, organizational structures, and development. Several coping perspectives, such as reactive coping, anticipatory

coping, preventive coping, and proactive coping, can be adopted at the individual and organisational level. Arnold and Juriena (2021) observe that when faced with extreme job stress, employees may resort to ineffective self-regulation methods, including self-sabotage and inflexible coping. Key personal resources, like emotional intelligence and a proactive disposition, assist employees in effectively recognizing and managing their fatigue. As job strain escalates, employees are less inclined to utilize effective self-regulation techniques, such as job crafting and recovery from job stress. Consequently, as job stress intensifies, stable resources become increasingly crucial. Organizational resources, including supportive leadership and effective human resource practices, can aid employees in managing their immediate fatigue and preventing burnout. Furthermore, Workplace Mental Health Promotion Programmes can be introduced as a positive and constructive method of coping with stress.

Ornek et al. (2020) observed in their study that Work-ProMentH proved to be beneficial and efficient in managing job-related stress and encouraging effective coping strategies. Employee stress can be assessed holistically, and intervention programmes can be organised using this systematic approach. Social support is one of the most important and widely adopted coping mechanisms. Meredith (2021) observes that it is important to recognize that one's social network can be a significant source of support, a coping mechanism, but that it can also serve as a stressor in some cases. Social support can have a variety of positive outcomes for both employees and organizations. It can lead to advanced quality relationships, positive reactions, increased employee performance, and safeguard against the negative effects of stress. Juan et al. (2021) observed that social support could play an important mediating role in the connection between job stress and anxiety. Approaches such as minimizing emotional burnout, enhancing social support within the workplace, and alleviating job stressors may be beneficial in preventing depression and anxiety. Bader (2015) emphasises that social support from co-workers as well as from the organization itself is indispensable to maintain positive work attitudes. Confrontation methods and self-control are also helpful methods of dealing with stressful situations. Luciano et al. (2022) state that professionals adopt numerous coping techniques for the challenges and stressful circumstances encountered in the workplace. These techniques may

include more optimistic approaches centred around facing issues and finding solutions, or emotional reactions that consist of avoidance and denial regarding the problem (Baker, 2018). Self-control capabilities enable goal-oriented actions and ensure optimum adjustment to emotional and cognitive challenges, motivating throughout positive regulation of feelings, emotions, behaviours, and cognitions. Gavriel-Fried et al. (2018) revealed that self-control encompasses a range of abilities that assist individuals in managing stress and unsettling feelings. These skills are positively associated with optimistic emotions. Mindfulness is a helpful practice that can help handle the process of self-control. It is the state of being aware of one's present feelings and surroundings without a sense of being judgmental. Mindfulness plays an important role in reducing stress, enhancing emotion-regulation, and developing greater awareness (Yusainy et al., 2019). Individuals with higher levels of mindfulness usually have higher levels of self-control. Personal factors play a significant role in coping with stress. (Alcides et al., 2020) observe that cultural aspects and personal characteristics should be taken into consideration in mental health protection and promotion at the workplace. It is understood that Asian people cope better and control their emotions more successfully because in their collectivist culture, people are used to adjusting to others' demands, which aids in the coping process. Some individuals consider distancing as an effective method of coping with stress. Distancing is another method to cope with stress. (Kim et al., 2020) Emotional detachment can help healthcare professionals safeguard their mental well-being while delivering optimal care to patients. This approach aids in minimizing emotional labour and upholding professionalism. Miles and Sheeran (2012) described self-distancing as a form of perspective-taking strategy that involves adopting a detached or third-person viewpoint—an approach recognized as one of the most effective techniques for improving emotional regulation. Distancing serves as a positive coping mechanism. A self-distanced viewpoint promotes re-evaluation, interpretation, and meaning construction; individuals who modify their emotions from this standpoint remain safeguarded against emotional responses during future encounters with the same triggering event (Ayduk & Ethen, 2017).

Exercise and yoga are also means of reducing stress. Practicing Yoga is believed to be an effective method of coping with stress (Della et al., 2020). Work-

related stress is a complex problem resulting in various psychosocial risk elements. Increased stress levels among employees may lead to numerous health issues and foster the development of musculoskeletal, cardiovascular, and other conditions. Yoga programs implemented in workplaces help reduce the stress that employees feel. There are several methods to overcome stress, such as yoga, prayer, meditation, and adopting various coping strategies. Practicing yoga, exploring spiritual centres, practicing mindfulness, participating in fitness routines, eating healthily on multiple occasions, enjoying music, and taking brief pauses are identified as the top activities to relieve stress. It is recommended that yoga classes, meditation workshops, and recreational activities be scheduled periodically as the most effective ways for the organization to revitalize its employees (Hiteswari et al., 2018)

Relaxation can enhance concentration and mood, reduce blood pressure, boost sleep quality, and facilitate digestion. Numerous relaxation techniques exist, with many supported by strong evidence of their effectiveness. These methods can be seen as therapeutic exercises intended to help people reduce both physical and psychological tension and anxiety. Relaxation serves as a self-regulating approach and a scientifically supported psychotherapeutic technique aimed at achieving muscle and nerve relaxation. It promotes energy conservation, improves both physical and mental resilience to stress, and mitigates the adverse effects of experienced stress (Holdevici & Crăciun, 2013). Jacobson (1938) opines that relaxation is a technique that is a part of cognitive therapy. Wolpe (1984) observed that in behavioural treatment, relaxation has been employed as a desensitization technique. These days, cognitive behavioural therapy uses relaxation as a technique to treat somatic disorders, stress, and anxiety disorders (Holdevici & Crăciun, 2013). According to Rasid and Parish (1998), the degree of anxiety can be reduced by practicing relaxation and muscle relaxation techniques.

The review of the literature suggests that it is typical to examine Language barrier, Interpersonal communication, Mental attitude, social connectedness, Emotional intelligence, workload, boss/peer attitude, organisational climate, self-efficacy, and role ambiguity as the most significant factors influencing Culture Shock. The IT sector is renowned for being a meeting place of people from different states, backgrounds, and cultures. This may definitely cause Culture Shock among

the employees working in the IT sector. Research on the factors influencing Culture Shock can help create awareness among employees and enable them to adopt measures to mitigate the effects of Culture Shock. Additionally, understanding these factors will help management to identify employees who are experiencing Culture Shock, the influencing factors, and thus provide necessary assistance to such employees to overcome such difficulties. Moreover, researchers can construct new theoretical frameworks to better understand and predict this phenomenon.

2.6 Research Gap

The existing studies focus on the Culture Shock experience among students, sojourners, immigrants, and employees studying or working in a foreign land. The majority of the studies have been conducted abroad, and very few significant and in-depth studies have been conducted in India, with special focus on the IT sector. To bridge this gap, a comprehensive and integrated model was developed that incorporates several factors of Culture Shock based on previous studies and stress-based models.

The study examines the factors causing Culture Shock and the effect of Culture Shock on employee sentiments among employees in the IT sector in South India. The mediating role of Emotional labour, Employee morale, and Job satisfaction in the relationship between Culture Shock and employee sentiments also forms the focus of the study. The effect of hybrid working on the Culture Shock experience and the strategies adopted by employees to mitigate this culture shock experience have also been investigated. Currently, there is a scarcity of research examining the aforementioned relationships among employees in the IT sector in South India.

It is relatively rare to see Culture Shock studies that address the mediating role of Emotional labour, Employee morale, and Job satisfaction in the relationship between Culture Shock and employee-related outcomes. Thus, the current study tries to fill this gap. The study is justified in investigating and filling a research gap by examining the moderating role of hybrid working in the relationship between culture shock and employee sentiments.

2.7 Conclusion

This chapter discussed various reviews related to Culture Shock and employee sentiments, which include emotional labour, job satisfaction, job performance, turnover intention, and employee morale. It also includes reviews on Culture Shock and stress in the IT sector and mitigating strategies adopted by employees. Further, the chapter identified the research gap of the study, which necessitates the study of culture shock among IT sector employees in South India using the researchers' conceptualisation. The chapter laid the basic foundation for the formulation of hypotheses for the study and prepared the groundwork for building a new conceptual model- the Culture Shock-Employee Sentiments Model.

CHAPTER 3

CULTURE SHOCK: A THEORETICAL FRAMEWORK

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3.1 Introduction

The previous chapter dealt with the empirical literature related to Culture Shock. Based on the reviews, the researcher identified the research gap and variables of the study. An examination of the theoretical context of the variables is necessary in order to have an in-depth knowledge of the concept and the variables under study. This chapter deals with the theoretical framework and models of the research to elaborate on the objectives under study. It includes the theoretical framework on the concept of Culture Shock, Emotional Labour, Job satisfaction, Employee Morale, Job Performance, and Turnover Intention among employees. The concepts and theories in this chapter shed light on the relation between Culture Shock and employee sentiments and lay the foundation for the development of a new conceptual model- the Culture Shock-Employee Sentiments model. The chapter also forms the basis for hypothesizing the mediating role of Emotional labour, Employee morale, and Job satisfaction in the relationship between Culture shock and employee sentiments, and the moderating effect of hybrid working in the relationship between Culture Shock and employee sentiments. The measures adopted by employees to mitigate the effects of Culture Shock also fall within the purview of the study.

3.2 Origin of the concept

Culture Shock is an increasingly serious issue that imposes considerable costs on both individual employees and organizations, not just in India but worldwide. The evolving nature of work and shifting expectations have created extraordinary pressures on employees, raising widespread concerns about the impact of these changes on the health, well-being, and overall functioning of both workers and their organizations.

Till date, there is no unanimous agreement in the Academic or Scientific community with regard to the meaning and definition of Culture Shock. There have been several definitions and ideas put forward by psychologists and social scientists that throw light on different aspects of the concept.

Culture Shock refers to the intense feelings or situations individuals often face when they are in a foreign country. It is typically marked by physiological, behavioral, and cognitive changes. Given its complexity, Culture Shock has proven

difficult to define precisely for scientific research. Various interpretations of the concept have led to confusion with conditions such as depression, anxiety, lack of social support, anger, hostility, and personality disorders. Although a universally accepted definition is still lacking, a widely recognized understanding portrays Culture Shock as a state of anxiety, uncertainty, and frustration, stemming from not knowing how to interpret others' behaviors or how to appropriately act oneself. Culture Shock commonly arises when individuals are exposed to unfamiliar cultures, new social systems, or even new workplaces.

Research on Culture shock has significantly changed from its original form as a psychological term to be subsequently evolved and utilised in human resource research. Initially, Culture Shock was seen as a normal psychological reaction to stress, triggered due to culture change while moving from a known home culture to an unknown world (Jannet & Bennet, 1999).

As early as the 1950s, the term Culture Shock was used to explain the anxiety resulting from not knowing what to do in a new culture. The study of Culture Shock has drawn more from education and social psychology than medicine. In examining and explaining students' adaptation challenges, researchers have drawn inspiration from traditional perspectives on mental health and migration.

Previously, two main explanations have been suggested to explain the link between migration and psychological issues. The first argument proposed that selective migration could be influenced by various factors, such as individual traits, experiences of loss and grief, fatalistic attitudes reflecting an unstable attempt to gain control, and selective aspirations for improving life quality. The second explanation suggested that changes in mental health could result from migration experiences themselves, including exposure to adverse life events, the absence of social support systems, and the challenges posed by differing values. These theoretical perspectives form the basis of both explanations and have been considered in this study to identify the variables related to the concept of Culture Shock.

3.3 Traditional theoretical approaches to Culture Shock.

3.3.1 Oberg's Theory of Culture Shock

Anthropologist Kalervo Oberg first theorized the concept of culture shock in 1954. For a long time, it was widely regarded as a consistently negative experience described by Oberg as a 'disease'. According to Oberg, there are six negative aspects that are the consequence of culture shock:

1. Stress induced due to the psychological exertion of adjusting to the new environment,
2. A feeling of loss that arises due to the removal or deprivation of familiar cues.
3. Resistance to the culture of the host country.
4. Uncertainty and anxiety about the identity of self and role expectations.
5. Rejection and anxiety regarding how to live and behave in the host country.
6. A sense of powerlessness stemming from difficulties in adapting to the new environment.

Oberg outlined four key stages of culture shock: the honeymoon stage, the frustration stage, the adjustment stage, and the acceptance stage.

3.3.2 Lysgaard's Theory

Sverre Lysgaard (1955), a Norwegian sociologist, made his contribution in the form of the U-curve model to elaborate on the emotional adjustment process people experience when moving to a new culture. The U-curve model explains the emotional state of people moving to a new place as follows:

- Honeymoon period: People experience positive feelings during this period.
- Crisis stage: people experience culture shock and negative feelings.
- Adjustment period: Individuals begin to adapt.
- Biculturalism period: Individuals reach a compromise or balance.

The U-curve model makes several assumptions, which include:

- It is the most common adjustment pattern.
- It applies to different types of people and different lengths of stays abroad.
- The crisis stage usually occurs after 3-6 months.

3.3.3 Locus of control theory

According to social psychologist Julian B. Rotter (1966), locus of control of a person implies the person's perception of how much control they have over the events in their life. Within psychology, it is considered a significant aspect of one's personality.

3.3.4 Social skills and culture learning theory

Michael Argyle's (1967) social psychology and social skills theory, along with Kendon's work on social performance, have contributed to the development of a culture learning theory. This theory propounds the idea that culture shock is a stimulus that leads to the acquisition of skills needed for engaging in new social interactions.

3.3.5 Bowlby's Grief and bereavement theory

Bowlby (1969) sees migration as an experience of loss. Bowlby's theory suggests that a person's attachment history can influence how they react to loss.

3.3.6 Social support theory

Brown and Harris (1975), theory suggests that social support is the key factor that help people cope with culture shock. It can ensure that people feel more resilient and protect them from psychological distress

3.3.7 Expectations theory

Feather's (1982) expectancy-value theory connects to the concept of adjustment, emphasizing cognitive models that link actions to anticipated outcomes. According to this view, an individual's behavior is influenced by their expectations and the personal significance they assign to the possible results of their actions.

3.3.8 Ward, Bochner, and Furnham's theory on Culture Shock

Ward, Bochner, and Furnham (2001) examined the phenomenon of culture shock and adaptation among immigrants. They observed that some people, such as older, less educated, and less traveled people, are more likely to experience culture shock than others. Their theory on culture shock included the following points:

- Acculturation

The process is described, and how it applies to student sojourners is considered.

- Medical models

The early theories on culture shock were clinically adapted and based on medical models of adjustment

- Culture learning model

The social skills and cultural learning perception led to the development of the culture learning model

- Preparation and orientation

Preparation and orientation, and the acquisition of skills relevant to the new culture, are considered appropriate positive actions.

- Sojourning as a learning experience

Sojourning is viewed as a lively experience, and not just a medical nuisance.

- Cross-cultural contact

Cross-cultural contact is not always negative and stressful, but can sometimes be a nourishing experience.

- ABC model

The ABC model of culture contact distinguishes between the Affective, Behavioral, and Cognitive components of cross-cultural interaction.

3.4 Contemporary theories of intercultural contact

3.4.1 Stress and coping model

Psychologists Richard Lazarus and Susan Folkman created the transactional model of stress and coping in 1984. This model describes stress as a complex process that occurs when a person is unable to manage the demands of a situation. The model includes the following key concepts:

- Stress- Stress occurs when a person is exposed to a situation that is considered as challenging, overwhelming, and uncontrollable, and that exceeds their ability to cope.
- Coping- Coping is a psychological process that involves using behavioural and cognitive efforts to manage a stressful situation. Coping strategies can be problem-focused or emotion-focused, and they can complement each other in extreme stressful situations
- Appraisal- The model includes two types of appraisals:

Primary appraisal: This explains the impact the stressor will have on a person's well-being.

Secondary appraisal: This explains the resources a person has to cope with the stressor, such as internal resources like willpower or external resources like peer support.

3.4.2 Cultural learning theory

Michael Argyle's (1969) study on interpersonal behavior and social skills resulted in the development of the culture learning theory, which is based in social psychology. The theory explains the behavioral aspects of intercultural contact and assumes that cross-cultural problems arise due to difficulties in managing social encounters.

Key aspects of culture learning theory include:

- Social interaction as a performance

The theory views social interaction as a coordinated and skillful exchange between individuals.

- Culture shock

Culture shock is taken as a stimulus for acquiring culture-specific skills that are required for new social interactions.

- Adaptation

This is shaped by various factors, such as language proficiency, understanding of the new culture, and duration of stay.

- Communication

Communication is significant to intercultural contact, and language proficiency and familiarity with cultural differences are important for active intercultural exchanges.

3.4.3 Social identity theory

Tajfel and Turner (1979) proposed in their social identity theory that a significant portion self-concept of individuals arises from their association in social groups. The theory tries to explain the social conditions and cognitive processes underlying intergroup behaviors, especially those related to bias, prejudice, and discrimination. Social identity, according to this theory, is a person's belief of who he is, and this depends on their group membership. They also proposed that the groups to which individuals belong play a crucial role in shaping self-esteem. As such, social identity groups provide a sense of belonging, purpose, self-worth, and identity. Over time, this theory has been refined and developed further. It now emphasizes the cognitive aspects of the adaptation process. During cross-cultural interactions, individuals often view themselves within a larger context, like small fish in a vast pond. This shift can lead to anxiety-inducing changes in their sense of identity and self, particularly when identity had previously been largely defined by local social interactions. Consequently, perceptions of, and relationships with, both in-groups and out-groups can undergo significant changes (Deaux, 1996). Two key conceptual frameworks in social identification are acculturation and social identity theory (Phinney, 1990).

One of the challenges organizations encounter in staying competitive in a growing global economy is the relocation of expatriates to overseas assignments (Sims & Schraeder, 2004). Today, stress and coping models and Culture learning theories are very well established (Furnham & Bochner 1986), while social identification theories have gained increased prominence. The stress and coping approach also draws from various early psychological models that examine the impact of life events (Holmes & Rahe, 1967; Lazarus & Folkman, 1984). 'Shock' arises from inherently stressful life changes, meaning individuals involved in cross-cultural experiences must be more resilient and adopt coping strategies and tactics. The three contemporary theories are regarded as more comprehensive because they

address different components of response—*affect* (Stress and coping models), *behaviour* (Culture learning theory), and *cognition* (Social identification theories), collectively known as the ABCs, when individuals encounter a new culture.

The concept of 'Culture Shock' has evolved into a form of contact-induced stress, accompanied by skill deficits that can be managed and improved. Terms such as 'acculturation' and 'adaptation' are now more commonly used in place of Culture Shock.

Furnham and Bochner (1986) opine that the culture learning model has been strongly endorsed for its theoretical robustness and its contribution to the development of training methods. Originating in social psychology, it mainly focuses on the behavioural aspects of intercultural interactions and views social interaction as a coordinated and skilful exchange between individuals.

Culture Shock is regarded as a driving force for developing culture-specific skills essential for navigating new social interactions. Adjustment is viewed as a process of managing stress at both individual and situational levels. Key variables include the extent of life changes experienced (Lin, Tazuma & Masuda, 1979), personality factors (Ward & Kennedy, 1992), and situational factors like social support (Adelman, 1988). Stress and coping give more focus to psychological well-being – the affective component, while the culture learning approach considers the behavioral component. Stress management strategy training is the intervention method usually used.

The process of adaptation is influenced by several variables, such as language or communication competence (Furnham, 1993), length of residence in the new place (Ward et al., 1998), quantity and quality of contact with new nationals (Bochner, 1982), general knowledge about a foreign culture (Ward & Searle, 1991), social networks of friendship (Bochner et al., 1977), past international experience (Klineberg & Hull, 1979) difference in culture (Ward & Kennedy, 1993) cultural identity (Ward & Searle, 1991) short-term versus long-term residence in the new country (Ward & Kennedy, 1993) and inter-cultural training (Deshpande & Viswesvaran, 1992). Organization climate plays a very significant role in supporting employees to adjust to the new atmosphere. Organizational climate refers to a set of

brief or collective perceptions that individuals have regarding their work environment (Schneider & Hall, 1972). The nature of the organizational climate significantly affects each member, subtly influencing their growth as well as the overall development of the organization. Among the factors shaping organizational climate, organizational justice is a key element that cannot be overlooked. (Huang et al., 2019) proved that organizational justice plays an important role in organizations, which is an important chance to condense the notion of organizational climate; furthermore, many studies have shown that organizational justice is related to organizational climate (Huang et al., 2019; Dipaola & Guy, 2009; Motlagh, 2012). A similar study presented that organizational climate may influence worker behaviour and lead to turnover (Ferreira & Ramal, 2013), and previous similar studies (Hung et al., 2018; Ryu et al., 2020; Yee, 2019) have proven that organizational climate has an influence and predictive impact on turnover intention. This model leads to practical guidelines for orientation, preparation, and most importantly, behavioural social skills training. Whilst considering culture shock and its effects, it is seen that it disturbs expatriates as they travel extensively to different countries around the world. A review of the literature identified five key factors that can affect expatriate culture shock. These factors include: the training received by the expatriate, the demographic features of the expatriate, personality characteristics of the expatriate, the degree of organizational support provided to the expatriate, and finally, the level of technical competence of the expatriate. (Sims & Schraeder, 2004). It has psychological and emotional repercussions on expatriates (Adler, 2003) and can result in a change in the behavior of these individuals. The literature clearly indicates that culture shock is deeply rooted within uncertainty (Black & Gregerson, 1991), and many expatriates are uncertain and anxious about how to react in a situation or environment that they are not used to and that is new to them. This uncertainty leads to Culture Shock.

A study of the above theories and review of literature in the previous chapter provided an insight regarding the factors leading to Culture Shock and lays the foundation for hypothesizing the relation between Culture Shock and employee sentiments.

3.5 Culture Shock

Culture is a collective set of learned and shared beliefs, values, behaviors, customs, and symbols that are passed down through generations. It is consciously communicated and often imitated without a second thought by its members, becoming deeply embedded in their history. Culture is crucial in establishing social order and plays a key role in stabilizing society. It unites individuals, fostering a sense of belonging and community. So deeply ingrained in a person's identity, culture shapes their thoughts and behaviors, often making it difficult to imagine acting or thinking in any other way.

Cultural values are fundamental elements that reflect the character of a particular culture. These values help individuals from different cultures understand the behavioral patterns of unfamiliar cultures. Nolan (1999) refers to these essential values as "core cultural values." He emphasizes that while every society has its own unique set of values that shape its culture, some values stand out because they are central to that culture's worldview and play a key role in organizing and guiding behavior. Nolan also highlights the importance of understanding one's own core cultural values, as this awareness helps individuals recognize contrasting values. Elizabeth Marx, a lecturer on management at the National University of Singapore and developer of international managers (2001), asserts that values shape how a person thinks, feels, and behaves, reflecting their cultural background. These values are passed down through history and learned during socialization, influencing perceptions of right and wrong, acceptable behavior toward authority, and concepts of good, bad, beautiful, and ugly.

Cultural values are inherited and form the core of a culture, encompassing rituals, customs, conventions, styles, and fashions that remain central to the culture. Values hold a supreme position among them. These values give shape to the culture and the society, and it is very difficult to change these values because they remain embedded in social institutions and social norms. These values remain in the memory of elders, in religious and ethical literature, in old books, and these are the ideals of society. These values are sometimes referred to as the values of the past or the values of old people. They are considered the traditions of our life, and deviation from

cultural values creates grave social problems. When these values are ignored in social life, it creates a gap between two generations, and sons are separated from their fathers. This occurs frequently in rapidly changing societies, and the fearful conditions develop due to dissatisfaction with social conditions, which leads to frustration.

Individuals are often unaware of the considerable influence culture has on their lives when they are constantly surrounded by others who share the same values. In the modern world, with the accessibility and affordability of different modes of travel, more people are able to explore the world and find themselves among other cultures. These people have the opportunity to visit countries they have only heard about, meet people they have never had the pleasure of meeting, feast on food they have never tasted before, and encounter cultures which are foreign to their own. Some of these people do extremely well during these experiences; they embrace the diversity and adapt easily to the new culture, but others are challenged with a much different feeling. They are anxious and confused when they visit or live in a new culture. Oxford Reference further explains the phenomenon as a feeling of perplexity, often accompanied by an emotional state of rejection and isolation, arising due to a fundamental change in culture, encountered through migration to a new country, or when a person is confronted by an alien culture. In extreme cases, it may lead to adjustment disorders, this feeling is called Culture Shock. Nevertheless, it must be realized that Culture Shock does not necessarily mean the experience on arriving in a new country; it is believed that moving to a new town, school, or new friends can equally cause Culture Shock to the individual (Hofstede et. al., 2002).

The term "Culture Shock" was first familiarized in 1960 by Kalvero Oberg, who used it to describe the anxiety that arises from not knowing how to navigate a new culture. In this unfamiliar environment, familiar cues either disappear or take on new meanings, leading from initial discomfort to deeper disorientation. Paul Pedersen (1995), a cross-cultural psychologist and professor of education at Syracuse University, defined Culture Shock as the process of adapting to an unfamiliar environment. He explained that culture shock encompasses the psychological, emotional, behavioral, cognitive, and physiological effects on individuals. Geert Hofstede, an expert in cross-cultural social psychology, further elaborated that

Culture Shock is a deeply personal experience. It is not the same for every individual, nor is it consistent for the same person across different situations.

Kenneth (1971) states that Culture Shock is the decrease in socio-personal adjustment along with behavioral disorders when a person is under a traumatic situation, in a new land. It is a usual psychological reaction to the stress caused by to change in culture while moving from a known home culture to an unknown atmosphere (Jannet & Bennet, 1999). It is the psychological disorientation that an individual experiences in a new and unknown culture (Piet-Pelon & Hornby, 1992). Culture Shock is something unavoidable, and anyone who migrates to live, study or work in a different place is certain to have to deal with it. This experience is usually faced by all sojourners. Sojourners are those people who travel to a new country for a specified time for a specified task (Furnham & Bochner, 1986) Culture Shock has also to be explained as a normal but negative and uncomfortable experience with positive effects such as new learning experience, good awareness, intercultural understanding and increased self-efficacy (Milstein, 2005). Culture Shock is not an instant occurrence, but it is a phase with different stages to it. It is felt that the most difficult and challenging times are the first few days upon landing in a new country (Coppi, 2007). The gravity or degree of Culture Shock is positively correlated to the extent of difference in culture between the home country and the host country. The greater the difference, the greater is the degree of Culture Shock (Furnham & Bochner, 1982). Culture Shock refers to the challenges and discomforts experienced when adapting to a new culture. It is common to feel disoriented, both linguistically and physically, when placed in an unfamiliar environment. Even small differences in daily interactions, such as hand gestures, greetings, or eating habits, can trigger the experience of Culture Shock. The changes in surroundings can lead to symptoms such as irrational fear, sleep disturbances, headaches, irritability, homesickness, temporary loss of identity, anxiety, confusion, and anger.

These symptoms may appear immediately upon encountering a new situation, or they may develop weeks or even months later. The impact, duration, and individual reactions to Culture Shock vary from person to person. Several factors, including personality, mental health, resilience, family background, previous experiences, and education level, influence the intensity of the Culture Shock experience. Even the

most routine tasks, typically carried out without a second thought, can become overwhelming and contribute to Culture Shock.

Cultures in different countries can seem unfamiliar or strange to first-time visitors. For instance, in countries like India, Morocco, the Philippines, and Thailand, instead of toilet paper, a bucket of water and a dipper are used for cleaning. In Central and South America, used toilet paper is disposed of in a trash bin rather than being flushed. The Phuket Vegetarian Festival in Thailand is marked by extreme acts of bodily harm, such as inserting sharp objects in the cheeks or slicing the tongue with a knife. In the Philippines, devout Catholics display their faith during Easter by re-enacting the crucifixion, even by having themselves nailed to a cross. Additionally, cultural naming conventions vary widely; in the Philippines, anyone slightly older is called "big brother" or "big sister," while those much older are referred to as "uncle" or "aunt." In Hawaii, everyone is considered a cousin, and older individuals are termed "uncle" or "aunt." Cultural preferences in food also differ: Asians often eat rice as a staple, while Scandinavians prefer potatoes. In China, chicken feet are a popular dish, and in Scotland, haggis is a traditional meal. Furthermore, food portions in the United States are typically larger than those in Europe.

In today's world, work plays a central role in the lives of employees, and this can be a major source of stress. Factors such as rapidly changing technology, longer working hours, job insecurity, work environment, management attitudes, and relationships with colleagues can all contribute to work-related stress. Personal life factors can further complicate coping with this stress. Culture Shock can result from various issues, such as sudden difficulties adjusting to a new environment, lack of control over work, challenges in the workplace, language barriers, personal outlook, or interpersonal conflicts with co-workers and superiors. This accumulated stress can significantly impact an employee's mental health, leading to anxiety, burnout, and decreased job satisfaction. Over time, chronic stress and Culture Shock may affect productivity and increase absenteeism or turnover intentions. Organizations that fail to recognize and address these challenges risk losing valuable talent and damaging team cohesion. Therefore, it is important for companies to foster an inclusive workplace environment and provide adequate support systems to help employees adapt and thrive.

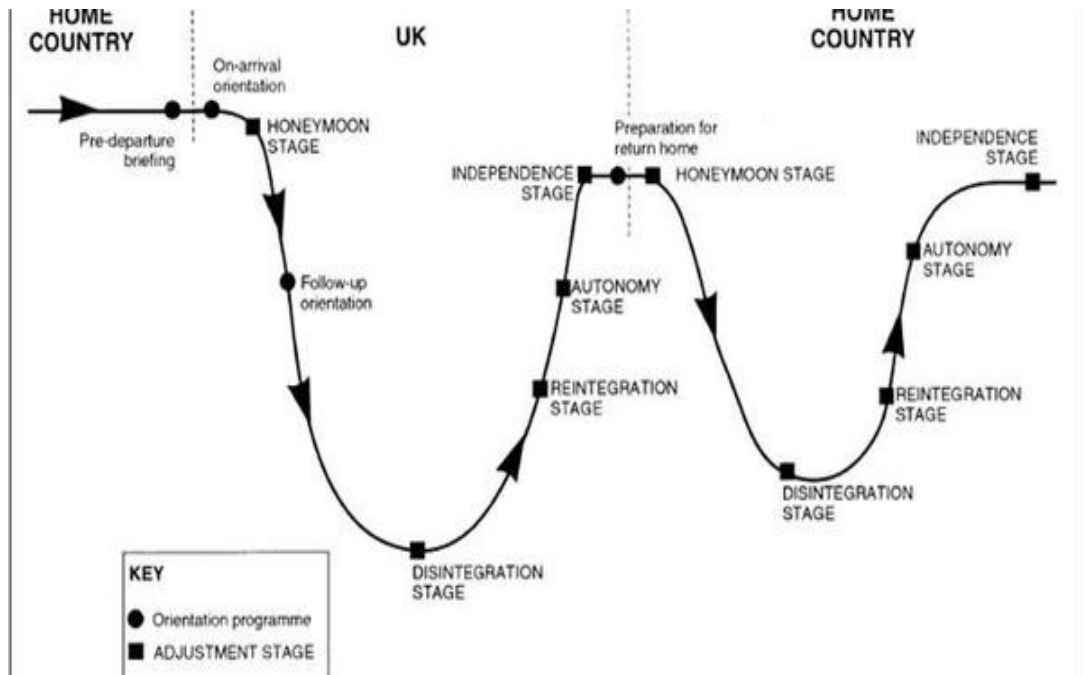
3.5.1 Stages of Culture Shock

Numerous researchers have studied and written about Culture Shock, and while their descriptions of the stages may differ, they all agree that it is a stage-based developmental process. However, these stages may not unfold in a linear fashion. Individuals may experience multiple stages simultaneously or even regress to an earlier stage. The duration and intensity of each stage, as well as the reactions within them, can vary greatly from one person to another.

The experience of Culture Shock depends on each concrete individual case. It differs from person to person and personality type. Some people do not even realize they are going through Culture Shock; they are unaware of this phenomenon, and therefore, they do not know how to cope with the discomfort or states of frustration they experience. On the other hand, there are many people who are aware of being affected by culture shock, including all its symptoms. According to Riall W. Nolan (1999), anthropologist and international development specialist and director of the Institute for Global Studies and Affairs at the University of Cincinnati, it is generally claimed that Culture Shock is divided into four basic stages, which is a common form or classic model of culture shock called the Adjustment Curve. The first stage, which is called the honeymoon, is the stage where the individual experiences feelings of high excitement, happiness, and exhilaration. This stage is immediately followed by an emotional crash, which is characterised by feelings of depression and confusion, which is referred to as crisis or culture shock itself. The third phase, known as the recovery stage, is the phase that helps the individuals to understand the differences and the new culture as such. The U-curve ends with the very last phase, which is the final period of adjustment. However, the theory dealing with the stages or phases of culture shock may differ since many versions of the stage model have been proposed by various authors. Hofstede, Pedersen, and Hofstede Jr. (2002) opine that there are five stages of culture shock. These are identified as honeymoon, disorientation, irritability and hostility, adjustment and integration, and biculturality. The authors who advocate these stages believe that in the very last phase of biculturality, the individual begins to feel comfortable and adjusted in both the old and the new culture. However, this final stage has been questioned, and there are some controversies as to whether anyone can really attain this stage.

Figure 3.1

W Curve- The Classical Five-Stage Culture Shock Model



Source: taken from "Oriented for Success", edited by M. Barker, Australian International Development Assistance Bureau, 1990.

- **The Honeymoon Stage**

The very first stage of Culture Shock begins after arriving at the unknown destination or the place of stay. This stage typically describes the perceptions, feelings, and outlook of individuals very positively. The person encountering the new culture feels enthusiastic and excited. He or she enjoys exploring the environment and new places, which signifies for them a kind of freedom. The initial stage, it is believed, can last from a couple of days to even several weeks. The general pattern of behavior during the honeymoon stage has been precisely described by Pedersen (1995), who observed that: The explanations are those of a tourist, insulated by his or her own culture so that similarities and differences are adapted to the person's original status role and identity. In the Honeymoon stage, there is minimal consideration of the potential impact the individual might have on the new environment, and little attention is given to the consequences of this encounter. The individual typically enjoys the experience, feeling little fear or apprehension toward the host culture. This phase is often viewed as the culmination rather than the

beginning of a transformative process. The person feels entitled to enjoy the host culture with little regard for the responsibilities or consequences involved. Any minor inconveniences encountered are seen as part of the adventure and become stories to share with those back home. The novelty and excitement of the new and exotic setting are experienced as a sense of freedom, as previously restrictive rules seem to loosen. Hofstede, Pedersen, and Hofstede Jr. (2002) describe the Honeymoon stage as a period in which the newcomer relishes the curiosity and excitement of a tourist, while their fundamental identity remains anchored to their home culture.

- **The Disintegration Stage**

After the initial excitement is over, the situation of deep excitement slowly starts changing. The individual is going through the second stage of Culture Shock, which involves trying to eliminate differences between the new and the old cultures. One begins to notice that the people of the new culture look and act differently, and therefore one tries hard to identify some kind of common ground he or she can relate to. However, the quest for common ground or similarities is, in most cases, not successful. This forces the individual to focus on dissimilarities and differences more than anything else. The person now begins to feel frustrated, and he or she may consider the differences as impossible obstacles that may be for the person, even threatening. Finally, the individual sees himself or herself as basically unlike the people of the new culture. However, there is nothing that can be done about it, since the individual has to cope with these differences every single day during his or her stay, as he or she keeps encountering the dissimilarities even in normal daily experiences, for instance, while shopping, going out, etc. Hofstede, Pedersen and Hofstede Jr. (2002) call this second stage Disorientation.

This phase of Culture Shock is characterized not only by confusion but also by the disintegration of almost everything familiar, as the individual is overwhelmed by the new culture's demands and rules. During this stage, the person feels disoriented, leading to self-blame and a sense of personal inadequacy. According to Pedersen (1995), this phase involves significant emotional and behavioral changes. Emotionally, individuals face feelings such as loneliness, apathy, disorientation, and isolation, which negatively affect their mental well-being. Behaviorally, there is a

tendency to avoid interactions with both the host and home cultures. Ultimately, individuals in this stage experience depression, self-criticism, and embarrassment due to their perceived differences and inadequacies.

- **The Reintegration Stage**

The third stage of Culture Shock, known as the reintegration stage, reflects a situation in which the condition of depression and self-blaming turns into anger and hostility. At the beginning of this stage, there usually occurs a strong refusal of the new culture. The individual who has had to face many difficult situations and struggles with negative emotions in the previous stage now blames others for the situation that he is experiencing. The individual judges, monitors, and evaluates the attitudes, behaviour, and beliefs of the people in the new culture. All these new values and beliefs are then compared with the old values of the home culture, for his or her familiar patterns. Furthermore, the individual simultaneously exhibits not only anger and hostility but also less sympathy and even irritability toward the local people. Hofstede et al. (2002), who refer to the third stage directly as Irritability and hostility, observe that the individual often experiences anger and resentment towards the new culture, viewing it as the source of difficulties and finding it less acceptable than their familiar, old ways. Pedersen (1995) notes that during this phase, the individual's perception can be biased by prior experiences, causing them to separate their experiences into only positive and negative categories. Moreover, the home culture is seen as the only "good" one, while the host culture is perceived as the "bad" one in comparison.

- **The Autonomy Stage**

The autonomy stage has been defined as a turning point in finding one's identity in the host culture. The individual is able to have a balanced overview and an objective attitude of the whole situation because he or she has attained a deeper insight into the newly encountered culture. All these factors have a positive effect on one's behavior, and the individual is able to act in appropriate and acceptable ways and also adapt to particular situations. During this stage, the individual starts to feel much more comfortable and even starts to enjoy the new culture again. The individual increasingly becomes self-confident and, as a result, seeks to contact and have a

conversation with the people belonging to the host culture. However, there exists a possible threat that the individual's self-confidence becomes inflated, which could finally destroy his or her progress. Crhanová (2011) observes that this stage involves an amalgamation of new signals, an increased capability to function in the new culture, and an increased assessment of the good and bad elements in both the home and the host cultures.

- **The Interdependence Stage**

The last stage of Culture Shock embodies the incorporation of the individual into the newly encountered culture at the same time, while holding on to the values of the old home culture. During this stage, it can be seen that the person has become adjusted in both cultures and has fully accepted all the cultural beliefs, values, and attitudes of the newly adapted culture. The individual feels accepted and respected by people in the new culture. Pedersen (1995) claims that the individual experiences a high degree of perceptiveness, trust, and understanding of circumstances and conditions in the newly adapted culture. One is able to have an accurate interpretation of situations in the host culture as well as independence, humor, and creativity.

Based on the above theories, concepts, models, and the review of literature in the previous chapter, the researcher developed a hypothesized research model that depicts the factors leading to Culture Shock and the hypothetical relation between Culture Shock and employee sentiments. The hypothesized mediating role of Emotional labour, Employee morale, and Job satisfaction in the relationship between Culture Shock and employee sentiments has also been depicted in the model. Moreover, the above concepts, theories, and reviews in the previous chapter form the basis for selecting gender, marital status, educational qualification, age, and domicile of the employees as the socio-demographic factors considered for the analysis of Culture Shock among IT sector employees working in South India.

3.6 Employee Sentiments

Employee sentiments denote the collective emotions, attitudes, and perceptions that an employee has towards the organization, workplace experiences, and work. These sentiments significantly influence the individual's job performance, morale, job satisfaction, workplace behavior, motivation, and commitment towards

the organization. It refers to the overall emotional state, attitude, and satisfaction levels of employees within an organization. It encompasses how employees feel about their work environment, job roles, leadership, and the company's culture. Thus, employee sentiments is an umbrella term which includes emotional labour, job satisfaction, employee morale, job performance and turnover intention.

3.7 Theories on Emotional Labour

3.7.1 Schachter-Singer theory of emotion (1962)

Also known as the two-factor theory, this is a psychological theory developed by social psychologists Stanley Schachter and Jerome Singer (1962) that states that emotions are caused by a combination of physiological arousal and cognitive processes. It was one of the earliest cognitive theories of emotion to be developed during the cognitive revolution in psychology. This theory elaborates that a person's emotional response is formed from an interpretation of their direct environment.

3.7.2 Hochschild emotional labour theory (1983)

Sociologist Arlie Russell Hochschild's in his theory of emotional labor states that emotional labour is the management of emotions for ensuring pay, as a condition of unemployment, and it is different from the unpaid emotional labor that people do in their personal lives. He further elaborates that Emotional labor involves managing one's emotions to create a public display of feelings that can be observed through facial expressions and body language. Emotional labour involves deep and surface acting. Deep acting is when employees alter their internal feelings to match organizational expectations, while surface acting involves employees displaying the required emotions without changing how they feel.

3.7.3 Dissonance Theory of emotional labour (1993)

Ashforth and Humphrey (1993) defined emotional dissonance as a conflict that arises when the expressed emotions of an employee do not match with their true feelings. It can happen when employees are forced to act in ways that go against their personal values. Emotional dissonance can negatively impact an employee's job performance as a stressor. It can cause diminished psychological

wellness, job dissatisfaction, reduced organizational commitment, withdrawal intentions, stress, and anxiety. In several cases, managers can help employees who are experiencing emotional dissonance by providing required training and the necessary outlet to help them deal with personal issues.

3.7.4 Affective events theory (AET) (1996)

This is a model in industrial and organizational psychology developed by Weiss and Cropanzano (1996) that elaborates on how emotions and moods affect job performance and satisfaction. The theory explains that certain events at work can cause various emotions in different people, which can lead to behavioral outcomes. These emotions can influence job performance and satisfaction due to changes in work-related attitudes and behaviors.

3.7.5 Social interaction model of emotional labor (2005)

Cote's (2005) social interaction model states that though emotional labor improves interactions with customers, it can be costly to employees. The model suggests that the regulation of emotions can increase work strain when customers respond negatively, and decrease work strain when customers respond positively. Côté also found that employees with high negative emotions, such as frustration, sadness, and anger, are less likely to receive social support from their co-workers.

Brotheridge and Lee (2003) defined Emotional Labor as the process of regulating and managing emotions in the workplace to align with organizational goals, which often involves displaying only desirable and positive emotions. Empirical evidence suggests that positive emotions can lead to favorable outcomes, such as organizational citizenship behavior (OCB) and job satisfaction (Bagozzi, 2003; Mahamad, 2014). In contrast, negative emotions often result in negative outcomes, including employee turnover, emotional dissonance, and deviant workplace behavior (DWB) (Ashforth & Tomiuk, 2000). According to the dissonance theory of emotional labor, the mediating role of self-alienation implies that burnout may be a key mechanism connecting emotional labor to turnover intention (Zapf, 2002). Essentially, managing workplace emotions, or emotional labor, can either foster positive behaviors that benefit the organization or lead to

behaviors that are detrimental to it. Positive behaviors, such as organizational citizenship behavior (OCB), are crucial for an organization's success (Organ, 1988). Ryu et al. (2020) highlighted that a positive organizational climate can help mitigate the negative impacts of emotional labor. Additionally, previous studies have established that emotional labor has a significant effect on turnover intention (Lee Young, 2021; Jin, 2022; Kwon et al., 2021). A continuous adjustment of emotions may also lead to burnout. Emotional labor can lead to burnout, which often results in nurses wanting to leave their workplace (Back et al., 2020). Emotional labor is widely recognized as a source of stress. Nixon et al. (2011) noted that emotional labor can increase psychological stress at work, leading to negative outcomes such as the intention to quit. Prolonged stress can eventually result in burnout. Bartram et al. (2012) found that burnout fully mediates the relationship between emotional labor and turnover intention. This relationship operates through the accumulation of conflicting emotions over time, leading to emotional exhaustion, which in turn drives withdrawal behaviors like turnover intention (Hartel et al., 2002). Therefore, assessing and managing the emotional labor of employees is crucial for organizations to mitigate these negative outcomes.

Based on the theories and review of literature, the researcher was able to hypothesise on the role of emotional labour among employees who experience Culture Shock.

3.8 Theories on Job satisfaction

Job satisfaction is defined as the positive emotional response an employee experiences while performing their job or being present at work. Various authors have offered different perspectives on defining job satisfaction, making it one of the most widely researched variables in workplace psychology (Lu et al., 2012). Vroom (1964) emphasizes the employee's role in the workplace, defining job satisfaction as an emotional orientation toward the work roles an individual currently occupies. It represents a blend of both negative and positive feelings that employees have towards their work. One of the most widely accepted definitions is that job satisfaction reflects the extent to which individuals are satisfied or dissatisfied with their jobs. When a person joins an organization, they bring with them their needs, desires, and

experiences, and job satisfaction indicates how well their expectations align with the reality of the job. Furthermore, job satisfaction is closely tied to an individual's behavior in the workplace (Davis et al., 1985).

Several theories have been proposed to explain the concept of job satisfaction within the organizational work environment. These theories are generally categorized into content theories and process theories. Content theories primarily focus on what motivates individuals at work by identifying the needs, drives, incentives, and their prioritization, which contribute to job satisfaction and improved performance. In contrast, process theories concentrate on how motivation occurs. These theories attempt to explain how employees' needs and goals are fulfilled and accepted through cognitive processes.

3.8.1 Content Theories

Content theories primarily focus on basic human needs and motivations. Some of the most prominent content theories include Maslow's Hierarchy of Needs, Herzberg's Motivator-Hygiene Theory, Clayton Alderfer's ERG Theory, McGregor's Theory X and Theory Y, and McClelland's Need Theory.

- **Maslow's Hierarchy of Needs**

Maslow's theory categorizes human needs into five levels, starting with basic physiological needs and advancing through well-being, security, and safety needs, followed by the need for belonging, esteem, and ultimately self-actualization. These needs have to be satisfied for a person to be content or satisfied.

- **Herzberg Motivation-Hygiene Theory (Two-Factor Theory) (Frederick Herzberg, 1959)**

The Motivation-Hygiene theory was proposed by Frederick Herzberg and his colleagues in their book 'The Motivation to Work', published in 1959. Herzberg explained that Job satisfaction and job dissatisfaction are not opposites but rather represent two distinct sets of factors that operate independently. The intrinsic factors that contribute to job satisfaction, known as motivators, are closely tied to the job itself. These factors include task achievement, recognition, interest in the work, responsibility, and opportunities for career growth. On the other hand, the intrinsic

factors that contribute to job dissatisfaction, known as hygiene factors, are related to the environment in which the job is performed. These factors include aspects such as working conditions, company policies, salary, job security, and relationships with colleagues and supervisors. These can cause dissatisfaction in the workplace, but if they are present, they don't necessarily cause satisfaction. Herzberg's theory suggests that employers should provide sufficient hygiene factors in order to ensure that employees are not dissatisfied, while ensuring the presence of motivators to encourage employees to perform better. Herzberg's theory can be used at the workplace to boost the morale of employees by understanding employee motivations, creating a positive work environment, identifying motivators and hygiene factors, determining which motivators and hygiene factors employees prefer, empowering employees to achieve their goals, and identifying potential risk factors.

- **Theory of ERG:** The ERG theory, developed by Alderfer in 1969, revises Maslow's hierarchy of needs into three distinct categories: existence needs, relatedness needs, and growth needs.

Existence needs: These refer to essential, tangible requirements, including a person's needs for physiological well-being and physical safety and security.

Relatedness needs: These involve the individual's desire to maintain meaningful interpersonal relationships with others, such as family, friends, colleagues, or superiors, to gain social recognition and acceptance. This category encompasses Maslow's psychological needs and the need for respect.

Growth needs: These are focused on self-development, professional advancement, and the pursuit of personal improvement. They correspond to Maslow's self-actualization needs and include aspects of the need for respect.

- **Theory of Douglas McGregor:** In this theory, Douglas McGregor recommended two distinct and contrasting views on employee motivation and management styles. The first is negative, known as Theory X, and the

second is positive, known as Theory Y. Theory X assumes that people inherently dislike work and will avoid it whenever possible. As a result, these employees require close supervision and motivation, often needing to be controlled, directed, and pushed to perform. In contrast, Theory Y assumes that employees are self-motivated, seek responsibility, enjoy their work, and possess the ability to innovate and be creative.

- **Need Achievement Theory (David McClelland, 1961)**

McClelland's need for achievement theory, also known as Need Theory, is a psychological theory that explains why some people are more motivated to achieve when compared to others. McClelland's theory of need states that individuals have three main driving motivators:

Need for power (nPow): People with a high need for power enjoy positions of authority, tend to be competitive, work best when they are in command of the situation, flourish on winning in competitions with others, prefer to gain higher status, and they enjoy winning arguments. These people are exceedingly influenced by authority, they are driven by a tendency to control, guide, or inspire others. These individuals are passionate about work and place a strong emphasis on discipline.

Need for achievement (nAch): is the desire to succeed and accomplish. These people have an aim for excellence, they are strongly motivated by success and driven by a desire for dominance. They often focus on activities that help ensure job satisfaction. This class of people demonstrates high performance levels and are motivated to exceed expectations. They tend to set challenging but realistic goals, have a strong desire for feedback, prefer to work alone rather than with others, and they desire challenging jobs over which they have some control.

Need for affiliation (nAff): People with a high need for affiliation tend to prefer working in groups rather than working independently, try to avoid situations in which they may face rejection or uncomfortable boundaries within their relationships, and are motivated by their connections with others. This need refers to the desire for regular acceptance from others

through communication and the aim to establish harmonious relationships with those around us. People with this need want to accept social harmony and a co-operative environment.

3.8.2 Process Theories- these theories explain how employees are motivated. Generally, they are based on logical principles and provide insights into the reasons behind employee satisfaction and motivation. Some of the common process theories are:

- **Theory of Expectancy (Vroom)**-this theory proposes that motivation depends on an individual's belief that effort will lead to performance, performance will result in rewards, and that the rewards will be valuable and desirable. It contemplates the individual's expectations about the outcomes of their work.
- **Theory of Equity** -this theory explains that individuals are motivated by a sense of fairness and that they often compare their inputs, such as effort and skills, and outcomes in the form of rewards to others. If an employee feels there is inequity, it can lead to dissatisfaction and decreased motivation.
- **Theory of Goal Setting (Locke)**-this theory highlights the importance of setting attainable, specific, and challenging goals in motivating individuals to perform. Participation and feedback in the goal-setting process are also crucial.
- **Social Information Processing Theory:** this theory advocates that an individual's perceptions of job satisfaction may be influenced by their interactions with colleagues and social environment.
- **Cognitive Evaluation Theory:** this theory proposes that individuals are mainly motivated by a desire to feel competent and when they enjoy autonomy in their work.

3.9 Job Performance

Job performance is a significant variable in organizational and industrial psychology, and it has also been studied as part of human resources management. Simply stated, Job performance implies how well an employee performs his or her job duties and responsibilities, and it includes behaviors, skills,

attitudes, effort, knowledge, and attendance. Job performance is used to set goals, identify areas for improvement, and provide development opportunities. It is a major factor in the success of an organization and is measured against a specific criteria. It is usually measured in terms of quality, quantity, and efficiency of work. The important idea in the majority of the definitions of job performance is that performance is a property of behavior. Çetin and Aşkun (2018) define performance as an individual's capacity to carry out tasks that improve the organization's key competencies. Performance refers to those behaviours that can ensure a difference in the organizational goal achievement. Abubakar et al. (2019) defined Job performance as the process of achieving desired outcomes, completing tasks, and focusing on what needs to be done and how it has to be executed. Effective job performance can result in financial and non-financial rewards for employees (VanScotter et al., 2000). However, Bakker et al. (2012) pointed out that the dynamic nature of the workplace gives rise to numerous challenges that make it difficult for employees to constantly maintain high levels of performance. Moreover, employers often set very high standards for employee performance and closely monitor it through various performance management activities (Camilleri, 2021). In the context of Human Resource Management (HRM), employee performance is typically defined as the contributions, outcomes, and achievements made by employees in accordance with organizational and industry goals. Performance levels often vary, some being high and others may be low and in need of improvement (Khoshnaw & Alavi, 2020).

3.10 Theories on Turnover Intention

3.10.1 Price and Mueller theory (1981)

The Price–Mueller (1981) model is a causal model that explains the turnover intention of employees and job satisfaction by identifying the antecedents of these two variables. The model is based on the work of Price, who identified a wide range of factors that contribute to turnover. The four main domains of the model are:

- Environmental: This refers to the constraints on staying due to social conditions outside the organization.

- Individual: This includes factors such as training, job engagement, and emotions.
- Structural: Equity, job pressure, awards, and promotion opportunities are the factors included in this domain.
- Intervening: This includes factors such as job satisfaction, organizational commitment, job search behaviour, and turnover intention

The Price–Mueller model is usually used to analyse turnover factors. The list of determinants provided to the researchers under this model is mutually exclusive and exhaustive. The model's focus on environmental drivers rather than attitudinal causes has led to practical models that managers can use to reduce turnover.

Turnover intention is a complex concept that is associated with a variety of factors, including psychological, organizational, and economic outcomes. Turnover intention refers to an employee's desire to leave their job while still employed and capable. Most instances of quitting the job do not occur suddenly; instead, turnover intention acts as a significant precursor to the decision to leave (Cho & Lewis, 2012; Van der Heijden et al., 2018). Employee turnover intention can be understood as an employee's self-prediction of their potential involvement in turnover (Guzeller & Celiker, 2019). While a gap may exist between turnover intention and actual turnover, the formation of turnover intention typically signals an impending departure (Cho & Lewis, 2012). Analysing turnover intention is considered significant in predicting and understanding real-world outcomes. Some of the major causes of turnover intention are:

- Role conflict- Employees may quit due to emotional and physical conflict between their social and professional lives.
- Job stress - Employees may experience worry, anxiety, and fear if they consider job stress as an obstacle to development. This can lead to a lack of motivation and an urge to leave the job.
- Work-life imbalance - As work-life imbalance increases, employees are more inclined to quit their job.
- Excessive workload - excessive workload can trigger workplace stressors and increase an employee's intention to leave.

(Ninh, 2014) observes that turnover intention is influenced by emotional exhaustion, which in turn is influenced by role ambiguity, role conflicts, career opportunities, and job demands. Various factors have been identified as contributors to turnover intention, including individual factors such as resilience, job-related aspects like workload, organizational factors such as leadership, and attitudes toward work, including work engagement (Lee, 2022; Tolksdorf et al., 2022). Additionally, learning experiences play a significant role in influencing new graduates' turnover intention (Kaihlanen et al., 2020). Harden et al. (2018) state that some significant factors triggering the turnover intention of IT workers in US federal agencies are organizational commitment, perceived workload, and fair remuneration. It has been reported that turnover rates in the software sector are among the highest (Forrest, 2018). A recent study by Gupta et al. (2018), examining the link between new hires' onboarding experiences and their intention to leave, found that turnover intention was particularly high in the IT sector. (Alpar, 2020) through his research opines that relationships with superiors and colleagues, compensation, and job alternatives also significantly affect the turnover intention of workers in the IT field. Committed employees are less likely to become occupied with turnover intentions and are more receptive to change (Ennis et al., 2018; Xu et al., 2022). Based on the SET, organizational commitment arises as a response to the exchange between employers and their employees (Harden et al., 2018; Yao et al., 2019) and consists of three elements (affective, normative, and continuance). Positive exchanges generate committed staff who stay by choice (affective commitment), a sense of commitment (normative commitment), and apparent costs of leaving (continuance commitment) the organization (Allen & Meyer, 1996). When the actual work situation is different from expectations, it creates a reality shock, which may give rise to turnover intention. Changes in reality shock correlate with turnover intention; the findings highlight the importance of reducing reality shock and turnover intention by addressing work-related characteristics and enhancing work environments (Park & Lee, 2022). Regular training sessions and a friendly work atmosphere can help employees adjust during the initial period of Culture Shock. Organising resilience training regularly, by nurse managers and developing a supportive work environment for newly graduated nurses to facilitate a smooth transition into clinical practice, could lessen their transition shock and turnover intention. (X Cao et al., 2021).

Increasing readiness for practice helps new graduate nurses to shift smoothly into professional roles and work effectively with their teams (Mirza et al., 2019). Feeling unprepared for actual work is a significant factor leading nurses to leave their profession (Casey et al., 2011). New graduate nurses usually face a crisis in their transition, during the initial months of joining work (Graf et al., 2020; Masso et al., 2022), and have a high turnover rate within their first year of employment (Korean Hospital Nurses Association, 2021). When new graduate nurses experience transition shock during the early stages in their careers, they may struggle to adjust to the new work atmosphere, face work-related stress (Woo & Newman, 2020), and may even burnout (AbuAlRub & Abu Alhaja'a, 2019), which may ultimately result in turnover (Scott et al., 2008).

3.10.2 Unfolding Theory of Turnover - Lee and Mitchell (1991)

The theory proposed by Lee and Mitchell (1991) suggests that employees follow one of five cognitive pathways when deciding whether to leave a job. A cognitive pathway refers to how employees interpret their work environment, respond to it, and identify potential options. This theory offers a more comprehensive and practical depiction of the decision-making process employees undergo when considering quitting their jobs. It is grounded in Image Theory (Beach, 1990; Beach & Mitchell, 1990), a decision-making model that posits that decisions are based on how well potential choices align with one's goals, principles, and action plans.

In the unfolding theory, the first three pathways start with a 'shock' event, which is a distinct occurrence that forces the employee to assess their job situation and, in some cases, decide to leave. Pathway 1 begins with a positive, personal, and expected shock (Mitchell et al., 2005).

Pathway 2 starts with a negative and unpleasant organizational event (Holtem et al., 2005; Mitchell & Lee, 2001).

Pathway 3 is triggered by a shock that may be positive, neutral, or negative, often in the form of an unexpected job offer (Lee & Mitchell, 1994; Mitchell & Lee, 2001).

The fourth and fifth pathways, unlike the first three, do not start with a shock but are instead characterized by a continual sense of job dissatisfaction. Both pathways begin with escalating dissatisfaction, which eventually leads to an image violation and results in turnover intention.

3.10.3 Social exchange theory - Shore and Wayne (1993)

Shore and Wayne (1993) studied and explained the relationship between perceived organizational support and turnover intention using social exchange theory (SET). The theory states that employees are inclined to retain value when they give up something, and they try for social exchanges where they receive more rewards than they pay. Employees create a psychological contract with their employer that envisions fair treatment. When employees feel that the company has violated this contract, they may become emotionally drained and are more likely to quit. When employees feel they are supported and valued by their organization, they feel obliged and attached to the company, which in turn leads to lower turnover intentions. Organizational commitment may act as a mediator between an employee's perception of their skills becoming obsolete and their turnover intention.

D. Nguyen et al., 2022, observe that when the costs of work overload exceed the benefits, employees may reconsider their commitment and consider leaving. Harden et al. (2016), in the context of SET, observe that too much work can make people very tired and affect the connection with their job, resulting in less job attachment and intention to quit. Employees are stimulated to accept and adopt specific behaviors and standards as per social exchange, in order to respond to the demands of the work relationship (Harden et al., 2018). Academic staff respond positively to social pressures from universities in order to ensure the benefits of staying (Meyer & Parfyonova, 2010). When employees get sufficient support from their organizations, they will not have a turnover intention. SET suggests that when employees experience multiple interactions, such as receiving support from employers, a sense of obligation arises due to the exchange (Wang et al., 2005; Gina et al., 2018). In response, employees reciprocate by demonstrating a willingness to perform effectively and a desire to work, which is reflected in their organizational commitment (Ilies et al., 2007). Organizations use the SET theory to examine

interpersonal relationships between employees and their co-workers, employers and employees, and the organization as a whole to develop and improve on the social dynamics involved in the exchange of technical skill development that helps to reduce turnover (Harden et al., 2018). Homans (1958) explains that, as per the SET, human behavior can be viewed as a form of social exchange, where the quality and flow of the exchange between two parties are influenced by the compensation one party receives from the other. When employees perceive that the compensation received from their exchange with the organization is unequal, they may respond in various ways, such as seeking new peer-to-peer exchange relationships or even deciding to resign. Research has also shown that caregivers' perceptions of organizational justice can significantly predict their intention to leave the organization (Mengstie, 2020). Previous studies have also demonstrated that nurses who perceive low organizational justice are more likely to have higher turnover intentions (Choi & Shin, 2022; Zhou et al., 2022). In other words, employees exhibit positive behaviors due to an expected mutual behavior from their organizations, given the norms of social exchange (Cropanzano et al., 2017). Employees' negative feelings in the organisation, such as feeling deprived of deserving and desired career possibilities (Wang et al., 2022) and observing unfairness in their rewards (Harden et al., 2018) significantly and directly influence their turnover intentions. Flinkman et al. (2010) identified that the following factors influence turnover intention among hospital nurses: young age, burnout, high level of education, low wage, poor job commitment, low job satisfaction, weak support system, low job autonomy, and job-related conflict. Identical results have been found in the Korean literature as well. Kim and Kim (2011) found that turnover intention was negatively correlated with job satisfaction and organizational commitment; on the other hand, it was positively associated with job stress and burnout. There definitely exists a relation between emotional labour and turnover intention. Lindquist and Whitehead (1986) noted that emotional labor and turnover intention are not involved in a direct causal relationship; however, emotional labor induces job stress, which influences organizational effectiveness and factors such as job satisfaction or turnover intention. Positive life satisfaction is associated with many personal benefits, such as reduced mortality, improved sleep, and less burnout, and also with organizational benefits, such as lower turnover and better job performance (Best & Chinta, 2021).

3.11 Employee Morale

Morale is an intangible concept that reflects how positive and loyal an individual feels toward the organization they are part of and the distinct feeling members of the group share with others, such as organizational success, pride in one's achievement, trust, self-worth, purpose, and faith in the leadership. Employees in organizations encounter various challenges in both their personal and professional lives, which often lead to a decrease in their morale. Employee morale reflects an employee's attitude toward his or her job, employer, and colleagues (Mallik et al., 2019). A satisfied employee is a productive employee, and it is the responsibility of the organization to meet its employees' needs and create a work-friendly environment. Various factors in an individual's personal and professional life can trigger stress, negatively affecting their morale, physical and mental health, relationships with others, and professional abilities. The work-life stress hinders employees' capabilities and affects their productivity. Organisational stress often causes low morale, turnover, burnout, reduced work performance, and poor interpersonal relations at the workplace (Manshore et al. 2003). If not managed effectively, occupational stress can result in reduced employee morale, higher absenteeism, and internal conflicts (Christo & Pienaar, 2006). Organizational stress can lead to low motivation, poor performance, high turnover, increased sick leave, and other negative outcomes. (Schabracq & Cooper, 2000; Murphy, 1995). Topper (2007) observed that stress is a person's psychological and physiological response to their discernment of demand and challenge at work and at home. Ornelas and Kleiner (2003) argued that stress was the by-product of modern life that arose from employees' efforts of trying to balance the demands of work workplace and the responsibility of family life. Johnson (2001) voted for involvement, such as determining the signs of stress, identifying the possible causes, and developing possible solutions for each sign. Nelson and Quick (1994) opined that stress was one of the most artistically ambiguous words. Hausman (2001) defined stress as the uncertainty and sometimes fear in connection with the execution of new technology and systems between organizations. Varca (1999) defined a stressful environment as a gap between the demands of the environment and the personal resources to meet those demands. Organizational stress can have grave consequences. The negative

effects of organizational stress include: low morale, reduced efficiency, lack of concern for the organization and colleagues, decreased capacity to perform, dampened initiative and reduced interest in working, increased rigidity of thought, and a loss of responsibility (Greenberg & Baron, 2000; Ivancevich et al., 1990).

There are several established theories that help to explain employee morale.

3.11.1 Maslow's hierarchy of needs (Abraham Maslow, 1943)

One of the earliest and most influential theories on employee morale is Abraham Maslow's theory of human motivation, which he first presented in a research paper in 1943.

Maslow's hierarchy of needs can be applied to employee morale by studying and understanding the needs of employees and providing these needs to boost the morale of the employees. This theory suggests that people's needs can be arranged in a hierarchy. There are basic needs that must be satisfied before they can pursue higher-order needs. These needs include:

- **Physiological needs:** These are the most fundamental needs of human beings for survival, such as food, water, shelter, and sleep.
- **Safety needs:** These needs are related to personal and financial security, such as good health and protection from harm.
- **Social needs:** These are the needs for a sense of belonging and acceptance, such as friendships and family.
- **Esteem needs:** These are the needs for respect and self-esteem.
- **Self-actualization needs:** These are the needs for personal growth, fulfilment, and creativity

Thus, this theory throws light on the responsibility of the employers with regard to ensuring the welfare of employees, and thereby boosts their morale. Employees' physiological needs must be taken care of, and employers must make sure not to burden their employees with the extra work they have to do beyond their regular working hours, thereby depriving them of their basic need for sleep. Safety of employees includes both physical as well as financial safety. Social needs can be fulfilled by organising various activities which help in team building, providing

proper training to managers to ensure they support their direct subordinates, and organising random activities for fun, which help team members to bond. Employees' esteem needs can be met by providing specific and timely praise when someone does their work well, performance-based bonuses can be offered, and a special recognition program can be instituted to reward top employees. Self-actualization needs can be fulfilled by emphasizing the development of employees' abilities, helping them achieve their full potential. This involves offering mentoring, conducting workshops, and providing opportunities, along with financial support for enhancing skills and knowledge.

3.11.2 The reinforcement theory (B.F. Skinner, 1957)

This theory was first proposed in 1957 by an American psychologist, B.F. Skinner. The theory suggests that an individual's behavior is influenced by its consequences, and that behaviors can be altered through punishment, reinforcement, and extinction. Behavior, according to this theory, is shaped by its consequences, and people will repeat behaviors that lead to positive consequences. Unlike other theories, this theory focuses on environmental factors, rather than an individual's internal motivations. The theory suggests that an individual's behaviour can be influenced through the following types of reinforcement:

- **Positive reinforcement:** This involves rewarding a desired behavior with a positive outcome.
- **Negative reinforcement:** aims at removing an unpleasant stimulus to reinforce a desired behavior.
- **Punishment:** administering negative consequences to stop an undesirable behavior.
- **Extinction:** Withholding positive consequences to induce employees to unlearn a learned undesirable behaviour.

3.11.3 Equity Theory (John Stacey Adams, 1963)

John Stacey Adams an American psychologist introduced this theory in 1963. This theory suggests that employee morale is largely determined by their perception of fairness at work. The theory claims that motivation arises out of the genuine desire

to be treated fairly. Equity is the belief of the worker that he or she is being treated fairly when compared with others. According to this theory, employees keep a mental record of their job's inputs which include effort, performance, skills, education, experience and outputs which include pay, benefits, and promotions, then compare these inputs and outputs with their co-workers. When employees sense that the input-output ratio is fair, they are likely to be motivated and have a high morale, on the other hand when they feel that this input-output ratio is unfair, they may become demotivated and dissatisfied with their job which in turn may affect their performance and productivity. Employees often compare their input-output ratios with other groups, which may include individuals or groups of people.

3.11.4 Vroom's Expectancy Theory (Victor Vroom, 1964)

In 1964, Victor Vroom introduced the expectancy theory in his book 'Work and Motivation'. This model explains that individuals are motivated by the expected outcomes of their actions, suggesting that people are more likely to put in greater effort if they believe their work will lead to a desirable result.

The three core components of this theory are:

- **Expectancy:** The belief that if efforts are increased, it will result in increased performance.
- **Instrumentality:** The belief that if one performs well, one will receive a valued outcome.
- **Valence:** This takes into consideration how desirable the outcome is.

This theory can be used to understand and to increase morale of the employees. Employers must be clear about what the rewards are, how they are allocated and how it can be achieved. Employees must be offered a wide range of rewards so they can choose an outcome they value. Employers must ensure that rewards offered are closely tied to the desired performance and should also make sure that these rewards are desired and deserved by the recipient. Thus employers must be able to understand what rewards employees expect to receive and set clear expectations with employees.

3.11.5 Goal-setting theory (Edwin A. Locke, 1968)

Developed by psychologist Dr. Edwin A. Locke in 1968, this theory states that clear, attainable, well-defined, and measurable goals can influence behaviour and improve performance. It is observed that challenging goals tend to drive greater effort and higher performance compared to moderately difficult or easy goals. Clear, specific, hard goals are more effective at enhancing performance than vague goals like "do your best." People are highly motivated when they have specific, clear, challenging, and measurable goals, and this unlocks higher performance. The theory also shows the relationship between goals and self-efficacy. Greater self-efficacy is positively related to employees' perception that they are positively contributing to constructive work and therefore ensures enhanced work motivation.

The key principles to be considered during the goal-setting process are:

- **Clarity:** the goals set should be very clear and unambiguous. Establishing clear and specific targets and timelines helps employees focus on relevant tasks, thereby meeting company expectations. It helps to eliminate misunderstandings and guides team members towards the company's goals.
- **Challenge:** Challenging goals help to motivate employees and bring out the best in them. It improves employee performance and aids employees in upskilling and growing out of their comfort zones. Challenging goals also generate a greater sense of accomplishment after they are achieved.
- **Goal commitment:** Acceptance and accountability are essential for achieving goals, especially in the case of specific and difficult tasks with tight deadlines. One method of enhancing employees' commitment to the goals is to ensure their active involvement in the goal-setting process.
- **Feedback:** Regular feedback on performance levels ensures the progress of employees towards the ultimate goal and specifies areas for improvement. It also provides a chance for clarification and correction, if necessary, ensuring employees stay on the right track toward achieving the goals.
- **Task complexity:** The increasing complexity of the task permits employees to grow at a reasonable pace. However, assigning complex tasks abruptly, that

do not match the employee's skill level, can be overwhelming and can have a negative impact.

3.11.6 ERG Theory (Clayton P. Alderfer, 1969)

Clayton Alderfer (1969) refined Maslow's hierarchy of needs to better reflect empirical findings, reorganizing them into three categories known as the ERG theory: Existence, Relatedness, and Growth. In this model, Existence corresponds to Maslow's physiological and safety needs, Relatedness includes social and esteem needs, and Growth aligns with self-actualization needs.

ERG theory is often applied in organisations and in the workplace to increase morale and productivity. Alderfer is suggesting more of a greater variety of needs rather than a hierarchical level. Unlike in Maslow's theory, this theory does not believe that a lower-level need must be satisfied before a higher-level need becomes desirable, instead, it suggests that needs can be fulfilled simultaneously.

3.11.7 Job Characteristics Theory (Hackman and Oldham, 1976)

The Job Characteristics Model (JCM) is a work design theory that identifies five core job characteristics that can contribute to employee satisfaction and motivation. These include the following aspects:

- **Skill variety:** There are various challenging tasks, and employees can use different skills to complete them.
- **Task identity:** the task that has defined goals describes how it can be completed from start to end.
- **Task significance:** the task is significant and hence employees feel they are affecting others and their own lives.
- **Autonomy:** The employee has freedom in doing his work and has a say in scheduling and determining how to complete the work.
- **Feedback:** Feedback is received by employees on their performance from employers, other employees, and customers.

Job characteristics refer to the aspects of an employee's specific job and responsibilities that shape how they perceive their role within the organization.

Clearer task definitions enhance job satisfaction, leading to employees who are more committed, engaged, and fulfilled in their work.

3.11.8 Self-determination theory (Edward and Richard-1985)

Psychologists Edward L. Deci and Richard M. Ryan introduced the Self-Determination Theory (SDT) in order to understand how people are motivated and how employee morale can be boosted. The theory suggests that people are obsessed with three basic psychological needs:

- **Autonomy:** This refers to the need to express ideas, be in control of one's actions, have a choice, and be able to make decisions.
- **Competence:** this implies the need to feel efficient, effective, capable, a sense of mastery, and successful at a job.
- **Relatedness:** This is an inherent need of most individuals to feel connected to others, accepted, and cared for by others.

SDT suggests that when these needs are fulfilled in the workplace, employees are motivated, it boosts their morale, and they experience well-being.

3.12 Stress Models

Stress models offer an all-inclusive picture of the stress phenomenon. These models explain the sources, process, symptoms, and final effects of stress. Evolved from research on stress, over a long period of time, these models are formed on the basis of validated theories. There are a wide variety of models of stress, and these can be broadly classified into response-based models, stimulus-based models, interactional models, and transactional models. All these models consist of several sub-models, which have their own merits and limitations. Understanding these models helps researchers and practitioners identify the root causes of stress and develop targeted intervention strategies. Response-based models focus on the physiological and psychological reactions to stressors, while stimulus-based models emphasize the external factors that trigger stress. By analysing stress through these frameworks, organizations can implement more effective policies for stress management and employee well-being.

3.12.1 Transactional Model of Stress and Coping

This model of stress and coping was created by psychologists Richard Lazarus and Susan Folkman in 1984. It consists of three steps:

- **Primary appraisal:** This involves assessing the effect of the stressor on one's well-being
- **Secondary appraisal:** This is concerned with assessing the resources one has to cope with the stressor
- **Use coping strategies:** the final step involves using various strategies to cope with the stressor, such as emotion-based strategies or problem-based strategies

Problem-focused coping involves trying to remove or avoid the basic source of the stress.

Emotion-focused coping involves managing the emotions connected to or associated with the stress.

Other coping strategies include:

Self-control- This involves trying to control the emotions that arise in response to stress.

Confrontation-This strategy focuses on confronting pressure head-on and taking action to change the situation in one's favour.

Social Support- This involves reaching out to others and seeking social connections to navigate difficult times.

Emotional Distancing- This refers to maintaining a level of detachment from surrounding events to prevent emotional distress from influencing actions.

Escape and Avoidance – In this approach, individuals deny or minimise the existence of stress as a way of coping.

Radical Acceptance - This entails embracing unconditional self-acceptance to adapt to adversity and stress without resistance.

Positive Reappraisal – This involves reframing the situation to find personal meaning and growth opportunities, promoting resilience against stress.

Strategic Problem Solving – This strategy focuses on implementing targeted, solution-driven actions to manage stress and adjust behaviours accordingly.

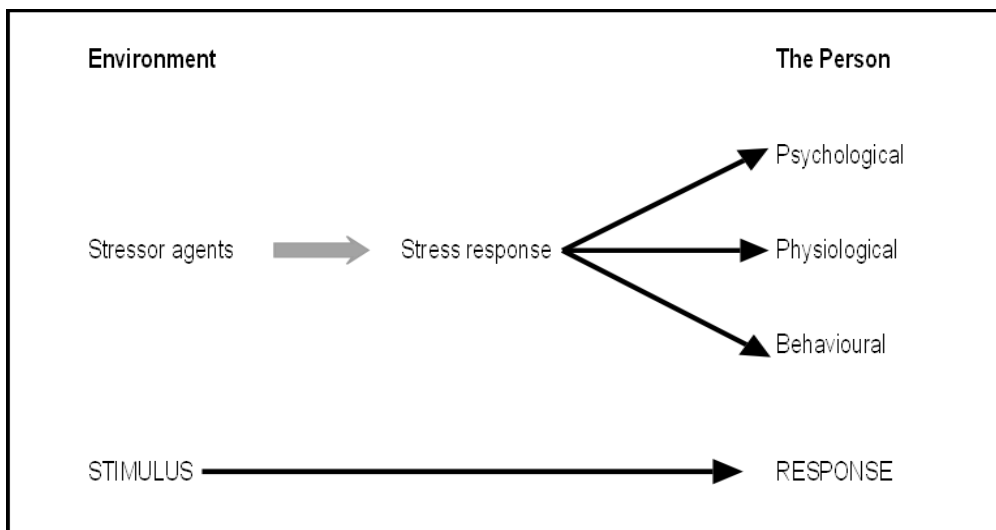
Coping outcomes vary depending on the situation. While having a strong social network is generally associated with better mental health, over-reliance on it during challenging times can sometimes strain relationships.

3.12.2 Response-based model of stress

The response-based model of stress is a physiological model that views stress as a defense mechanism and the body's physical response to an anticipated threat. According to this model, research on stress deals with reactions to a challenge or stimuli from the environment. The pivotal point of this model is the indication of stress response from the psychological, physiological, and behavioural aspects.

Figure 3.2

Response-based model of stress

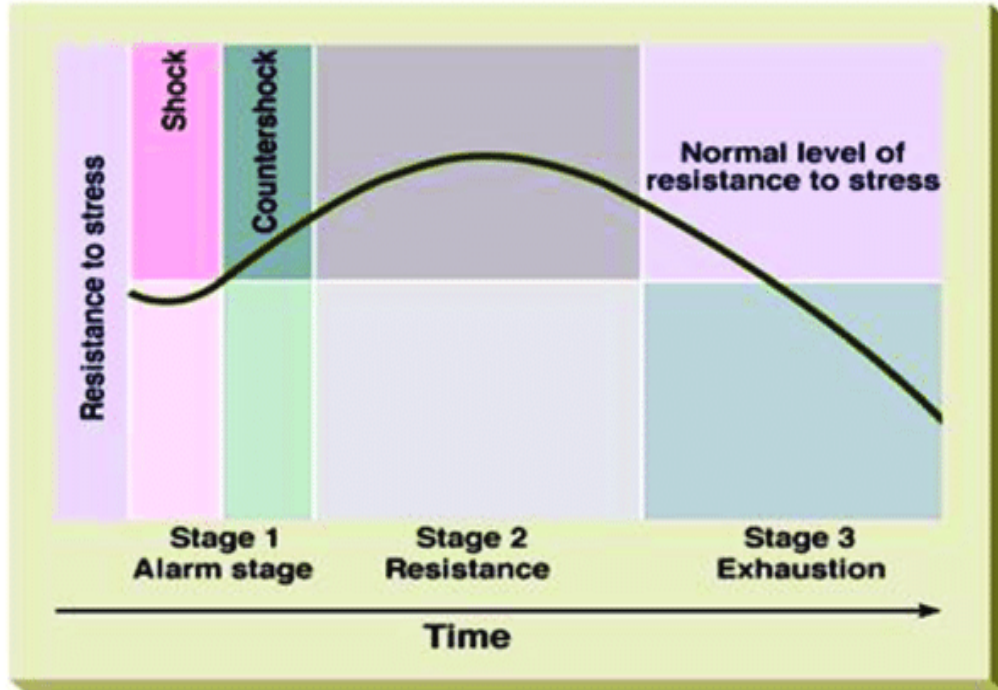


Source: A response-based model of stress (Sutherland & Cooper, 2002, p.36)

3.12.3 General adaptation syndrome (GAS)

Hans Selye's GAS model explains stress as a three-stage process of how the body responds to stress: alarm, resistance, and exhaustion. This model focuses on physical aspects and ignores the psychological factors.

Figure 3.3
General Adaptation Syndrome Model



Source: The General Adaptation Syndrome Model, Adaptation from McShane and Von Glinow, 2000

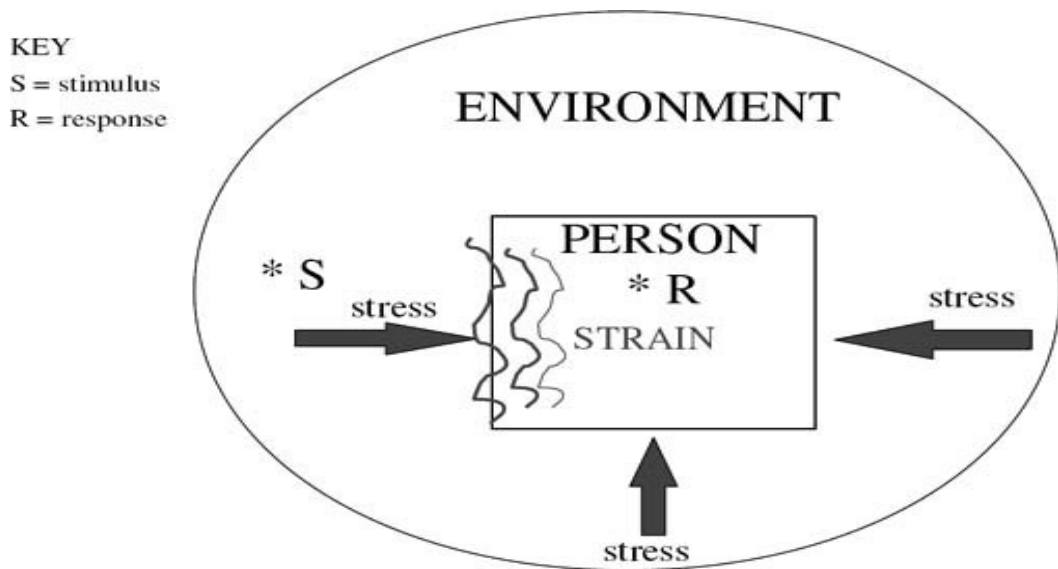
During the first stage, the alarm stage, a shock and counter-shock occurs. This is followed by the resistance and finally the exhaustion stage.

3.12.4 Stimulus-based models of stress

The stimulus-based model of stress is a psychological model that owes its origin to engineering and physics. This model views stress as an external stimulus of pressure or force that causes a reaction, such as a demand or load, which results in alteration of the equilibrium position.

Figure 3.4

Stimulus-based models of stress



Source: Sutherland and Cooper, 2002, p.41

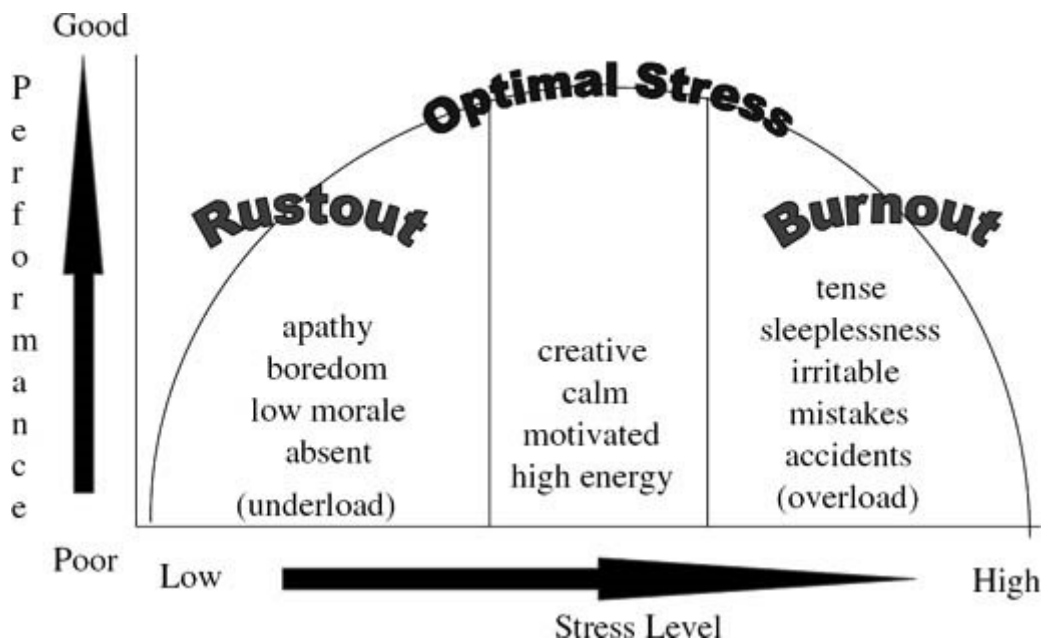
The main limitation of this model is that it gives undue importance to environmental conditions. Several individual-level aspects, such as needs, wants, variability in tolerance level, past experience, personality traits, and expectations, are beyond the scope of this model.

3.12.5 The inverted U model of stress

The Inverted-U Theory establishes the relationship between pressure and performance. Also known as the Yerkes-Dodson Law, it describes how to find the optimal level of positive pressure that will enable people to perform at their best. The theory elaborates that too much or too little pressure can lead to a decrease in performance. Moderate levels of stress or arousal tend to enhance focus, motivation, and efficiency. However, when pressure exceeds an individual's coping capacity, it can result in anxiety, burnout, and impaired decision-making. Conversely, insufficient pressure may lead to boredom, lack of motivation, and underperformance. The Inverted-U curve thus underscores the importance of maintaining a balanced work environment. In organizational settings, especially high-demand industries like IT, applying this theory can help managers fine-tune workloads and expectations to support optimal employee performance.

Figure 3.5

The inverted U model of stress



Source: Sutherland and Cooper, 2002, p.42

This theory explains how the response to a stimulus cannot be measured or viewed in simple linear terms. A certain level of arousal in the form of a stimulus is required in order to ensure optimal performance. This level of stress keeps one calm, creative, motivated, and full of energy to do the job. When the stress level goes beyond the ability to meet the demand, it results in burnout. Overload makes one tense, irritable, and prone to commit mistakes at work. On the other hand, if one does not feel a certain level of arousal in the form of a stimulus, it results in rust out, which is manifested in the form of low morale, feeling bored, absenteeism, and apathy. This rust out is the opposite of burnout, which are two extremes. Typically, at the workplace, too little work, which is not challenging, may cause rust out, while too much work, which is challenging in nature and beyond one's capacity, may cause burnout.

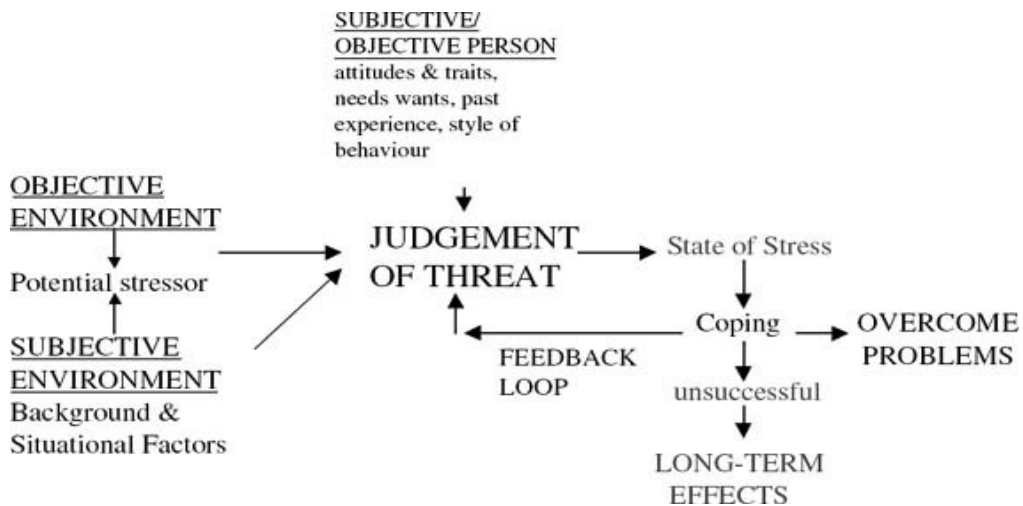
3.12.6 The person-environment (P-E) fit model of job stress

The Person-environment fit theory is a conceptual framework that describes how a person's characteristics interact with their environment. It is a significant theme in industrial and organizational psychology and is considered a crucial factor in explaining employee behavior and attitudes. The fundamental idea behind the P-E

fit model is that, by virtue of their attributes, some individuals are more suited for certain environments than for others. The appropriateness of fit between a person and an environment can affect the person's behaviour, motivation, and overall mental and physical health. If the relation between person and environment is appropriate, the individual's functioning within the organization is simplified, but if the match is not suitable, the individual may suffer from confusion, which typically creates tension on both the P side in the form of dissatisfaction and job stress and tension on the E side displayed as absenteeism and reduced performance in the PE fit equation.

Figure 3.6

The person-environment (P-E) fit model of job stress



Source: Sutherland and Cooper, 2002, p.47

3.12.7 Cognitive Theories of Stress

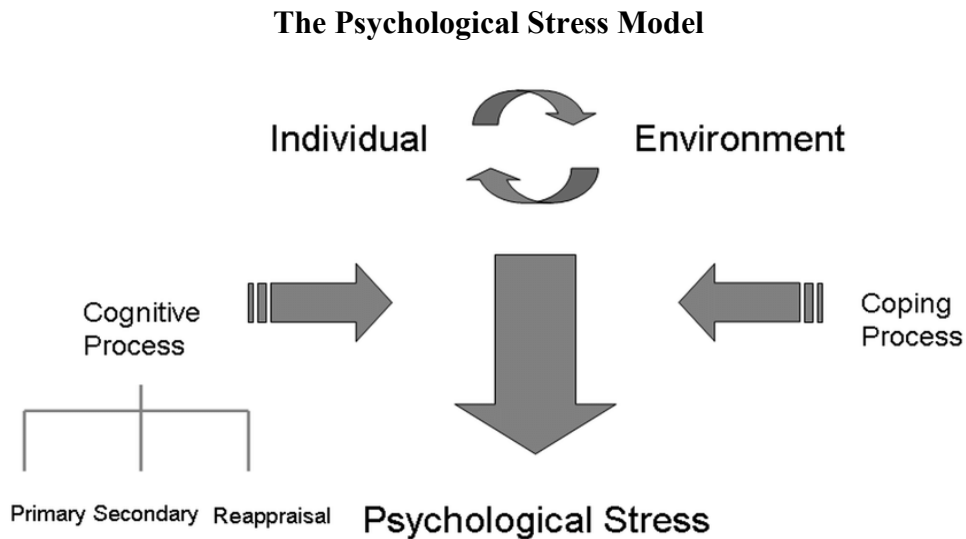
Cognitive theories of stress explain how an individual's thoughts and understanding of events affect their behavior and emotions. These theories include the cognitive activation theory of stress (CATS), cognitive-relational theory of stress, and cognitive appraisal theory.

Cognitive activation theory of stress (CATS)- According to this theory, stress is a response to a stimulus. The theory states that these stress responses are based on available responses and expectations of outcomes. These stress responses are considered to be a normal phenomenon that can be healthy and necessary.

Cognitive appraisal theory- This theory proposes that emotions are linked to how people interpret situations and involves primary and secondary appraisals. Primary appraisal involves the initial evaluation of a situation, while secondary appraisal is the evaluation of how to cope with the situation

Cognitive-relational theory of stress- In this theory, stress is conceptualized as the relationship between a person and their environment. This theory suggests that stress arises when a person sees a situation as challenging or endangering their well-being.

Figure 3.7



Source: The Psychological Stress Model adapted from Lazarus and Folkman (1984).

The above-mentioned models and theories provide a structured framework for understanding how individuals and employees experience, react to, and cope with stress. These existing models are widely used in organizational behavior, psychology, and health sciences. They support in explaining the sources of stress, its psychological and physiological effects, and various strategies for managing and coping with stress effectively.

3.13 Hybrid working

Hybrid working is a flexible work arrangement that blends in-office, remote, and combined working options. It empowers employees with the autonomy to choose where and how they work best, aiming to boost both productivity and job satisfaction.

By addressing key challenges associated with remote work, such as feelings of isolation and communication gaps, the hybrid model offers a more employee-centered approach to workforce management. It allows individuals to work from home, co-working spaces, or the office, creating a dynamic ecosystem beyond the traditional corporate setting. Team members have the freedom to move between various locations based on the nature of their tasks.

The hybrid work model has gained significant traction, particularly in the aftermath of the COVID-19 pandemic. As businesses shifted to remote operations during the pandemic, they relied heavily on virtual collaboration tools to maintain productivity. Although hybrid and remote working existed in some companies before, the pandemic accelerated their widespread adoption, especially in the IT sector, where hybrid working has now become the new standard. Having experienced both the benefits and drawbacks of remote work, organizations are embracing hybrid models to offer greater flexibility while preserving crucial in-person interactions that nurture company culture and community.

Several studies and surveys highlight the factors driving the rise of hybrid work:

- A McKinsey report notes that remote work has been largely successful, with Companies reporting improvements in individual productivity, diversity, and inclusion.
- Research by Dimensional Research found that employees are increasingly seeking flexibility, with nearly 57% considering leaving their jobs if required to return to the office full-time.
- According to *Fortune*, many businesses see hybrid work as an opportunity to cut costs, with 74% of CEOs from large organizations expecting to reduce office space.
- A study published in *Nature* revealed that daily global CO₂ emissions dropped by 19% during the pandemic, nearly half of which was due to reduced ground transportation. Reduced business travel and commuting, along with decreased office energy use, indicate that hybrid work could contribute significantly to a more sustainable future.

The hybrid model can take various forms depending on the organization's needs and the nature of the work. The four most common types of hybrid work models are:

3.13.1 Flexible hybrid work model

In this model, employees have the flexibility to choose their working hours and location based on their priorities for the day. If they need focused time for a project, they can work from home, a coffee shop, or any location that suits them. Conversely, if they seek collaboration, need to attend a meeting, training session, or simply want to connect with colleagues, they can opt to work from the office. Cisco is an example of a company adopting this model, offering employees the freedom to decide where they work each day.

The main benefits of this model include:

- Providing employees with the flexibility and autonomy to choose when and where they work.
- Building a trust-based relationship that enhances employee loyalty and job satisfaction.
- Expanding the talent pool, fostering more diverse perspectives and ideas.
- Contributing to cost savings on office space and travel, thereby improving the company's bottom line.
- However, challenges include the difficulty of coordinating in-person teamwork and the uncertainty around office attendance, which can create capacity management issues.

3.13.2 Fixed hybrid work model

In this model, the organization determines the specific days and times when employees are allowed to work remotely or are required to be in the office. For instance, certain teams might be scheduled to work on-site on Tuesdays and Thursdays, while others come in on Mondays and Wednesdays. Alternatively, the company might designate specific days for everyone to work from home. American Express is an example of a company that has implemented a fixed hybrid work model.

The benefits of this model include:

- Greater opportunities for in-person collaboration and team building.
- Allows employees to plan personal appointments or errands on designated days.
- Makes it easier to forecast and manage office capacity.
- However, the challenges include a lack of individual choice, which may lower productivity if employees are not in the best environment for their tasks, and the difficulty of reducing office space requirements.

3.13.3 Office-first hybrid work model

In this model, employees are expected to work on-site but have the flexibility to choose a few days each week to work remotely. Companies like Google and several IT firms have adopted this approach, where employees work in the office for three days a week and can select two days to work remotely.

The main benefits of this model include:

- Flexibility and personal choice for employees.
- It helps maintain company culture and community.
- However, the challenges of this model include a lack of visibility regarding who will be in the office and when, as well as the difficulty in accurately estimating how many employees will be present on any given day.

3.13.4 Remote-first hybrid work model

This model allows employees to work remotely most of the time, with occasional visits to co-working spaces or the office for collaboration, team-building, and training. In this model, the company may not have a dedicated office space, instead relying on team members in nearby areas to meet as needed. Twitter has embraced this remote-first approach, allowing all employees to work from home.

The key benefits of this model include:

- Increased productivity and job satisfaction for employees who prefer remote work.
- Cost savings by reducing or eliminating the need for office space.

- However, the main challenges of this model include the potential for employees to feel isolated and the added difficulty of maintaining company culture and community.

Based on the above concepts and review of literature in the previous chapter, the researcher developed the hypothesis to study the moderating effect of hybrid working among IT employees on the effect of Culture Shock and Employee sentiments.

3.14 Mitigation strategies

Mitigation strategies are proactive strategies taken to decrease the potential impact of undesirable events or risks. People employ various methods to manage stress and cope with stressors in their lives. A vast body of literature supports the practice of stress management, and entire industries are dedicated to it. Numerous techniques are available to help individuals handle the stresses they encounter in the workplace. Stress management techniques are usually general and include different types, such as cognitive, which consists of cognitive therapy, mindfulness, or meditation. Physical techniques include yoga, natural medicine, art, or deep breathing. Natural environmental techniques include spa visits, music, pets, or even just being close to nature. Stress coping, as defined by researchers like Lazarus and Folkman, involves a cognitive process of evaluation where an individual assesses whether they believe they have the ability to effectively respond to the challenges posed by change or a stressor.

Previous studies explain the coping process in terms of emotion-focused or problem-focused strategies (Folkman & Lazarus, 1980; Lazarus & Folkman, 1984), which are also referred to as passive and active coping styles (Jex et al., 2001). Additionally, coping can be categorized into avoidance and approach measures, involving either assertiveness or withdrawal (Anshel, 1996; Anshel & Weinberg, 1999). When faced with a challenge, an individual typically appraises the situation as either threatening or non-threatening and then evaluates whether they have the ability to effectively cope with it. If the person feels incapable of responding to the challenge or lacks control, they are more likely to engage in emotion-focused coping, such as wishful thinking, distancing, or focusing on the positives (Lazarus &

Folkman, 1987). It is both theorized and empirically supported that an individual's secondary appraisal plays a key role in determining their coping strategies (Lazarus & Folkman, 1987). Coping techniques may involve minimizing, avoiding, changing, or accepting the stressful situation.

3.14.1 Lazarus and Folkman's Transactional model of stress (1984)

Lazarus and Folkman (1984) introduced a transactional model of stress, highlighting the importance of appraisals and coping in the stress experience. They identified eight coping strategies that individuals use when confronted with perceived stressors. These strategies can be broadly categorized into problem-focused and emotion-focused coping:

Problem Focused

- **Confrontational coping:** This technique involves assertive efforts to change the situation by fighting for one's desires and standing firm. It also includes a level of aggression, such as expressing anger towards the person responsible for the problem, and taking risks by daring to take action.
- **Planned problem solving:** This technique involves an individual's intentional efforts to alter a situation, focusing on a logical approach to solving the problem by identifying a practical solution.
- **Seeking social support (Instrumental):** This is the most commonly used and accepted technique, requiring efforts to seek informed support by discussing the situation with someone to gain more information. It also involves seeking practical support by talking to someone who can offer emotional support, take action, or at least provide sympathy and understanding.

Emotion-focused

- **Distancing:** This type involves making efforts to distance oneself from the situation, preventing it from having an emotional impact, and avoiding dwelling on it. It also includes adopting a positive perspective by downplaying the situation's significance and focusing on the brighter side of things.

- **Self-controlling:** This technique involves keeping one's feelings private and refraining from sharing the situation with others. It also includes exercising restraint to avoid burning bridges or acting impulsively or recklessly.
- **Accepting responsibility:** This approach acknowledges one's responsibility in the situation and seeks to make amends by taking action, such as apologizing or addressing the issue directly.
- **Escape-avoidance:** This technique involves escapism, either through wishful thinking or active attempts to avoid or escape the situation, such as by eating, smoking, drinking, sleeping, or even avoiding social interactions.
- **Positive reappraisal:** This strategy focuses on an individual's efforts to derive positive meaning through personal growth, which may also involve a religious component. Most coping behaviors can be categorized into one or more of these eight types.

An individual may utilize one or more coping strategies, even if these strategies lead to conflicting thoughts. For example, a person might employ contradictory approaches, sometimes being confrontational and other times adopting an escape-avoidant stance. In addition to the eight categories mentioned, Lazarus and Folkman (1984) further classify coping strategies into two main types: emotion-focused and problem-focused. Emotion-focused coping centers on managing the emotional response to the issue, while problem-focused coping focuses on directly tackling the problem itself. The above strategies of escape avoidance, distancing, self-control, positive appraisal, and accepting responsibility are viewed as emotion-focused coping strategies, whereas planned problem solving and confrontational coping are problem-focused coping strategies (Scheck & Kinicki, 2000; Forshaw, 2002). Seeking social support can be both emotion-focused and problem-focused.

3.14.2 Relaxation: This is also an effective and proven method of coping with stress. There are several techniques for relaxation. Some of the widely accepted techniques are:

- **Breathing exercises:** Most relaxation techniques include breathing exercises, particularly deep breathing, also known as belly breathing or diaphragmatic breathing. This technique involves taking slow, deep breaths that fully expand

the lungs, causing the lower belly to rise. When practiced correctly, it helps induce relaxation.

- **Autogenic training:** The term "autogenic" refers to something that originates from within. This relaxation technique involves mental exercises aimed at promoting relaxation. During autogenic training sessions, participants close their eyes and gradually repeat specific phrases designed to induce calming sensations in various parts of the body.
- **Progressive relaxation:** Progressive muscle relaxation involves tensing various muscles throughout the body and then relaxing them to release the tension.
- **Biofeedback-assisted relaxation:** This mind-body therapy, conducted by a certified healthcare professional, uses feedback from monitoring bodily functions such as breathing, heart rate, and muscle tension.
- **Guided imagery, also called visualization:** in this method, individuals visualize calming and peaceful scenes or objects. Other senses can also be engaged by imagining soothing sounds, such as the feeling of a gentle breeze or the warmth of the sun.

Relaxation techniques come in many forms, from simple practices to more structured programs. Some strategies may work better for certain individuals than others. Identifying which technique is most effective for each person requires time and effort, and all relaxation methods need practice and patience to become familiar and to experience their full benefits.

These methods can help reduce physical tension, lower heart rate and blood pressure, and promote a sense of calm and well-being. When incorporated into daily routines, relaxation techniques can improve focus, emotional regulation, and overall mental health. Workplaces that encourage relaxation practices may see increased employee engagement and reduced burnout. Ultimately, developing a personalized relaxation routine can empower individuals to better manage stress and maintain a healthier work-life balance.

Table 3.1

Relaxation Strategies

Soothing Activities	Mind-Based Relaxation Strategies	Body-Based Relaxation Strategies
Sounds: enjoyable music, ambient music; Nature sounds (ocean waves, birds)	Meditation/mindfulness meditation	Breathing: slow-paced diaphragmatic
Smells/aromatherapy: candles, diffuser/essential oils	Body scan/body awareness	Yoga
Sights/visualization: beaches, falling leaves; pleasing artwork	Prayer	Progressive muscle relaxation
		Tai Chi

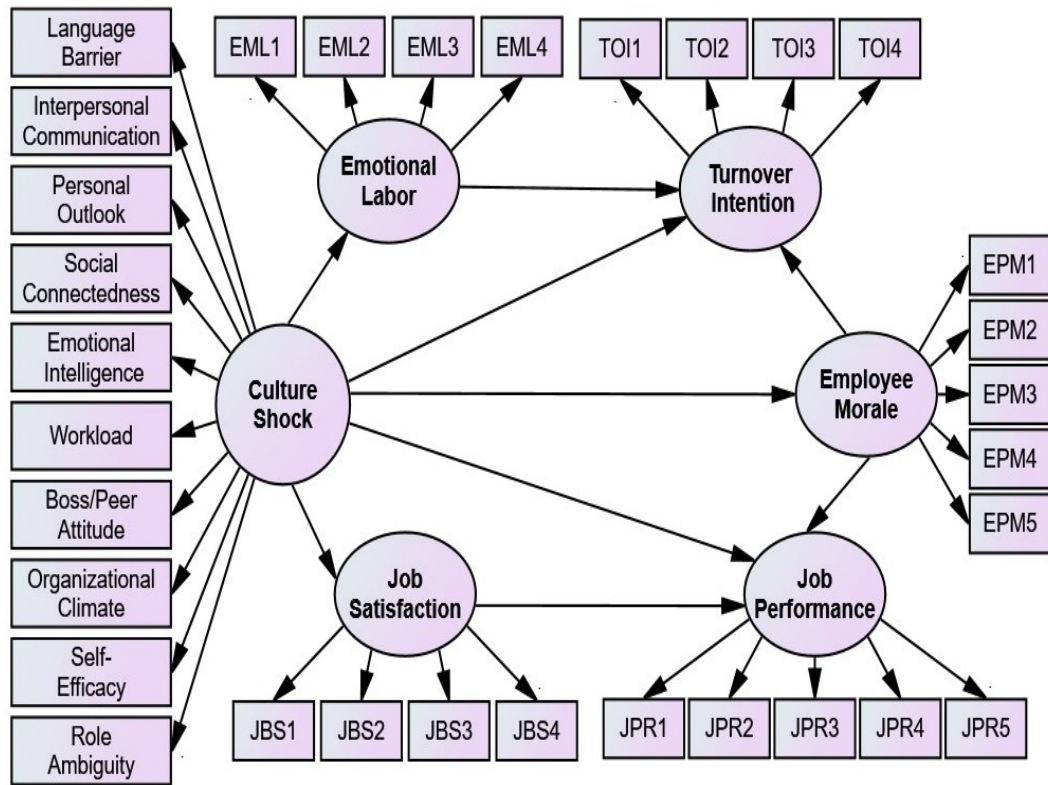
Adapted from Relaxation, University of Michigan

Relaxation strategies are essential tools for managing stress, Culture Shock, and promoting overall mental and physical well-being. Techniques such as deep breathing, autogenic training, progressive muscle relaxation, biofeedback-assisted relaxation, and guided imagery provide individuals with practical ways to calm the mind and body. These methods not only reduce the physiological symptoms of stress but also enhance self-awareness and emotional regulation. Since each individual responds differently to relaxation techniques, it is important to explore various methods to determine what works best. With consistent practice and commitment, relaxation strategies can become powerful habits that support resilience, reduce anxiety, and improve quality of life in both personal and professional settings.

Based on the above theories, concepts, and review of literature in the previous chapter, the researcher developed a hypothesized research model.

Figure 3.8

Hypothesized Culture Shock-Employee Sentiments Model for IT sector employees in South India



The hypothesized research model presented in Figure 3.8 offers the framework for data analysis, aiding the researcher to examine the proposed relationships and validate the hypothesis, which was developed based on the theories, concepts, and models in the current chapter and review of literature in the previous chapter. The model presents the ten significant factors leading to Culture Shock, which are language barrier, interpersonal communication, personal outlook, social connectedness, emotional intelligence, workload, boss peer attitude, organizational climate, self-efficacy, and role ambiguity. The direct effect of Culture Shock on employee sentiments has been hypothesized as:

Employees facing higher Culture shock are likely to exhibit higher emotional labour.
 Employees facing higher Culture shock are likely to exhibit higher turnover intention.
 Employees facing higher Culture shock are likely to exhibit reduced employee morale.

Employees facing higher Culture shock are likely to exhibit reduced job performance.

Employees facing higher culture shock are likely to exhibit reduced job satisfaction.

Based on the concepts, theories, and models in the current chapter and review of literature in the previous chapter, the researcher has hypothesized that:

Employees with higher emotional labour are likely to exhibit higher turnover intention.

Employees with higher job satisfaction are likely to exhibit higher job performance.

Employees with higher morale are likely to exhibit reduced turnover intention.

Employees with higher morale are likely to exhibit higher job performance.

The hypothesised model further incorporates the mediating role of emotional labour, employee morale, and job satisfaction. It has been hypothesized that:

Emotional labour mediates the relationship between culture shock and turnover intention.

Employee morale mediates the relationship between culture shock and turnover intention.

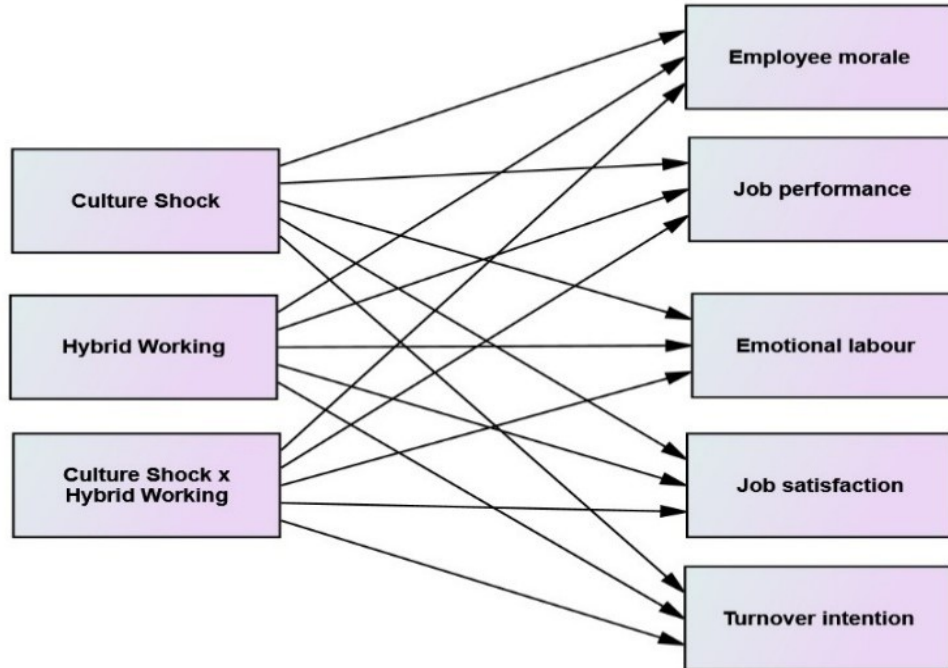
Job satisfaction mediates the relationship between culture shock and job performance.

Employee morale mediates the relationship between culture shock and job performance.

By integrating these constructs, the hypothesized research model forms the basic framework to analyse and understand the complex dynamics involved in the study of Culture shock among IT professionals in South India.

Figure 3.9

Hypothesized Moderation Model



The hypothesized moderation model depicted in Figure 3.9 serves as the analytical framework, enabling the researcher to examine the proposed relationships and test the hypothesis formulated. The model presents how hybrid working arrangements influence the strength or direction of the relationship between Culture Shock and employee sentiments.

Based on the theoretical foundations, conceptual discussions, and literature reviewed, the direct effect of Culture Shock on employee sentiments has been hypothesized as:

Employee morale will decrease as culture shock increases.

Job performance will decrease as culture shock increases.

Emotional labour will increase as culture shock increases.

Job satisfaction will decrease as culture shock increases.

Turnover intention will increase as culture shock increases.

Based on the concepts, theories, and models in the current chapter and review of literature in the previous chapter, the researcher has hypothesized that:

Employee morale will decrease as hybrid working increases.

Job performance will decrease as hybrid working increases.

Emotional labour will increase as hybrid working increases.

Job satisfaction will decrease as hybrid working increases.

Turnover intention will increase as hybrid working increases.

Drawing upon the concepts, theories, and models discussed in the current chapter, along with the literature reviewed in the previous chapter, the researcher has formulated the following hypothesis regarding the interaction effects of Culture Shock and hybrid working on various employee sentiments:

Hybrid working has a moderating effect on the strength of the relationship between Culture Shock and employee morale.

Hybrid working has a moderating effect on the strength of the relationship between Culture Shock and job performance.

Hybrid working has a moderating effect on the strength of the relationship between Culture Shock and emotional labour.

Hybrid working has a moderating effect on the strength of the relationship between Culture Shock and job satisfaction.

Hybrid working has a moderating effect on the strength of the relationship between Culture Shock and turnover intention.

3.15 Conclusion

This chapter dealt with the theories, concepts, and models of the various constructs included in this research in order to elaborate on the objectives under study. It includes the theoretical framework on the concept of culture shock, employee sentiments, emotional labour, job satisfaction, employee morale, job performance, and turnover intention among employees. The concepts and theories in

this chapter shed light on the relation between culture shock and employee sentiments and lay the foundation for building a new conceptual model- the Culture Shock-Employee Sentiments model. The chapter also forms the basis for hypothesizing the mediating role of Emotional labour, Employee morale, and Job satisfaction in the relationship between Culture shock and employee sentiments. The concept of the hybrid work model and the measures adopted by employees to mitigate the effects of Culture shock also fall within the purview of this chapter.

CHAPTER 4

CULTURE SHOCK AND EMPLOYEE SENTIMENTS AMONG IT SECTOR EMPLOYEES IN SOUTH INDIA

Contents	4.1	<i>Introduction</i>
	4.2	<i>Socio-demographic and background factors of the IT professionals</i>
	4.3	<i>Objective I- To examine the Culture Shock among IT sector employees working in South India.</i>
	4.4	<i>Constructs of Culture Shock</i>
	4.5	<i>Extent of Culture Shock experienced by the IT sector employees in South India</i>
	4.6	<i>Analysis of Culture Shock among IT sector employees working in South India across socio-demographic factors</i>
	4.7	<i>Objective 2: To analyze the Employee Morale, Job Performance, Emotional Labor, Job Satisfaction, and Turnover Intention among IT sector employees working in South India</i>
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	4.11	<i>Conclusion</i>

4.1 Introduction

The previous chapter dealt with the theories, models, and conceptual frameworks that offer an insight on the concept of Culture Shock and the various factors leading to Culture Shock. The present chapter covers a detailed analysis of the first two objectives of the study. The first objective is to examine the experience of Culture Shock among IT sector employees working in South India, while the second objective focuses on examining the Employee morale, Job performance, Emotional labour, Job satisfaction and Turnover Intention of these IT sector employees, aiming to explore how various factors impact their professional experiences. This chapter also examines Culture Shock across various socio-demographic and background factors of the IT professionals.

The ten pivotal factors leading to Culture Shock considered are:

1. *Language barrier,*
2. *Interpersonal communication*
3. *Personal outlook*
4. *Social connectedness*
5. *Emotional intelligence*
6. *Workload*
7. *Boss/peer attitude*
8. *Organizational climate*
9. *Self-efficacy and*
10. *Role ambiguity.*

The second objective examines employee sentiments among IT sector employees in South India. Employee sentiments encompass the collective emotions, perceptions, and attitudes that employees hold toward their organization, work, and overall workplace experiences. These sentiments play a crucial role in shaping individual job performance, behavior at work, motivation, and organizational commitment.

The constructs under investigation in connection with employee sentiments in the second objective are:

1. *Employee morale*
2. *Job performance*
3. *Emotional labor*
4. *Job satisfaction*
5. *Turnover intention*

A deeper understanding of employee sentiments provides valuable insight into how individuals respond to workplace stressors, particularly in culturally diverse or dynamic environments like the IT sector. Culture shock, when unaddressed, can negatively impact emotional labour, making it harder for employees to manage their feelings in accordance with organizational norms. This, in turn, may reduce job satisfaction and morale, leading to decreased productivity and increased absenteeism. High levels of emotional exhaustion can also undermine job performance, even among otherwise competent employees.

When employees feel unsupported or misunderstood, their commitment to the organization may wane, increasing the risk of turnover intention. On the other hand, fostering a culture of psychological safety and inclusion can enhance employee morale and satisfaction, thereby improving retention rates. HR policies that recognize and address the emotional dimensions of work are better positioned to support employee well-being and performance.

Gender, marital status, educational qualification, age, and domicile of the employees are the socio-demographic factors considered for the analysis of Culture Shock among IT sector employees working in South India. This multi-faceted approach focuses on offering insights that can enhance understanding and management of adjustment challenges in the IT industry. These variables are essential in identifying how different groups experience and cope with the stressors of transitioning to a new environment.

SECTION A

4.2 Socio-demographic and background factors of the IT professionals

Gender, marital status, educational qualification, age, and domicile of the employees are the socio-demographic factors considered for the analysis of Culture Shock among IT sector employees working in South India.

Table 4.1
Socio-demographic Profile of Respondents

Factors	Classification	Frequency	Percentage
Gender	Male	247	57%
	Female	183	43%
	Total	430	100%
Marital Status	Unmarried	309	72%
	Married	121	28%
	Total	430	100%
Educational Qualification	Graduate	211	49%
	Post Graduate	219	51%
	Total	430	100%
Age Group	20 to 25 Years	154	36%
	26 to 30 Years	155	36%
	31 Years and above	121	28%
	Total	430	100%
Domicile	Rural Area	161	38%
	Semi-urban area	151	35%
	Urban Area	118	27%
	Total	430	100%

Source: Primary data

Table 4.1 reveals that the majority of respondents were male, accounting for 57% of the total sample size of 430, while females comprised 43% of the sample.

The sample consists of both married and unmarried employees, with the majority being unmarried. Specifically, 72% of the respondents are unmarried, while 28% are married.

Educational qualification is an important demographic characteristic in this study. As shown in Table 4.1, 49% of the employees are graduates, and 51% hold postgraduate degrees.

For the purpose of the study, the employees were from different age groups. 36 percent of the respondents belong to the age group of 20 to 25 years, 36 percent belong to the age group of 26 to 30 years, and 28 percent belong to the age group of 31 years and above.

Domicile is also a key demographic factor considered in the study. The respondents come from a mix of rural, urban, and semi-urban backgrounds: 38% are from rural areas, 27% from urban areas, and 35% from semi-urban areas.

Socio-demographic factors can reveal hidden patterns in how Culture Shock manifests among different employee segments. A deeper analysis of these factors can guide targeted interventions to address specific needs within the workforce. In sum, recognizing and responding to socio-demographic diversity is vital for fostering a supportive and adaptable organizational culture.

Understanding these demographic nuances helps HR departments tailor onboarding and support mechanisms. Moreover, it allows for the development of more inclusive policies that accommodate diverse employee backgrounds, ultimately improving retention, job satisfaction, and performance within the IT sector. By identifying which groups are more vulnerable to certain stressors, organizations can proactively design strategies to ease their adjustment process. Targeted mentorship programs and peer support initiatives can help bridge these gaps. Additionally, regular feedback mechanisms can help monitor evolving employee needs and refine support systems accordingly. Investing in such culturally responsive practices not only enhances employee well-being but also strengthens organizational cohesion and productivity.

SECTION B

4.3 Objective I: To examine the factors leading to Culture Shock among IT sector employees in South India.

The study has adopted a range of statistical tools to give a comprehensive analysis, including descriptive statistics, which comprises mean and standard deviation to outline the general patterns, and inferential statistics which include one-sample t-tests, independent sample t-tests, and one-way ANOVA with Tukey's HSD post hoc analysis to identify significant differences and relationships. In addition, the research incorporates socio-demographic factors such as gender, marital status, educational qualification, age, and domicile of the employees to further explain how these variables influence the employees' experience of Culture Shock.

4.4 Constructs of Culture Shock

The following ten constructs are considered as factors of Culture Shock among IT sector employees working in South India.

1. *Language Barrier*
2. *Interpersonal Communication*
3. *Personal Outlook*
4. *Social Connectedness*
5. *Emotional Intelligence*
6. *Workload*
7. *Boss/Peer Attitude*
8. *Organizational Climate*
9. *Self-Efficacy*
10. *Role Ambiguity*

4.5 EXTENT OF CULTURE SHOCK EXPERIENCED BY THE IT SECTOR EMPLOYEES IN SOUTH INDIA

This study employs one sample t-test to measure the extent of Culture Shock experienced by the IT sector employees in South India. It helps to understand the Culture Shock experience among IT employees in South India.

4.5.1 Extent of Culture Shock experienced by the IT sector employees in South India

H₀ 4.1: There is no significant difference between the observed Culture Shock and expected Culture Shock among IT sector employees in South India.

Table 4.2

One-sample t-test for measuring the extent of Culture Shock experienced by the IT sector employees in South India

Sl. No.	Constructs	Mean	SD	Mean difference (Gap)	t-value	P Value	Rank based on mean
1	Language Barrier	4.35	0.62	1.35	44.64	<0.001**	IV
2	Interpersonal Communication	4.31	0.61	1.31	44.17	<0.001**	VI
3	Personal Outlook	4.25	0.63	1.25	40.88	<0.001**	VIII
4	Social Connectedness	4.43	0.53	1.43	55.70	<0.001**	I
5	Emotional Intelligence	4.39	0.56	1.36	50.21	<0.001**	II
6	Workload	4.38	0.55	1.36	50.77	<0.001**	III
7	Boss/Peer Attitude	3.65	0.62	0.65	21.86	<0.001**	X
8	Organizational Climate	4.34	0.65	1.34	42.64	<0.001**	V
9	Self Efficacy	4.27	0.58	1.27	44.78	<0.001**	VII
10	Role Ambiguity	4.14	0.62	1.14	38.23	<0.001**	IX

Source: Primary data

** denotes significant at 1% level

The results of the one-sample t-test reveal significant levels of Culture Shock experienced by IT sector employees in South India across various factors. The mean scores indicate that employees reported high levels of Culture Shock, particularly regarding social connectedness (mean = 4.43) and emotional intelligence (mean = 4.39), both reflecting substantial gaps from the theoretical mean benchmark of 3. These findings were statistically significant with P values less than 0.001, signaling a robust confidence in the results. Other significant factors include

workload (mean = 4.38) and language barriers (mean = 4.35), all indicating that these aspects contribute notably to the overall experience of Culture Shock. In contrast, the lowest-ranked factor was boss/peer attitude (mean = 3.65), but it still showed a significant mean difference, indicating some level of influence in terms of Culture Shock.

Table 4.2 shows that IT employees in South India deal with a considerable amount of Culture Shock due to various challenges in their work environment. The major issues they face, according to their feedback, are related to the lack of social connectedness and the need for emotional intelligence, indicating that these areas greatly affect their overall experience at work. Employees also reported that managing their workload and overcoming language barriers adds to their discomfort. Even though the attitude of bosses and peers scored lower in contributing to Culture Shock, it is still relevant in their overall experience. Overall, the analysis results reveal that employees in this sector are dealing with multiple challenges that can impact their work life and social interactions in the workplace.

These findings suggest a need for improved onboarding processes and cultural sensitivity training to help new employees acclimate more easily. Providing mentorship programs and peer support groups could foster a stronger sense of belonging and reduce feelings of isolation. Addressing these issues proactively can significantly enhance employee well-being and productivity in multicultural IT workspaces. In addition, wellness programs can help employees manage workload-related stress more effectively. Promoting emotional intelligence through training can equip employees with better coping strategies and interpersonal skills. A culturally inclusive environment not only eases adjustment but also enhances team collaboration and innovation. Ultimately, recognizing and addressing the factors contributing to Culture Shock is essential for building a resilient and engaged IT workforce in South India.

SECTION - C

4.6 ANALYSIS OF CULTURE SHOCK AMONG IT SECTOR EMPLOYEES WORKING IN SOUTH INDIA ACROSS SOCIO-DEMOGRAPHIC FACTORS

The following socio-demographic factors are used for the analysis of Culture Shock among IT sector employees working in South India

1. *Gender*
2. *Marital status*
3. *Educational qualification*
4. *Age*
5. *Domicile of the employees*

4.6.1 Culture Shock between male and female IT sector employees working in South India

H₀ 4.2: There is no significant difference between male and female IT sector employees working in South India with respect to their factors of Culture Shock

Table 4.3 represents the findings of an independent sample t-test comparing male and female IT sector employees in South India regarding their experience of Culture Shock. Most of the factors, including language barrier, interpersonal communication, personal outlook, social connectedness, workload, boss/peer attitude, organizational climate, self-efficacy, and role ambiguity, demonstrate no statistically significant differences between genders, as expressed by P values greater than 0.05. These factors have P values marked as "Not Significant," meaning the differences identified in means are not statistically significant and could likely be due to chance.

Yet, emotional intelligence is the only factor with a significant difference between male and female employees, with a P value of 0.034, which is less than the 0.05 level. Males reported a slightly lower mean score (4.31) compared to females (4.43). This significant result designates a meaningful difference, as to how each gender perceives and deals with emotional challenges related to Culture Shock in the IT sector.

Table 4.3

Independent t - test for significant difference between male and female IT sector employees working in South India with respect to their factors of Culture Shock

Factors of Culture shock	Gender	Mean	SD	t-value	P value
Language Barrier	Male	4.34	0.64	-0.32	0.744 ^{NS}
	Female	4.36	0.60		
Interpersonal Communication	Male	4.29	0.63	-0.56	0.570 ^{NS}
	Female	4.32	0.58		
Personal Outlook	Male	4.23	0.68	-0.89	0.372 ^{NS}
	Female	4.28	0.56		
Social Connectedness	Male	4.43	0.57	-0.03	0.976 ^{NS}
	Female	4.44	0.47		
Emotional Intelligence	Male	4.31	0.60	-2.13	0.034*
	Female	4.43	0.50		
Workload	Male	4.37	0.58	0.19	0.843 ^{NS}
	Female	4.36	0.51		
Boss/Peer Attitude	Male	3.65	0.65	-0.09	0.923 ^{NS}
	Female	3.66	0.57		
Organizational Climate	Male	4.31	0.67	-0.89	0.374 ^{NS}
	Female	4.37	0.61		
Self-Efficacy	Male	4.26	0.62	-0.34	0.729 ^{NS}
	Female	4.28	0.53		
Role Ambiguity	Male	4.12	0.64	-0.62	0.531 ^{NS}
	Female	4.16	0.59		

Source: Primary data

** denotes significant at 5% level;*

^{NS} denotes not significant

4.6.2 Culture Shock of married and unmarried IT sector employees working in South India

H₀ 4.3: There is no significant difference between married and unmarried IT sector employees working in South India with respect to their factors of Culture Shock

Table 4.4

Independent sample t-test for significant difference between married and unmarried IT sector employees working in South India with respect to their Factors of Culture Shock

Factors of Culture shock	Marital status	Mean	SD	t-value	P value
Language Barrier	Married	4.35	0.65	0.07	0.942 ^{NS}
	Unmarried	4.35	0.61		
Interpersonal Communication	Married	4.34	0.60	0.72	0.470 ^{NS}
	Unmarried	4.29	0.62		
Personal Outlook	Married	4.24	0.61	-0.19	0.843 ^{NS}
	Unmarried	4.26	0.64		
Social Connectedness	Married	4.46	0.49	0.56	0.574 ^{NS}
	Unmarried	4.43	0.55		
Emotional Intelligence	Married	4.42	0.56	1.31	0.190 ^{NS}
	Unmarried	4.34	0.56		
Workload	Married	4.40	0.53	0.98	0.327 ^{NS}
	Unmarried	4.35	0.56		
Boss/Peer Attitude	Married	3.62	0.61	-0.73	0.463 ^{NS}
	Unmarried	3.67	0.62		
Organizational Climate	Married	4.42	0.65	1.57	0.117 ^{NS}
	Unmarried	4.31	0.64		
Self-Efficacy	Married	4.32	0.53	1.13	0.255 ^{NS}
	Unmarried	4.25	0.60		
Role Ambiguity	Married	4.17	0.63	0.52	0.601 ^{NS}
	Unmarried	4.13	0.61		

Source: Primary data
^{NS} denotes not significant

Table 4.4 presents the results of the Independent sample t-test for significant difference between married and unmarried IT sector employees working in South India with respect to their Factors of Culture Shock. All factors of Culture Shock, including language barrier, interpersonal communication, personal outlook, social connectedness, emotional intelligence, workload, boss peer attitude, organizational climate, self-efficacy, and role ambiguity, show no statistically significant differences between married and unmarried IT sector employees in South India. Each factor has a P value greater than 0.05, indicating that the detected differences in means are not statistically significant and can be attributed to random variation rather than a true effect.

In brief, the lack of significant P values across all factors indicates that marital status does not have a meaningful influence on how employees experience various aspects of cultural shock in the IT sector. The analysis results show that whether an employee is married or unmarried does not significantly influence their perception or experience related to Cultural Shock.

4.6.3 Culture Shock experience of IT sector employees working in South India based on educational qualification

H₀ 4.4: There is no significant difference between graduate and postgraduate IT sector employees working in South India with respect to their factors of Culture Shock

The independent t-test results in Table 4.5 show various significant differences between graduate and post-graduate IT sector employees in South India concerning Culture Shock factors. Graduates reported significantly greater mean scores than post-graduates in language barrier (P = 0.027), interpersonal communication (P = 0.029), social connectedness (P = 0.012), emotional intelligence (P < 0.001), workload (P = 0.010), organizational climate (P = 0.018), self-efficacy (P < 0.001), and role ambiguity (P = 0.002). These findings exhibit that graduates and post-graduates experience and perceive several aspects of Culture Shock differently, with graduates frequently reporting higher levels in these areas.

Table 4.5

Independent t - t est for significant difference between graduate and postgraduate IT sector employees working in South India with respect to their factors of Culture Shock

Factors of Culture shock	Educational Qualification	Mean	SD	t-value	P value
Language Barrier	Graduate	4.42	0.57	2.22	0.027*
	Post Graduate	4.28	0.67		
Interpersonal Communication	Graduate	4.37	0.57	2.19	0.029*
	Post Graduate	4.24	0.64		
Personal Outlook	Graduate	4.30	0.57	1.39	0.163 ^{NS}
	Post Graduate	4.21	0.68		
Social Connectedness	Graduate	4.50	0.47	2.51	0.012*
	Post Graduate	4.37	0.58		
Emotional Intelligence	Graduate	4.47	0.51	3.73	<0.001**
	Post Graduate	4.27	0.59		
Workload	Graduate	4.43	0.52	2.58	0.010**
	Post Graduate	4.29	0.57		
Boss/Peer Attitude	Graduate	3.64	0.61	-0.24	0.808 ^{NS}
	Post Graduate	3.66	0.63		
Organizational Climate	Graduate	4.41	0.65	2.38	0.018*
	Post Graduate	4.26	0.64		
Self-Efficacy	Graduate	4.39	0.53	4.14	<0.001**
	Post Graduate	4.15	0.61		
Role Ambiguity	Graduate	4.24	0.60	3.15	0.002**
	Post Graduate	4.05	0.62		

Source: Primary data

* denotes significant at 5% level

**denotes significant at 1% level

^{NS} denotes not significant

From Table 4.5 above, it can be observed that personal outlook and boss peer attitude did not show a significant difference between graduates and post-graduates, with P values above 0.05. This indicates that while educational qualifications do impact many aspects of how employees experience Culture Shock, some factors, such as personal outlook and boss peer attitude, are not significantly influenced by the level of formal education. The significant findings across most factors imply that graduates and post-graduates may perceive and respond to Cultural Shock in different ways, possibly due to differences in their educational backgrounds and how these experiences shape their work-related perceptions.

The mean score comparison reveals that graduate IT sector employees in South India generally experience higher Culture Shock across several factors when compared to their postgraduate counterparts. For instance, graduates reported a mean score of 4.50 for social connectedness, which is significantly higher than the 4.37 reported by postgraduates, indicating a greater struggle in establishing social bonds. Similarly, in the realm of emotional intelligence, graduates scored 4.47 versus 4.27 for postgraduates, signifying how graduates might feel more challenged in navigating emotional dynamics at work. This trend continues with workload, where graduates reported a mean score of 4.43, higher than the 4.29 reported by postgraduates. Furthermore, the self-efficacy factor shows a pronounced difference of 4.39 for graduates compared to 4.15 for postgraduates, suggesting that graduates may feel less confident in managing their roles.

This pattern suggests that while both groups experience Culture Shock, graduate employees tend to articulate higher levels of discomfort across these specific dimensions. The higher levels of Culture Shock reported by graduates point to a potential need for more robust training and support during the onboarding phase. Tailored programs focusing on communication skills, confidence-building, and emotional resilience could be especially beneficial for graduate recruits. Addressing these disparities can help organizations better equip all employees for smoother transitions, ultimately enhancing workplace integration and performance.

4.6.4 Culture Shock of IT sector employees working in South India across their age group

H₀ 4.5: There is no significant difference among the ages of IT sector employees working in South India with respect to their factors of Culture Shock

Table 4.6

ANOVA for significant differences among the ages of IT sector employees working in South India with respect to their factors of Culture Shock

Factors of Culture shock	Age	Mean	SD	F value	P Value
Language Barrier	20 to 25 years	4.30	0.66	1.01	0.365 ^{NS}
	26 to 30 years	4.40	0.57		
	31 and above	4.34	0.64		
Interpersonal Communication	20 to 25 years	4.30	0.59	0.05	0.949 ^{NS}
	26 to 30 years	4.32	0.59		
	31 and above	4.30	0.66		
Personal Outlook	20 to 25 years	4.27	0.64	0.26	0.771 ^{NS}
	26 to 30 years	4.22	0.63		
	31 and above	4.26	0.64		
Social Connectedness	20 to 25 years	4.43	0.51	0.47	0.625 ^{NS}
	26 to 30 years	4.41	0.51		
	31 and above	4.47	0.58		
Emotional Intelligence	20 to 25 years	4.33	0.58	3.18	0.042*
	26 to 30 years	4.31	0.51		
	31 and above	4.47	0.58		
Workload	20 to 25 years	4.32	0.57	0.91	0.403 ^{NS}
	26 to 30 years	4.36	0.50		
	31 and above	4.41	0.59		
Boss Peer Attitude	20 to 25 years	3.68	0.60	0.58	0.559 ^{NS}
	26 to 30 years	3.61	0.59		
	31 and above	3.67	0.68		
Organizational Climate	20 to 25 years	4.38	0.65	3.20	0.041*
	26 to 30 years	4.23	0.61		
	31 and above	4.42	0.68		
Self-Efficacy	20 to 25 years	4.25	0.58	1.59	0.204 ^{NS}
	26 to 30 years	4.22	0.58		
	31 and above	4.35	0.60		
Role Ambiguity	20 to 25 years	4.15	0.62	0.97	0.379 ^{NS}
	26 to 30 years	4.09	0.60		
	31 and above	4.19	0.63		

Source: Primary data

*denotes significant at 5% level; ^{NS} denotes not significant

When looking at how different age groups of IT employees in South India experience several aspects of Culture Shock, the study found that only their views on emotional intelligence and organizational climate differ significantly with age. The ANOVA analysis observed significant differences based on age groups in relation to emotional intelligence and organizational climate, with P values of 0.042 and 0.041, respectively, both of which are below the 0.05 level of significance. This indicates that age does impact employees' perceptions of these factors. In contrast, factors such as language barrier, interpersonal communication, personal outlook, social connectedness, workload, boss peer attitude, self-efficacy, and role ambiguity show non-significant differences ($P > 0.05$), indicating no substantial variation in these aspects among different age groups.

Table 4.6.1

Post hoc for significant differences among age of IT sector employees working in South India with respect to their factors of Culture Shock

Factors of Culture shock	Age (I)	Age (J)	Mean difference (I-J)	Std. error	P value
Emotional Intelligence	20 to 25 years	26 to 30 years	0.013	0.064	0.977 ^{NS}
		31 and above	-0.145	0.068	0.086 ^{NS}
	26 to 30 years	31 and above	-0.158	0.068	0.049*
Organizational Climate	20 to 25 years	26 to 30 years	0.146	0.073	0.118 ^{NS}
		31 and above	-0.036	0.078	0.890 ^{NS}
	26 to 30 years	31 and above	-0.182	0.078	<0.001**

Source: Primary data

*denotes significant at 5% level

** denotes significant at 1% level

^{NS} denotes not significant

Table 4.6.1 depicts the result of the post hoc analysis that was conducted to assess the significant differences among the age groups of IT sector employees in South India with respect to two factors of Culture Shock: Emotional Intelligence and Organizational Climate.

For Emotional Intelligence, the comparison between employees aged 26–30 years and those aged 31 and above showed a statistically significant difference at the 5% level ($P = 0.049$), indicating that emotional intelligence differs between these two age groups. However, no significant differences were observed between the other age comparisons (20–25 vs. 26–30 years and 20–25 vs. 31 and above).

For Organizational Climate, a highly significant difference was observed between the 26–30 years and 31 and above groups ($P < 0.001$), suggesting strong differences in how these age groups perceive the organizational climate. No significant differences were found between the other age group comparisons.

The results indicate that both emotional intelligence and organizational climate perceptions differ significantly between employees aged 26–30 years and those aged 31 years and above. This implies that as employees transition into the above-30 age group, they may experience or perceive cultural adjustment challenges differently, both emotionally and organizationally. Organizations should recognize these age-related differences and consider targeted support and development interventions to help different age groups better manage Culture Shock in the workplace.

4.6.5 Culture Shock of IT Sector Employees Working in South India across their domicile

H₀ 4.6: There is no significant difference among the domiciles of the IT sector employees working in South India with respect to their factors of Culture Shock

Table 4.7

ANOVA for significant difference among the domiciles of the employees of the IT sector working in South India with respect to their factors of Culture Shock

Factors of Culture shock	Domicile of the employee	Mean	SD	F value	P Value
Language Barrier	Rural Area	4.35	0.53	0.41	0.659 ^{NS}
	Urban Area	4.39	0.66		
	Semi-Urban Area	4.32	0.69		
Interpersonal Communication	Rural Area	4.31	0.59	1.10	0.333 ^{NS}
	Urban Area	4.37	0.57		
	Semi-Urban Area	4.25	0.66		
Personal Outlook	Rural Area	4.24	0.57	0.21	0.807 ^{NS}
	Urban Area	4.28	0.63		
	Semi-Urban Area	4.25	0.70		
Social Connectedness	Rural Area	4.46	0.46	2.60	0.075 ^{NS}
	Urban Area	4.50	0.51		
	Semi-Urban Area	4.36	0.60		
Emotional Intelligence	Rural Area	4.36	0.52	0.50	0.606 ^{NS}
	Urban Area	4.41	0.57		
	Semi-Urban Area	4.34	0.59		
Workload	Rural Area	4.34	0.52	2.74	0.065 ^{NS}
	Urban Area	4.46	0.51		
	Semi-Urban Area	4.31	0.61		
Boss/Peer Attitude	Rural Area	3.65	0.58	0.04	0.957 ^{NS}
	Urban Area	3.64	0.65		
	Semi-Urban Area	3.66	0.63		
Organizational Climate	Rural Area	4.30	0.61	2.55	0.079 ^{NS}
	Urban Area	4.45	0.68		
	Semi-Urban Area	4.29	0.65		
Self-Efficacy	Rural Area	4.25	0.53	1.30	0.272 ^{NS}
	Urban Area	4.34	0.58		
	Semi-Urban Area	4.23	0.64		
Role Ambiguity	Rural Area	4.13	0.56	1.61	0.200 ^{NS}
	Urban Area	4.22	0.64		
	Semi-Urban Area	4.09	0.65		

Source: Primary data

^{NS} denotes not significant

The ANOVA results show that there are no significant differences in factors of Culture Shock among IT sector employees in South India based on their domicile.

All P values for the factors, including language barrier (P = 0.659), interpersonal communication (P = 0.333), personal outlook (P = 0.807), social connectedness (P = 0.075), emotional intelligence (P = 0.606), workload (P = 0.065), boss peer attitude (P = 0.957), organizational climate (P = 0.079), self-efficacy (P = 0.272), and role ambiguity (P = 0.200), are higher than the commonly used significance level of 0.05. The results indicate that domicile does not significantly influence the perception of these factors of Culture Shock among employees, expressing that their experiences with Culture Shock are relatively uniform regardless of whether they come from rural, urban, or semi-urban areas.

These findings suggest a level of homogenization within the IT sector in South India. It implies that organizational culture and professional environments may override regional background influences. The uniformity in responses could stem from standardized corporate practices and training programs. It also highlights the possibility of strong organizational integration mechanisms. The lack of significant difference suggests that employees may adapt similarly to workplace challenges irrespective of their domicile. It may also reflect a shared professional identity that transcends geographic origins. Companies might be effectively managing diversity through inclusive policies. The results could indicate a high level of cultural competency among employees. It is also possible that exposure to similar educational or professional pathways has minimized cultural differences. These insights can help HR professionals focus more on individual traits than demographic backgrounds when addressing Culture Shock. Overall, these results highlight the possibility that organizational factors may play a stronger role than domicile in shaping employees' experiences of Culture Shock in the IT sector.

SECTION D

4.7 Objective 2: To analyse Employee Morale, Job Performance, Emotional Labour, Job Satisfaction, and Turnover Intention among IT sector employees in South India.

To attain this objective, quartile setting, percentage analysis, chi-square tests for goodness of fit, and chi-square tests for association are employed. Quartile setting is used to convert data into three quartiles, such as Q1, Q2, and Q3 corresponding to the low level, moderate level, and high level, respectively. As the data is categorical in nature, the chi-square test is applied here for analysis.

4.8 Constructs used for the objective

The following five constructs are used.

1. *Employee morale*
2. *Job performance*
3. *Emotional labor*
4. *Job satisfaction*
5. *Turnover intention*

The above constructs were identified through an extensive review of literature and relevant organizational behaviour theories. These constructs were consistently highlighted as critical indicators of employee sentiments and workplace outcomes, especially in dynamic and culturally diverse sectors like IT. Their inclusion in the study aims to provide a comprehensive understanding of how Culture Shock and organizational conditions influence both emotional well-being and job-related behaviours.

The following socio-demographic factors are used for cross-comparison analysis.

1. *Gender*
2. *Marital status*
3. *Educational qualification*
4. *Domicile*
5. *Age*

4.9 LEVEL OF EMPLOYEE SENTIMENTS AMONG THE IT SECTOR EMPLOYEES WORKING IN SOUTH INDIA

H₀ 4.7: There is no significant difference among the levels of employee morale of IT sector employees working in South India

Table 4.8

Level of employee morale of IT sector employees working in South India

Attribute	Low level	Moderate level	High level	Total	Chi-Square value	P value
Level of employee morale	118 (27.4%)	195 (45.3%)	117 (27.2%)	430 (100%)	27.94	<0.001**

Source: Primary data

*** denotes significant at 1% level*

The analysis of employee morale levels among IT sector employees in South India discloses a statistically significant difference, with a Chi-Square value of 27.94 and a P value of less than 0.001. This P value shows strong evidence against the null hypothesis, which states that there is no significant difference among the levels of employee morale. Hence, the data suggest that the distribution of employee morale across low, moderate, and high levels is not uniform and varies significantly among the employees surveyed. In other words, the survey results show that employee morale in the IT sector in South India differs significantly among workers. Out of the 430 employees surveyed, about 27.4 per cent reported low morale, 45.3 per cent had moderate morale, and 27.2 per cent experienced high morale. The clear variation in these figures proves that not everyone feels the same about their work environment, and the differences are substantial enough to be noteworthy.

The findings specify that a moderate level of employee morale predominates among IT sector employees in South India. As the majority of employees report having moderate morale, it is recommended to build on this foundation by further enhancing the work environment to boost overall job satisfaction and effectively address any areas of existing concerns.

H₀ 4.8: There is no significant difference among the levels of job performance of IT sector employees working in South India

Table 4.9

Levels of job performance of IT sector employees working in South India

Attribute	Low level	Moderate level	High level	Total	Chi-Square value	P value
Level of job performance	197 (45.8%)	109 (25.3%)	124 (28.8%)	430 (100%)	30.92	<0.001**

Source: Primary data

*** denotes significant at 1% level*

The Chi-Square test was conducted to analyze whether there are significant differences in the levels of job performance among IT sector employees in South India. The test results in a Chi-Square value of 30.92 with a P value of less than 0.001. This P value is significantly lower than 0.01, expressing strong evidence against the null hypothesis, which argues that there is no significant difference among the performance levels. Hence, we reject the null hypothesis and conclude that there are statistically significant differences in job performance levels among employees. The data demonstrate that IT employees in South India have varying levels of job performance. Out of 430 employees surveyed, 45.8 per cent were classified as having a low level of performance, 25.3 per cent as having a moderate level, and 28.8 per cent as having a high level. The statistical analysis stipulates that these differences in performance levels are not due to random chance but reflect real variations in job performance.

Table 4.9 highlights a remarkable concern regarding job performance among IT sector employees in South India, with a significant proportion of 45.8% falling into the low performance category. This suggests that nearly half of the employees are underperforming compared to their peers. The statistical analysis further reinforces this observation, exhibiting that the differences in job performance levels are statistically significant. So, addressing the factors contributing to low performance should be a priority for organizations in the region, as boosting these performance levels could lead to overall enhancements in productivity and employee satisfaction.

H₀ 4.9: There is no significant difference among the levels of emotional labour of IT sector employees working in South India

Table 4.10

Levels of emotional labour of IT sector employees working in South India

Attribute	Low Level	Moderate Level	High Level	Total	Chi-Square	P value
Level of emotional labour	115 (26.7%)	203 (47.2%)	112 (26.0%)	430 (100%)	37.28	<0.001**

Source: Primary data

*** denotes significant at 1% level*

The table shows that the distribution of emotional labor among IT sector employees in South India is quite varied. Especially, 26.7 per cent of employees report a low level of emotional labor, 47.2 per cent experience a moderate level, and 26 per cent engage in high levels of emotional labor. The Chi-Square test yields a value of 37.28 with a P value of less than 0.001, stipulating that these differences are statistically significant. This recommends that there are meaningful variations in the emotional labor required or experienced by employees, challenging the null hypothesis that no significant differences exist.

The results reveal that a moderate level of emotional labor is most common among IT sector employees in South India, with nearly half of the workforce experiencing this level of emotional engagement. This states that while a substantial portion of employees manage moderate emotional demands, there is still a significant proportion experiencing varying levels of emotional labor. Addressing these emotional demands is crucial for boosting employee well-being and job satisfaction, assuring that support systems are in place to manage the emotional challenges inherent in their roles.

H₀ 4.10: There is no significant difference among the levels of job satisfaction of IT sector Employees working in South India

Table 4.11

Levels of Job satisfaction of IT sector employees working in South India

Attribute	Low level	Moderate level	High level	Total	Chi-Square value	P value
Level of job satisfaction	144 (33.5%)	153 (35.6%)	133 (30.9%)	430 (100%)	1.40	0.497 ^{NS}

Source: Primary data

^{NS} denotes not significant

The Chi-Square test provides a value of 1.40 and a P value of 0.497, which is not significant. This result expresses that there are no statistically significant differences in job satisfaction levels among the employees of the IT sector working in South India.

H₀ 4.11: There is no significant difference among the levels of turnover intention of IT sector employees working in South India

Table 4.12

Levels of turnover intention of IT sector employees working in South India

Attribute	Low level	Moderate level	High level	Total	Chi-Square value	P value
Level of turnover intention	135 (31.4%)	165 (38.4%)	130 (30.2%)	430 (100%)	5.00	0.082 ^{NS}

Source: Primary data

^{NS} denotes not significant

The null hypothesis is accepted, since the P value exceeds 0.05. This reveals that there are no significant differences in turnover intention levels among the employees of the IT sector working in South India.

SECTION -E

4.10 LEVEL OF EMPLOYEE SENTIMENTS AMONG IT SECTOR EMPLOYEES ACROSS THEIR SOCIO-DEMOGRAPHIC FACTORS

4.10.1 LEVEL OF EMPLOYEE MORALE ACROSS SOCIO-DEMOGRAPHIC FACTORS

H₀ 4.12: There is no significant association between gender and level of employee morale among IT sector employees working in South India

Table 4.13

Chi-square test for association between gender and level of employee morale among IT sector employees working in South India

Gender	Level of employee morale			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Male	72	103	72	247	3.12	0.210 ^{NS}
	29.1%	41.7%	29.1%	100.0%		
Female	46	92	45	183		
	25.1%	50.3%	24.6%	100.0%		
Total	118	195	117	430		
	27.4%	45.3%	27.2%	100.0%		

Source: Primary data

^{NS} denotes not significant

The Chi-Square test yields a value of 3.12 with a P value of 0.210, which is not statistically significant. So, the null hypothesis is accepted. This indicates that there is no significant association between gender and employee morale, proving that differences in morale levels are not strongly related to the gender of the employees.

H₀ 4.13: There is no significant association between marital status and level of employee morale among IT sector employees working in South India

Table 4.14

Chi-square test for association between marital status and level of employee morale among IT sector employees working in South India

Marital Status	Level of employee morale			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Married	33	55	33	121	0.002	0.999 ^{NS}
	27.3%	45.5%	27.3%	100.0%		
Unmarried	85	140	84	309		
	27.5%	45.3%	27.2%	100.0%		
Total	118	195	117	430		
	27.4%	45.3%	27.2%	100.0%		

Source: Primary data

^{NS} denotes not significant

Since the P value is greater than 0.05, the null hypothesis is accepted. So, we can clearly state that there is no significant association between marital status and the level of employee morale among IT sector employees working in South India. This suggests that the marital status does not significantly impact the level of morale among employees.

H₀ 4.14: There is no significant association between educational qualification and level of employee morale among IT sector employees working in South India

Table 4.15

Chi-square test for association between educational qualification and level of employee morale among IT sector employees working in South India

Educational Qualification	Level of employee morale			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Graduate	44	105	62	211	9.05	0.011*
	20.9%	49.8%	29.4%	100.0%		
Post Graduate	74	90	55	219		
	33.8%	41.1%	25.1%	100.0%		
Total	118	195	117	430		
	27.4%	45.3%	27.2%	100.0%		

Source: Primary data

* denotes Significant at 5% level

The Chi-square test for the association between educational qualification and employee morale among IT sector employees in South India shows a Chi-square value of 9.05 with a P value of 0.011. Since the P value is below the 0.05 significance level, the null hypothesis is rejected, expressing a significant association between educational qualification and employee morale. Specifically, graduates show a distribution of morale levels with 20.9 per cent at a low level, 49.8 per cent at a moderate level, and 29.4 per cent at a high level. In comparison, postgraduates demonstrate a different distribution: 33.8 per cent at a low level, 41.1 per cent at a moderate level, and 25.1 per cent at a high level. This suggests that the level of education affects employee morale significantly.

The analysis shows that the level of education influences how employees feel about their jobs. This means that a low level of employee morale is more prominent among employees with post-graduation qualifications, whereas a high level of employee morale is more common among employees with only a graduate qualification. This means higher education may lead to different job expectations that are not always met, causing lower satisfaction.

H₀ 4.15: There is no significant association between domicile of employees and the level of employee morale among IT sector employees working in South India

Table 4.16

Chi-square test for association between domicile of employees and the level of employee morale among IT sector employees working in South India

Domicile of employees	Level of employee morale			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Rural Area	46	70	45	161	1.40	0.843 ^{NS}
	28.6%	43.5%	28.0%	100.0%		
Urban Area	29	54	35	118		
	24.6%	45.8%	29.7%	100.0%		
Semi-Urban Area	43	71	37	151		
	28.5%	47.0%	24.5%	100.0%		
Total	118	195	117	430		
	27.4%	45.3%	27.2%	100.0%		

Source: Primary data

^{NS} denotes not significant

Table 4.16 provides the results of a chi-square test assessing the relationship between domicile and employee morale among IT sector employees in South India. The chi-square value is 1.40 with a P value of 0.843, which is significantly above the 0.05 level for statistical significance. This result designates that there is no significant association between an employee's domicile and their level of morale. Specifically, the domicile of employees, whether rural, urban, or semi-urban, does not significantly affect their morale levels in the IT sector in South India.

H₀ 4.16: There is no significant association between age and level of employee morale among IT sector employees working in South India

Table 4.17

Chi-square test for association between age and level of employee morale among IT sector employees working in South India

Age	Level of employee morale			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
20 to 25 years	41	67	46	154	6.13	0.189 ^{NS}
	26.6%	43.5%	29.9%	100.0%		
26 to 30 years	49	74	32	155		
	31.6%	47.7%	20.6%	100.0%		
31 and above	28	54	39	121		
	23.1%	44.6%	32.2%	100.0%		
Total	118	195	117	430		
	27.4%	45.3%	27.2%	100.0%		

Source: Primary data

^{NS} denotes not significant

Since the P value of 0.189 is greater than the 0.05 level, the null hypothesis is accepted. This specifies that there is no statistically significant association between age and the level of employee morale among IT sector employees in South India. The results show that employee morale is distributed similarly across different age groups, suggesting that age does not significantly impact the level of employee morale in this sector.

The uniformity of morale across age groups highlights the potential effectiveness of inclusive and standardized employee engagement initiatives. Organizations can, therefore, implement morale-boosting strategies that are universally applicable, rather than age-specific.

4.10.2 LEVEL OF JOB PERFORMANCE ACROSS SOCIO-DEMOGRAPHIC FACTORS

H₀ 4.17: There is no significant association between gender and level of job performance among IT sector employees working in South India

Table 4.18

Chi-square test for association between gender and level of job performance among IT sector employees working in South India

Gender	Level of job performance			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Male	117	60	70	247	0.61	0.736 ^{NS}
	47.4%	24.3%	28.3%	100.0%		
Female	80	49	54	183		
	43.7%	26.8%	29.5%	100.0%		
Total	197	109	124	430		
	45.8%	25.3%	28.8%	100.0%		

Source: Primary data

^{NS} denotes not significant

Table 4.18 shows the results of the analysis of the association between gender and job performance levels among IT sector employees in South India. The Chi-Square test results in a value of 0.61 with a P value of 0.736, which is not statistically significant. This proves that there is no significant association between gender and job performance levels, suggesting that gender does not play a substantial role in differentiating job performance among employees.

This finding highlights the importance of promoting merit-based evaluations and equal opportunities within the workplace. It also supports the notion that both male and female employees are equally capable of delivering strong job performance in the IT sector. Organizations can use this insight to reinforce gender-neutral policies and focus on individual competencies and skills in performance assessments.

H₀ 4.18: There is no significant association between marital status and level of job performance among IT sector employees working in South India

Table 4.19

Chi-square test for association between marital status and level of job performance among IT sector employees working in South India

Marital Status	Level of job performance			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Married	54	33	34	121	0.32	0.848 ^{NS}
	44.6%	27.3%	28.1%	100.0%		
Unmarried	143	76	90	309		
	46.3%	24.6%	29.1%	100.0%		
Total	197	109	124	430		
	45.8%	25.3%	28.8%	100.0%		

Source: Primary data

^{NS} denotes not significant

Table 4.19 shows the results of the analysis of the association between marital status and job performance levels among IT sector employees in South India. It can be analyzed from the table that the P value is greater than 0.005. So, the null hypothesis is accepted. This proves that marital status does not have a meaningful impact on the level of job performance among these employees.

This finding suggests that both married and unmarried employees perform at comparable levels, indicating that personal life circumstances may not significantly influence professional output in this context. It reflects the possibility that IT professionals maintain consistent job performance regardless of their marital commitments. Employers may, therefore, focus less on marital status when designing performance improvement strategies. Instead, attention could be redirected toward workplace factors such as skill development, role clarity, and emotional well-being.

H₀ 4.19: There is no significant association between educational qualification and level of job performance among IT sector employees working in South India

Table 4.20

Chi-square test for association between educational qualification and level of job performance among IT sector employees working in South India

Educational Qualification	Level of job performance			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Graduate	82	61	68	211	8.09	0.017*
	38.9%	28.9%	32.2%	100.0%		
Post Graduate	115	48	56	219		
	52.5%	21.9%	25.6%	100.0%		
Total	197	109	124	430		
	45.8%	25.3%	28.8%	100.0%		

Source: Primary data

** denotes Significant at 5% level*

Table 4.20 shows that the Chi-square test for the association between educational qualification and job performance among IT sector employees in South India resulted in a Chi-square value of 8.09 with a P value of 0.017. Given that the P value is less than 0.05 significance level, we reject the null hypothesis and state that there is a significant association between educational qualification and job performance. Especially, 38.9 percent of graduates show low job performance, while 28.9 percent exhibit moderate performance, and 32.2 percent display high performance. In contrast, 52.5 percent of postgraduates describe low job performance, 21.9 percent moderate performance, and 25.6 percent high performance. This designates that educational qualification affects job performance levels significantly.

The results show that education level influences how well employees perform their jobs. Employees with postgraduate qualifications are more likely to experience lower job performance, while those with graduate degrees tend to demonstrate higher levels of job performance. This depicts that higher education may not always translate to better job performance, as postgraduates are more likely to have lower performance levels compared to those with just a graduate degree.

H₀ 4.20: There is no significant association between domicile and level of job performance among IT sector employees working in South India

Table 4.21

Chi-square test for association between domicile and level of job performance among IT sector employees working in South India

Native Place	Level of job performance			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Rural Area	73	46	42	161	9.63	0.047*
	45.3%	28.6%	26.1%	100.0%		
Urban Area	43	33	42	118		
	36.4%	28.0%	35.6%	100.0%		
Semi-Urban Area	81	30	40	151		
	53.6%	19.9%	26.5%	100.0%		
Total	197	109	124	430		
	45.8%	25.3%	28.8%	100.0%		

Source: Primary data

* denotes Significant at 5% level

Table 4.21 reveals the results of a chi-square test investigating the association between domicile and job performance among IT sector employees in South India. The chi-square value is 9.63 with a P value of 0.047, stipulating a statistically significant relationship between the two variables. The distribution of job performance levels among different domiciles exhibits that 45.3 percent of employees from rural areas report low job performance, 28.6 percent have moderate performance, and 26.1 percent are high performers. In urban areas, 36.4 percent have low performance, 28 percent have moderate performance, and 35.6 percent show high performance. In case of semi-urban areas, 53.6 percent of employees fall into the low performance category, 19.9 percent are in the moderate category, and 26.5 percent are high performers.

The results explain that where employees are from affects their job performance. People from rural areas and semi-urban areas are more likely to have lower job performance compared to those from urban areas. Particularly, a higher

percentage of rural employees and semi-urban employees report low performance, while urban employees have a higher percentage of high performance. This means that employees from urban areas generally perform best in their jobs compared to their counterparts from rural and semi-urban areas.

H₀ 4.21: There is no significant association between age and level of job performance among IT sector employees working in South India

Table 4.22

Chi-square test for association between age and level of job performance among IT sector employees working in South India

Age	Level of job performance			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
20 to 25 years	67	44	43	154	4.23	0.375 ^{NS}
	43.5%	28.6%	27.9%	100.0%		
26 to 30 years	80	33	42	155		
	51.6%	21.3%	27.1%	100.0%		
31 and above	50	32	39	121		
	41.3%	26.4%	32.2%	100.0%		
Total	197	109	124	430		
	45.8%	25.3%	28.8%	100.0%		

Source: Primary data

^{NS} denotes not significant

Table 4.22 presents the results of a chi-square test evaluating whether there is a significant association between age and job performance among IT sector employees in South India. The chi-square value is 4.23 with a P value of 0.375, which is higher than the conventional significance level of 0.05. This indicates that the association between age and job performance is not statistically significant. Accordingly, the data suggest that age does not significantly influence job performance among IT employees in this region.

4.10.3 LEVEL OF EMOTIONAL LABOR ACROSS SOCIO-DEMOGRAPHIC FACTORS

H₀ 4.22: There is no significant association between gender and level of emotional labour among IT sector employees working in South India

Table 4.23

Chi-square test for association between gender and level of emotional labour among IT sector employees working in South India

Gender	Level of emotional labour			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Male	60	121	66	247	1.79	0.407 ^{NS}
	24.3%	49.0%	26.7%	100.0%		
Female	55	82	46	183		
	30.1%	44.8%	25.1%	100.0%		
Total	115	203	112	430		
	26.7%	47.2%	26.0%	100.0%		

Source: Primary data

^{NS} denotes not significant

The table examines the relationship between gender and levels of emotional labor among IT sector employees in South India. The Chi-Square test results in a value of 1.79 with a P value of 0.407, showing that the association between gender and emotional labor levels is not statistically significant. This recommends that gender does not significantly influence the level of emotional labor experienced by employees.

Both male and female employees appear to manage emotional demands at work similarly, indicating a balanced capacity to cope with organizational expectations. This could be reflective of standardized emotional regulation requirements across roles, regardless of gender. Encouraging emotional well-being across the board can lead to a healthier, more emotionally resilient workforce.

H₀ 4.23: There is no significant association between marital status and level of emotional labour among IT sector employees working in South India

Table 4.24

Chi-square test for association between marital status and level of emotional labour among IT sector employees working in South India

Marital Status	Level of emotional labour			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Married	33	63	25	121	2.73	0.255 ^{NS}
	27.3%	52.1%	20.7%	100.0%		
Unmarried	82	140	87	309		
	26.5%	45.3%	28.2%	100.0%		
Total	115	203	112	430		
	26.7%	47.2%	26.0%	100.0%		

Source: Primary data

^{NS} denotes not significant

Table 4.24 depicts the results of the analysis of the association between marital status and levels of emotional labour among IT sector employees in South India. The Chi-Square test results in a value of 2.73 with a P value of 0.255; hence, we accept the null hypothesis. It implies that there is no significant association between marital status and the level of emotional labour among IT sector employees working in South India.

This suggests that both married and unmarried employees experience similar emotional demands in their professional roles. The absence of significant variation indicates that coping mechanisms and emotional regulation strategies may be equally adopted across marital categories. Organizations should therefore focus on providing uniform emotional support and stress management resources for all employees.

H₀ 4.24: There is no significant association between educational qualification and level of emotional labour among IT sector employees working in South India

Table 4.25

Chi-square test for association between educational qualification and level of emotional labour among IT sector employees working in South India

Educational Qualification	Level of emotional labour			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Graduate	54	107	50	211	2.16	0.340 ^{NS}
	25.6%	50.7%	23.7%	100.0%		
Post Graduate	61	96	62	219		
	27.9%	43.8%	28.3%	100.0%		
Total	115	203	112	430		
	26.7%	47.2%	26.0%	100.0%		

Source: Primary data

^{NS} denotes not significant

Given that the P value is greater than 0.05, we accept the null hypothesis. So, there is no strong evidence to suggest that the level of emotional labor is associated with educational qualifications among IT sector employees in South India. This implies that educational qualification does not have a statistically significant effect on the level of emotional labour experienced by employees in this context.

Employees, regardless of whether they hold graduate or postgraduate degrees, appear to encounter similar emotional demands in the workplace. The finding challenges the assumption that higher educational levels equip individuals with significantly different emotional coping mechanisms at work. It also suggests that emotional labour training and support should be standardized across all educational levels. Equal access to emotional wellness resources can help foster a balanced and emotionally healthy work culture.

H₀ 4.25: There is no significant association between domicile and level of emotional labour among IT sector employees working in South India

Table 4.26

Chi-square test for association between domicile and level of emotional labour among IT sector employees working in South India

Native Place	Level of emotional labour			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Rural Area	36	86	39	161	11.01	0.026*
	22.4%	53.4%	24.2%	100.0%		
Urban Area	44	45	29	118		
	37.3%	38.1%	24.6%	100.0%		
Semi-Urban Area	35	72	44	151		
	23.2%	47.7%	29.1%	100.0%		
Total	115	203	112	430		
	26.7%	47.2%	26.0%	100.0%		

Source: Primary data

** denotes Significant at 5% level*

The table exhibits the results of a chi-square test evaluating whether there is a significant association between domicile and the level of emotional labor among IT sector employees in South India. The chi-square value is 11.01 with a P value of 0.026, stipulating a statistically significant relationship. Among employees from rural areas, 22.4 per cent report low levels of emotional labor, 53.4 per cent report moderate levels, and 24.2 per cent have high levels. In case of urban areas, 37.3 per cent of employees experience low emotional labor, 38.1 per cent have moderate levels, and 24.6 per cent have high levels. In semi-urban areas, 23.2 per cent report low emotional labor, 47.7 per cent have moderate levels, and 29.1 per cent experience high levels.

The results suggest that, domicile of the IT employees affects how much emotional effort they need to put into their work. It is clear from the table that, low level of emotional labour is more common among employees from urban areas, while

a high level of emotional labour is more common among employees from semi-urban areas. Employees from urban areas tend to experience lower emotional effort, while those from semi-urban areas are more likely to face higher emotional effort.

H₀ 4.26: There is no significant association between age and level of emotional labour among IT sector employees working in South India

Table 4.27

Chi-square test for association between age and level of emotional labor among IT sector employees working in South India

Age	Level of emotional labor			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
20 to 25 years	45	64	45	154	4.07	0.396 ^{NS}
	29.2%	41.6%	29.2%	100.0%		
26 to 30 years	37	77	41	155		
	23.9%	49.7%	26.5%	100.0%		
31 and above	33	62	26	121		
	27.3%	51.2%	21.5%	100.0%		
Total	115	203	112	430		
	26.7%	47.2%	26.0%	100.0%		

Source: Primary data

^{NS} denotes not significant

The table shows the results of a chi-square test that investigates whether there is a significant association between age and the level of emotional labor among IT sector employees in South India. The chi-square value is 4.07 with a P value of 0.396, which is higher than the 0.05 significance threshold, indicating that the association is not statistically significant. It clarifies that the levels of emotional labor are relatively similar across different age groups, reinforcing the conclusion that age does not significantly affect emotional labor among IT employees in South India.

4.10.4 LEVEL OF JOB SATISFACTION ACROSS SOCIO-DEMOGRAPHIC FACTORS

H₀ 4.27 There is no significant association between gender and level of job satisfaction among IT sector employees working in South India

Table 4.28

Chi-square test for association between gender and level of job satisfaction among IT sector employees working in South India

Gender	Level of job satisfaction			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Male	82	82	83	247	2.28	0.320 ^{NS}
	33.2%	33.2%	33.6%	100.0%		
Female	62	71	50	183		
	33.9%	38.8%	27.3%	100.0%		
Total	144	153	133	430		
	33.5%	35.6%	30.9%	100.0%		

Source: Primary data

^{NS} denotes not significant

The table shows the results of the association between gender and job satisfaction levels among IT sector employees in South India. The Chi-Square test results in a value of 2.28 with a P value of 0.320, which is not statistically significant. This demonstrates that there is no significant association between gender and job satisfaction levels, indicating that gender does not meaningfully affect job satisfaction among these employees. This outcome supports the idea of promoting gender-neutral workplace policies and practices.

H₀ 4.28: There is no significant association between marital status and level of job satisfaction among IT sector employees working in South India

Table 4.29

Chi-square test for association between marital status and level of job satisfaction among IT sector employees working in South India

Marital Status	Level of job satisfaction			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Married	39	47	35	121	0.80	0.670 ^{NS}
	32.2%	38.8%	28.9%	100.0%		
Unmarried	105	106	98	309		
	34.0%	34.3%	31.7%	100.0%		
Total	144	153	133	430		
	33.5%	35.6%	30.9%	100.0%		

Source: Primary data

^{NS} denotes not significant

The Chi-square test was conducted to analyze the association between marital status and job satisfaction levels among IT sector employees in South India. The results exhibit that there is no significant association between marital status and job satisfaction, as expressed by a Chi-square value of 0.80 and a P value of 0.670, which is greater than the significance level of 0.05.

This finding indicates that both married and unmarried employees experience similar levels of job satisfaction. It suggests that personal life circumstances such as marital status do not play a major role in shaping one's satisfaction at work. Ensuring equal access to resources and support mechanisms for all employees, regardless of marital status, can contribute to a more motivated and engaged workforce.

H₀ 4.29: There is no significant association between educational qualification and level of job satisfaction among IT sector employees working in South India

Table 4.30

Chi-square test for association between educational qualification and level of job satisfaction among IT sector employees working in South India

Educational Qualification	Level of job satisfaction			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Graduate	64	74	73	211	3.06	0.216 ^{NS}
	30.3%	35.1%	34.6%	100.0%		
Post Graduate	80	79	60	219		
	36.5%	36.1%	27.4%	100.0%		
Total	144	153	133	430		
	33.5%	35.6%	30.9%	100.0%		

Source: Primary data

^{NS} denotes not significant

Table 4.30 shows the results of a chi-square test examining the relationship between educational qualification and job satisfaction among IT sector employees in South India. The chi-square value of 3.06 and a P value of 0.216 express that there is no significant association between educational qualification and job satisfaction levels, suggesting that whether an employee is a graduate or a post-graduate does not notably influence their job satisfaction. To conclude, the data suggests that educational background does not play a significant role in determining the level of job satisfaction among IT employees in this region.

The lack of variation across educational qualifications highlights the importance of equitable treatment and consistent employee engagement practices. Such an approach can contribute to a more unified and satisfied workforce across all qualification levels.

H₀ 4.30: There is no significant association between domicile and level of job satisfaction among IT sector employees working in South India

Table 4.31

Chi-square test for association between domicile and level of job satisfaction among IT sector employees working in South India

Domicile	Level of job satisfaction			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Rural Area	56	57	48	161	3.43	0.489 ^{NS}
	34.8%	35.4%	29.8%	100.0%		
Urban Area	35	39	44	118		
	29.7%	33.1%	37.3%	100.0%		
Semi-Urban Area	53	57	41	151		
	35.1%	37.7%	27.2%	100.0%		
Total	144	153	133	430		
	33.5%	35.6%	30.9%	100.0%		

Source: Primary data

^{NS} denotes not significant

The table presents the results of a chi-square test that analyzes whether there is a significant association between domicile and job satisfaction levels among IT sector employees in South India. The chi-square value is 3.43 with a P value of 0.489, which is well above the 0.05 significance threshold, stipulating that there is no statistically significant relationship. These percentages show that job satisfaction levels are relatively similar across rural, urban, and semi-urban areas, reinforcing the conclusion that native place does not significantly influence job satisfaction among IT employees in South India. Regardless of where employees come from, their experiences within the organization appear to shape satisfaction more consistently. As a result, companies can prioritize universal engagement strategies that cater to the entire workforce rather than customizing them based on employees' domiciles.

H₀ 4.31: There is no significant association between age and level of emotional labor among IT sector employees working in South India

Table 4.32

Chi-square test for association between age and level of emotional labor among IT sector employees working in South India

Age	Level of job satisfaction			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
20 to 25 years	49	57	48	154	2.90	0.574 ^{NS}
	31.8%	37.0%	31.2%	100.0%		
26 to 30 years	58	55	42	155		
	37.4%	35.5%	27.1%	100.0%		
31 and above	37	41	43	121		
	30.6%	33.9%	35.5%	100.0%		
Total	144	153	133	430		
	33.5%	35.6%	30.9%	100.0%		

Source: Primary data

^{NS} denotes Not Significant level

The table presents the results of a chi-square test examining the relationship between age and the level of job satisfaction among IT sector employees in South India. The chi-square value is 2.90 with a P value of 0.574, which is significantly higher than the 0.05 level, indicating that there is no statistically significant association between age and job satisfaction. It indicates that job satisfaction levels are distributed similarly across different age groups, suggesting that age does not significantly impact job satisfaction among IT employees in this region.

4.10.5 LEVEL OF TURNOVER INTENTION ACROSS SOCIO-DEMOGRAPHIC FACTORS

H₀ 4.32: There is no significant association between gender and level of turnover intention among IT sector employees working in South India

Table 4.33

Chi-square test for association between gender and level of turnover intention among IT sector employees working in South India

Gender	Level of turnover intention			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Male	76	91	80	247	1.31	0.517 ^{NS}
	30.8%	36.8%	32.4%	100.0%		
Female	59	74	50	183		
	32.2%	40.4%	27.3%	100.0%		
Total	135	165	130	430		
	31.4%	38.4%	30.2%	100.0%		

Source: Primary data

^{NS} denotes not significant

Table 4.33 presents the results of the analysis examining the relationship between gender and turnover intention levels among IT sector employees in South India. The Chi-Square test yields a value of 1.31 with a P value of 0.517, proving that the association between gender and turnover intention is not statistically significant. This suggests that gender does not have a meaningful influence on employees' intentions to leave their jobs. Organizations should therefore design retention strategies that address these broader issues rather than targeting specific gender groups.

H₀ 4.33: There is no significant association between marital status and level of turnover intention among IT sector employees working in South India

Table 4.34

Chi-square test for association between marital status and level of turnover intention among IT sector employees working in South India

Marital Status	Level of turnover intention			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Married	49	41	31	121	6.51	0.039*
	40.5%	33.9%	25.6%	100.0%		
Unmarried	86	124	99	309		
	27.8%	40.1%	32.0%	100.0%		
Total	135	165	130	430		
	31.4%	38.4%	30.2%	100.0%		

Source: Primary data

** denotes Significant at 5% level*

The Chi-square test for the association between marital status and turnover intention in South Indian IT sector employees demonstrates a Chi-square value of 6.51 with a P value of 0.039. The P value is below the 0.05 significance level, indicating a statistically significant relationship between marital status and turnover intention. Specifically, married employees show a different distribution of turnover intention levels compared to unmarried employees. In case of married employees, 40.5 per cent have a low level of turnover intention, 33.9 per cent have a moderate level, and 25.6 per cent have a high level. In contrast, unmarried employees exhibit a different pattern, 27.8 per cent have a low level of turnover intention, 40.1 per cent have a moderate level, and 32 per cent have a high level. This suggests that marital status influences how employees perceive their likelihood of leaving their jobs.

According to the results of the analysis, a low level of turnover intention is more common among married employees, whereas, high level of turnover intention is more prominent among unmarried employees.

H₀ 4.34: There is no significant association between educational qualification and level of turnover intention among IT sector employees working in South India

Table 4.35

Chi-square test for association between educational qualification and level of turnover intention among IT sector employees working in South India

Educational Qualification	Level of turnover intention			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Graduate	75	83	53	211	5.95	0.051 ^{NS}
	35.5%	39.3%	25.1%	100.0%		
Post Graduate	60	82	77	219		
	27.4%	37.4%	35.2%	100.0%		
Total	135	165	130	430		
	31.4%	38.4%	30.2%	100.0%		

Source: Primary data

^{NS} denotes not significant

The above table presents the results of a chi-square test evaluating whether there is a significant association between educational qualification and turnover intention among IT sector employees in South India. The chi-square value is 5.95 with a P value of 0.051. This reveals that the association between educational qualification and turnover intention is not statistically significant. This suggests that educational qualification does not have a meaningful influence on turnover intention among IT employees in South India.

Employees with different educational backgrounds, whether graduates or postgraduates, appear to have similar intentions regarding job retention. Tailoring retention strategies based on educational qualification alone may not be effective in this context. This implies that factors other than education may play a more critical role in influencing turnover intention.

H₀ 4.35: There is no significant association between domicile and level of turnover intention among IT sector employees working in South India

Table 4.36

Chi-square test for association between domicile and level of turnover intention among IT sector employees working in South India

Domicile	Level of turnover intention			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
Rural Area	42	68	51	161	8.29	0.082 ^{NS}
	26.1%	42.2%	31.7%	100.0%		
Urban Area	49	37	32	118		
	41.5%	31.4%	27.1%	100.0%		
Semi-Urban Area	44	60	47	151		
	29.1%	39.7%	31.1%	100.0%		
Total	135	165	130	430		
	31.4%	38.4%	30.2%	100.0%		

Source: Primary data

^{NS} denotes not significant

Table 4.36 shows the results of a chi-square test examining the relationship between domicile and turnover intention among IT sector employees in South India. The chi-square value is 8.29 with a P value of 0.082, which is above the conventional significance level of 0.05, specifying that the association is not statistically significant. These percentages indicate that turnover intention levels are similar across rural, urban, and semi-urban areas, supporting the conclusion that native place does not significantly impact turnover intention among IT employees in South India.

The consistency in turnover intention across domiciles highlights the importance of implementing universal retention strategies. Companies can focus on addressing shared concerns rather than customizing interventions based on employees' native places, ultimately, fostering a positive work culture.

H₀ 4.36: There is no significant association between age and level of turnover intention among IT sector employees working in South India

Table 4.37

Chi-square test for association between age and level of turnover intention among IT sector employees working in South India

Age	Level of turnover intention			Total	Chi-square Value	P value
	Low level	Moderate Level	High level			
20 to 25 years	50	51	53	154	6.30	0.177 ^{NS}
	32.5%	33.1%	34.4%	100.0%		
26 to 30 years	41	68	46	155		
	26.5%	43.9%	29.7%	100.0%		
31 and above	44	46	31	121		
	36.4%	38.0%	25.6%	100.0%		
Total	135	165	130	430		
	31.4%	38.4%	30.2%	100.0%		

Source: Primary data

^{NS} denotes not significant

Table 4.37 below presents the results of a chi-square test assessing the relationship between age and turnover intention among IT sector employees in South India. The chi-square value is 6.30 with a P value of 0.177, which is greater than the 0.05 significance threshold, indicating that there is no statistically significant association between age and turnover intention. In other words, turnover intention levels are distributed similarly across different age groups, suggesting that age does not significantly affect turnover intention among IT employees in South India. The findings suggest that age-based assumptions about employee loyalty or turnover risk may not be accurate in this sector. Ultimately, this supports the development of broad-based initiatives aimed at reducing turnover across the entire workforce.

4.11 Conclusion

In conclusion, this chapter has given a thorough examination of Culture Shock among IT sector employees in South India, focusing on ten critical factors: language barrier, interpersonal communication, personal outlook, social connectedness, emotional intelligence, workload, boss-peer attitude, organizational climate, self-efficacy, and role ambiguity. The second objective focused on Employee Sentiments with special focus on the constructs: employee morale, job performance, emotional labor, job satisfaction, and turnover intention.

Through the application of both descriptive statistics and inferential analyses, including one-sample t-tests, independent t-tests, and one-way ANOVA with Tukey's HSD post hoc analysis, quartile setting, percentage analysis, chi-square tests for goodness of fit and chi-square tests for association the study has enlightened the varying degrees of Culture Shock experienced by employees. Moreover, by incorporating socio-demographic factors such as gender, marital status, educational qualification, age, and domicile, the analysis has revealed how these variables influence employees' experiences.

Overall, the analysis of the first objective shows that IT employees in South India experience a significant level of Culture Shock due to various challenges in their work environment. The major issues they face, according to their feedback, are related to a lack of feeling socially connected and the need for emotional intelligence, indicating that these areas greatly influence their overall experience at work. Employees also stated that managing their workload and overcoming language barriers adds to their discomfort.

Most of the factors, including language barrier, interpersonal communication, personal outlook, social connectedness, workload, boss peer attitude, organizational climate, self-efficacy, and role ambiguity, demonstrate no statistically significant differences between genders. Emotional intelligence is the only factor with a significant difference between male and female employees. Marital status does not have a meaningful influence on how employees experience various aspects of culture shock in the IT sector. The independent t-test results show a significant difference between graduate and post-graduate IT sector employees in South India regarding

Culture Shock factors. The findings exhibit that graduates and post-graduates experience and perceive several aspects of culture shock differently. Graduates reported significantly greater mean scores than post-graduates in the constructs of language barrier, interpersonal communication, social connectedness, emotional intelligence, workload, organizational climate, self-efficacy, and role ambiguity.

The findings across most factors imply that graduates and post-graduates may perceive and respond to Culture Shock in different ways, possibly due to differences in their educational backgrounds and how these experiences shape their work-related perceptions. The ANOVA analysis revealed that when looking at how different age groups of IT employees in South India experience the different aspects of Culture Shock, their views on emotional intelligence and organizational climate only differ significantly with age. This indicates that age does impact employees' perceptions of these factors. In contrast, factors such as language barrier, interpersonal communication, personal outlook, social connectedness, workload, boss peer attitude, self-efficacy, and role ambiguity show non-significant differences, indicating no substantial variation in these aspects among different age groups.

The analysis results of the second objective indicate that employee morale in the IT sector in South India differs significantly among workers, and these employees have varying levels of job performance. The data also identifies that a moderate level of emotional labor is most common among IT sector employees in South India, with nearly half of the workforce experiencing this level of emotional engagement. However, the result expresses that there are no statistically significant differences in job satisfaction and turnover intention levels among the employees. Analysis of the level of Employee Sentiments among IT sector employees across their socio-demographic profile indicates that there is no significant difference between the various Employee Sentiments and the socio-demographic factors considered. By cross-comparing these Employee Sentiments across different demographic profiles, the chapter sheds light on the complex dynamics of employee experiences and highlights the importance of understanding how socio-demographic characteristics influence Employee Sentiments in the IT sector.

CHAPTER 5

EXPLORING THE MEDIATING AND MODERATING EFFECTS IN THE RELATIONSHIP BETWEEN CULTURE SHOCK AND EMPLOYEE SENTIMENTS AMONG IT SECTOR EMPLOYEES IN SOUTH INDIA

Contents	5.1	<i>Introduction</i>
	5.2	<i>Objectives covered in the Chapter</i>
	5.3	<i>Objective III- To explore the effects of Culture Shock on Employee sentiments by examining the positive and negative organizational responses through multiple mediation analyses</i>
	5.4	<i>Confirmatory Factor Analysis (CFA) and its assessment criteria</i>
	5.5	<i>Co-variance Based Structural Equation Modeling for IT sector employees in South India</i>
	5.6	<i>Exploring the Moderating Role of Hybrid working among IT sector employees on the effect of Culture Shock on Employee Outcomes</i>
	5.7	<i>Objective IV: To examine the moderating effects of Hybrid working among IT employees on the effect of Culture Shock and Employee Sentiments.</i>
	5.8	<i>Snapshot of findings</i>
	5.9	<i>Conclusion</i>

5.1 Introduction

The pervasive nature of globalization has led to increasingly diverse work environments, particularly within the IT sector in South India. As organizations navigate this cultural complexity, understanding the multifaceted effects of Culture Shock on employee sentiments becomes critical. The present chapter covers the third and fourth objectives of the study: to explore the effects of Culture Shock on employee sentiments by examining the positive and negative organizational responses through multiple mediation analysis, and to extract the moderating effects of hybrid working among IT employees on the effect of Culture Shock and Employee sentiments. By employing Covariance-based Confirmatory Factor Analysis (CB-CFA) and Structural Equation Modeling (SEM) through the IBM SPSS AMOS 22 software, a SEM was developed to investigate the interrelationships among these constructs. The findings illuminate both the positive and negative organizational responses to Culture Shock, providing actionable insights for human resource practices aimed at enhancing employee experiences and overall organizational effectiveness. The present chapter is divided into two main parts. Section A deals with the third objective, while Section B deals with the fourth objective. Each section includes the research objective, hypotheses for testing, path analysis, and model fit indices, followed by a discussion of findings and a summary of the outcomes of hypotheses testing.

5.2 Objectives covered in the chapter

Objective III: To explore the effects of Culture Shock on employee sentiments by examining the positive and negative organizational responses through multiple mediation analysis

Objective IV: To extract the moderating effects of hybrid working among IT employees on the effect of Culture Shock and Employee sentiments.

To achieve these objectives, IBM SPSS AMOS 22 Software is used to perform Covariance-based Confirmatory Factor Analysis and Covariance-based Structural Equation Modelling.

SECTION A

5.3 Objective III: To explore the effects of Culture Shock on Employee sentiments by examining the positive and negative organizational responses through multiple mediation analysis

To achieve the stated objective of exploring the effects of Culture Shock on employee sentiments, this study employed Covariance-Based Confirmatory Factor Analysis (CB-CFA) and Structural Equation Modeling (SEM), utilizing the advanced capabilities of the IBM SPSS AMOS 22 software package. CB-CFA is particularly instrumental in validating the relationships among observed variables and their underlying latent constructs, allowing for a precise examination of the theoretical framework that ties Culture Shock to various employee sentiments. SEM, on the other hand, facilitates a comprehensive analysis of complex relationships and interactions among multiple variables simultaneously, thereby enabling the testing of direct and indirect effects within the model. The integration of these robust statistical techniques not only provides a solid methodological foundation for analysis but also enhances the reliability and validity of the findings, offering nuanced insights into how Culture Shock influences emotional labour, turnover intention, employee morale, job satisfaction, and job performance, ultimately contributing to a deeper understanding of employee experiences in a multicultural work environment.

5.4 CONFIRMATORY FACTOR ANALYSIS (CFA) AND ITS ASSESSMENT CRITERIA

Confirmatory Factor Analysis (CFA) is a statistical method widely utilized in social science research to test whether a set of measured variables accurately represents a specified number of constructs. This technique is essential for examining the relationship between observed variables and their latent constructs. In contrast to Exploratory Factor Analysis (EFA), which merely investigates data to determine the number of factors, CFA allows researchers to confirm a hypothesized factor structure.

1. Construct Validity

Construct validity assesses whether a test measures the intended construct. It is divided into two main types:

(1) **Convergent Validity:** This indicates that indicators of a construct converge or share a substantial proportion of variance. It can be measured through:

(a) **Item Factor Loadings:** These should be greater than 0.5 to demonstrate item validity (Hair et al., 2010).

(b) **Average Variance Extracted (AVE):** This should exceed 0.5 to establish convergent validity (Hair et al., 2010).

(2) **Discriminant Validity:** This assesses whether constructs are distinct and not highly correlated with each other. It is evaluated using the Fornell and Larcker (1981) criteria, where the square root of AVE for each construct must be greater than its correlations with other constructs.

2. Reliability

Reliability refers to the consistency of a measure and includes the following key indicators:

(1) **Composite Reliability (CR):** This is a measure of construct reliability, with values greater than 0.70 deemed satisfactory. Values below 0.60 indicate internal inconsistency (Hair et al., 2010).

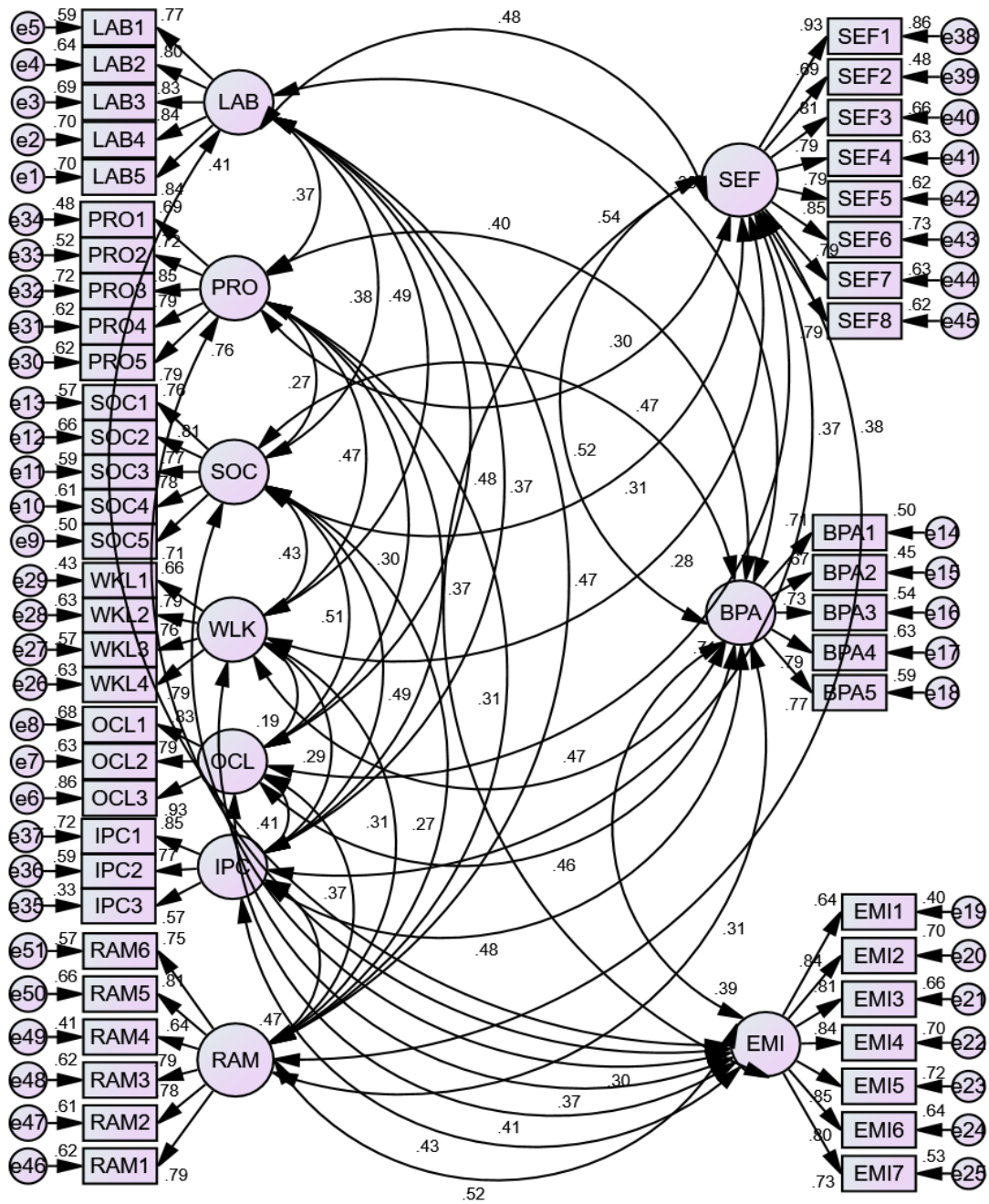
(2) **Cronbach's Alpha:** This is another important indicator of reliability, with values above 0.70 generally acknowledged as showing acceptable reliability (Nunnally & Bernstein, 1994)

5.4.1 Confirmatory Factor Analysis for the Factors of Culture Shock

This section of the chapter describes the results of testing the measurement model conducted to confirm the reliability and validity of the scale of measure. Confirmatory Factor Analysis is used to measure the ability of a predefined factor model to fit an observed set of data and explain the measurement model testing results performed to confirm the validity and reliability of the scale measure. It gives the estimates for each parameter of the measurement model.

Figure 5.1

Confirmatory Factor Analysis for the factors of Culture Shock



The above figure shows the results of the beta coefficients of all the factors, indicating strong loadings among the items in each factor.

Table 5.1

Model fit indices for Confirmatory Factor Analysis for the factors of Culture Shock

ATTRIBUTES	CMIN/DF	P-VALUE	GFI	AGFI	CFI	RMSEA
Study model	4.947	0.000	0.901	0.911	0.941	0.078
Recommended value	Acceptable fit [1-5]	Greater than 0.05	Greater than 0.9	Greater than 0.9	Greater than 0.9	Less than 0.08
Literature support	Hair et al. (1998)	Barrett (2007)	Hair et al. (2006)	Hair et al. (2006)	Hu and Bentler (1999)	Hair et al. (2006)

Note: The model fit indices reported here were generated from the CFA

The Confirmatory Factor Analysis (CFA) results for the factors of Culture Shock indicate an acceptable model fit. The CMIN/DF value of 4.947 is within an acceptable range for model evaluation, supported by Hair et al. (1998). However, the P value is 0.000, suggesting statistical significance and potential model misspecification; yet, such significance is common in large samples, as noted by Barrett (2007). The goodness-of-fit index (GFI = 0.901) and adjusted goodness-of-fit index (AGFI = 0.911) exceed the recommended threshold of 0.9, indicating good model fit per Hair et al. (2006). The comparative fit index (CFI = 0.941) also surpasses the recommended minimum of 0.9, reinforcing the model's adequacy (Hu & Bentler, 1999). Lastly, the root mean square error of approximation (RMSEA = 0.078) is below the 0.08 cutoff, indicating acceptable error levels (Hair et al., 2006). Collectively, these indices confirm that the model demonstrates an acceptable fit to the data. These results provide confidence in the structure and dimensionality of the Culture Shock construct as applied in the IT sector context. Consequently, the model can be used as a reliable framework for further structural equation modelling and hypothesis testing.

Table 5.2

Final Reliability and Validity of the CFA Model for the factors of Culture Shock

Constructs of culture shock	Item Code	Factor Loading	Cronbach's Alpha Final	AVE	Composite Reliability
Language Barrier (LAB)	LAB1	0.77**	0.89	0.67	0.91
	LAB2	0.80**			
	LAB3	0.83**			
	LAB4	0.84**			
	LAB5	0.84**			
Personal Outlook (PRO)	PRO1	0.69**	0.85	0.59	0.88
	PRO2	0.72**			
	PRO3	0.85**			
	PRO4	0.79**			
	PRO5	0.79**			
Social Connectedness (SOC)	SOC1	0.76**	0.87	0.59	0.88
	SOC2	0.81**			
	SOC3	0.77**			
	SOC4	0.78**			
	SOC5	0.71**			
Work Load (WKL)	WKL1	0.66**	0.82	0.57	0.84
	WKL2	0.79**			
	WKL3	0.76**			
	WKL4	0.79**			
Organizational Climate (OCL)	OCL1	0.83**	0.80	0.73	0.89
	OCL2	0.79**			
	OCL3	0.93**			
Interpersonal Communication (IPC)	IPC1	0.85**	0.77	0.55	0.78
	IPC2	0.77**			
	IPC3	0.57**			
	RAM1	0.79**	0.88	0.58	0.89

Constructs of culture shock	Item Code	Factor Loading	Cronbach's Alpha Final	AVE	Composite Reliability
Role Ambiguity (RAM)	RAM2	0.78**			
	RAM3	0.79**			
	RAM4	0.64**			
	RAM5	0.81**			
	RAM6	0.75**			
Self-Efficacy (SEF)	SEF1	0.93**	0.92	0.65	0.94
	SEF2	0.69**			
	SEF3	0.81**			
	SEF4	0.79**			
	SEF5	0.79**			
	SEF6	0.85**			
	SEF7	0.79**			
	SEF8	0.79**			
Boss Peer Attitude (BPA)	BPA1	0.71**	0.84	0.54	0.85
	BPA2	0.67**			
	BPA3	0.73**			
	BPA4	0.79**			
	BPA5	0.77**			
Emotional Intelligence (EMI)	EMI1	0.64**	0.90	0.63	0.92
	EMI2	0.84**			
	EMI3	0.81**			
	EMI4	0.84**			
	EMI5	0.85**			
	EMI6	0.80**			
	EMI7	0.73**			

Source: Primary data

**denotes significant at 1% level

The reliability and validity results of the Confirmatory Factor Analysis (CFA) model for factors of Culture Shock demonstrate strong psychometric properties across constructs. The factor loadings for all items under each construct

are significant at the 1% level (denoted by **), indicating that the items strongly represent their respective latent constructs. Cronbach’s alpha values for all constructs range between 0.77 and 0.92, exceeding the threshold of 0.70, which ensures internal consistency. Additionally, the composite reliability (CR) values for all constructs are above the recommended threshold of 0.70, confirming the reliability of the measurement model. The average variance extracted (AVE) for each construct is above 0.50, which satisfies the criteria for convergent validity, as the constructs capture a sufficient proportion of variance explained by the items. Overall, the model's reliability and validity metrics strongly support its application in assessing Culture Shock and its associated constructs

Table 5.3

Discriminant Validity among the factors of Culture shock

Constructs	LAB	PRO	SOC	WKL	OCL	IPC	RAM	SEF	BPA	EMI
LAB	(0.82)									
PRO	0.37	(0.77)								
SOC	0.38	0.27	(0.77)							
WKL	0.49	0.47	0.43	(0.75)						
OCL	0.48	0.30	0.51	0.19	(0.85)					
IPC	0.37	0.37	0.49	0.29	0.41	(0.74)				
RAM	0.47	0.48	0.27	0.31	0.37	0.47	(0.76)			
SEF	0.48	0.30	0.31	0.28	0.71	0.37	0.38	(0.81)		
BPA	0.38	0.40	0.47	0.47	0.46	0.48	0.31	0.52	(0.73)	
EMI	0.41	0.76	0.30	0.37	0.41	0.43	0.52	0.54	0.39	(0.79)

Source: Primary data

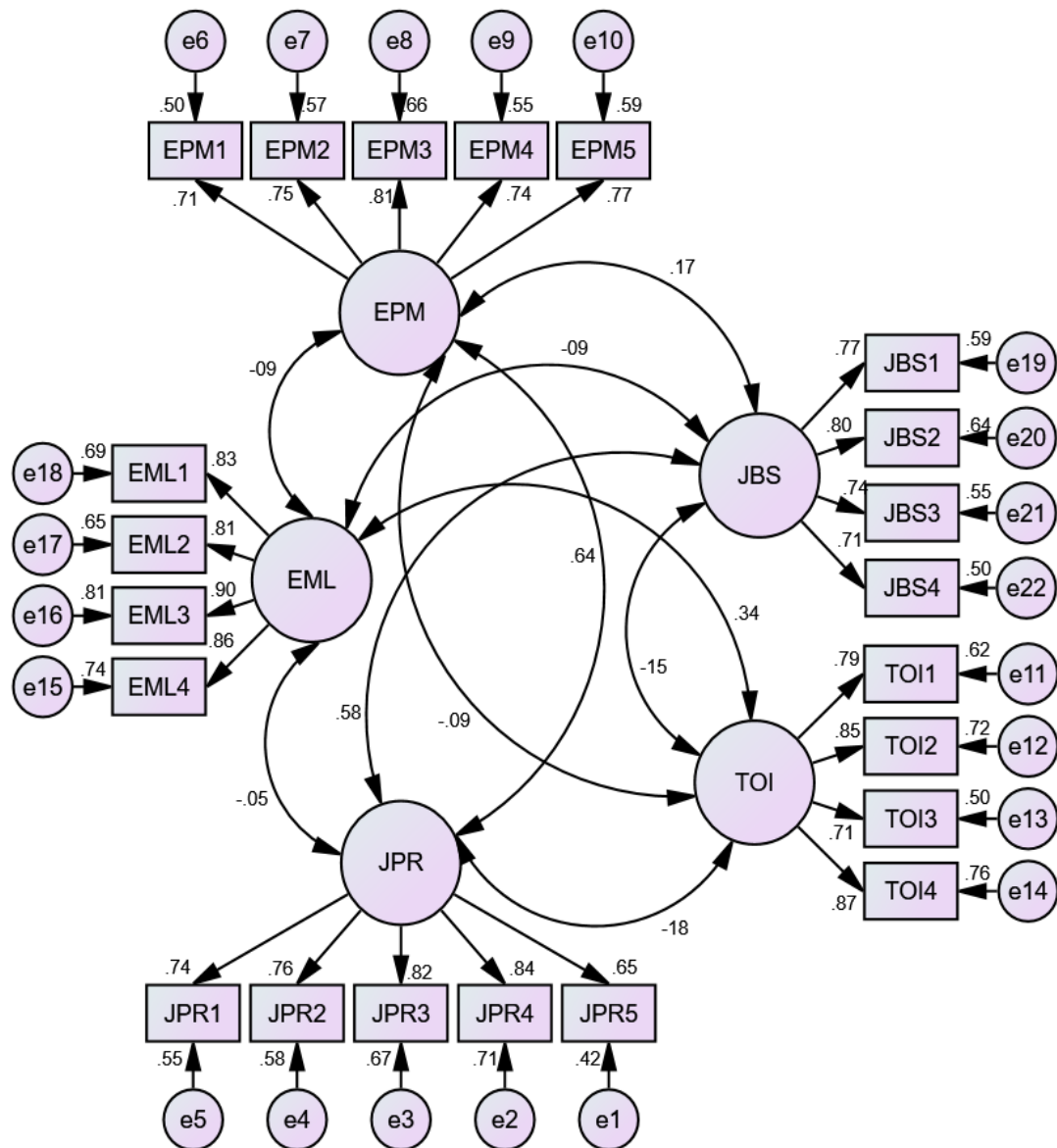
Table 5.3 above presents the correlations between latent constructs alongside the square root of the AVE values. To confirm the absence of relationships between the constructs, the square root of the AVE scores (shown in parentheses) must exceed the corresponding latent variable correlation values. The data in the table clearly indicate no significant associations between the constructs, thereby confirming the discriminant validity of the factors related to Culture Shock.

5.4.2 Confirmatory Factor Analysis of factors of Employee sentiments

Figure 5.3 portrays confirmatory factor analysis of employee sentiments. It gives the estimates for each parameter of the measurements with observed and error estimates. The measurement model consisted of five variables and twenty-two error elements (e1 to e22).

Figure 5.2

Confirmatory Factor Analysis of the factors of Employee sentiments



The above figure shows the results of the beta coefficients of the Employee sentiments, indicating strong loadings among the items in each factor.

Table 5.4

Model fit indices for the CFA model of factors of Employee sentiments

ATTRIBUTES	CMIN/DF	P-VALUE	GFI	AGFI	CFI	RMSEA
Study model	4.374	0.000	0.979	0.951	0.910	0.070
Recommended value	Acceptable fit [1-5]	Greater than 0.05	Greater than 0.9	Greater than 0.9	Greater than 0.9	Less than 0.08
Literature support	Hair et al. (1998)	Barrett (2007)	Hair et al. (2006)	Hair et al. (2006)	Hu and Bentler (1999)	Hair et al. (2006)

Note: The model fit indices reported here were generated from the CFA

The CFA model for the factors of employee sentiments demonstrates acceptable fit based on the reported indices. The CMIN/DF value of 4.374, although slightly high, remains within the acceptable range (1–5) as suggested by Hair et al. (1998). The P-value is significant at 0.000, which is common in large samples. The goodness-of-fit index (GFI) of 0.979 and adjusted goodness-of-fit index (AGFI) of 0.951 both surpass the recommended threshold of 0.9, indicating an excellent fit of the model to the data (Hair et al., 2006; Barrett, 2007). Similarly, the comparative fit index (CFI) of 0.910 meets the standard for an acceptable fit (Hair et al., 2006). Lastly, the root mean square error of approximation (RMSEA) is 0.070, which falls below the recommended maximum of 0.08, further confirming the model's adequacy (Hu & Bentler, 1999; Hair et al., 2006). Overall, the indices collectively validate that the CFA model for the factors of employee sentiments achieves a satisfactory level of model fit, supporting the robustness and reliability of the constructs under study. These results align with established benchmarks in the literature, indicating that the proposed model provides an appropriate representation of the data. This suggests that the measurement model captures the intended constructs effectively and can be confidently used for subsequent analysis. The model's validity indicates that the observed variables are reliable indicators of underlying employee sentiment dimensions.

Table 5.5
Final Reliability and Validity of the CFA model of factors of Employee Sentiments

Constructs of Employee Sentiments	Item Code	Factor Loading	Cronbach's Alpha Final	AVE	Composite Reliability
Employee Morale (EPM)	EPM1	0.71**	0.85	0.57	0.87
	EPM2	0.75**			
	EPM3	0.81**			
	EPM4	0.74**			
	EPM5	0.77**			
Emotional Labour (EML)	EML1	0.83**	0.90	0.72	0.91
	EML2	0.81**			
	EML3	0.90**			
	EML4	0.86**			
Job Performance (JPR)	JPR1	0.74**	0.86	0.59	0.88
	JPR2	0.76**			
	JPR3	0.82**			
	JPR4	0.84**			
	JPR5	0.65**			
Job Satisfaction (JBS)	JBS1	0.77**	0.81	0.57	0.84
	JBS2	0.80**			
	JBS3	0.74**			
	JBS4	0.71**			
Turnover Intention (TOI)	TOI1	0.79**	0.88	0.65	0.88
	TOI2	0.85**			
	TOI3	0.71**			
	TOI4	0.87**			

Source: Primary data

***denotes significant at 1% level*

The final reliability and validity results of the Confirmatory Factor Analysis (CFA) model for employee sentiment factors reveal strong constructs across several dimensions. Each construct, including Employee Morale (EPM), Emotional Labour (EML), Job Performance (JPR), Job Satisfaction (JBS), and Turnover Intention (TOI), demonstrates satisfactory factor loadings, with all above the acceptable threshold of 0.5, indicating effective item validity. The Cronbach’s Alpha values range from 0.81 to 0.90, reflecting strong internal consistency for each construct, while Composite Reliability scores also exceed the 0.80 criterion, further supporting reliability. Additionally, Average Variance Extracted (AVE) values, ranging from 0.57 to 0.72, confirm convergent validity. These metrics collectively suggest that the CFA model is robust and suitable for analysing employee sentiments.

Table 5.6

Discriminant Validity among the factors of Employee Sentiments

Constructs	EPM	EML	JPR	JBS	TOI
EPM	(0.75)				
EML	-09	(0.85)			
JPR	0.64	-0.05	(0.77)		
JBS	0.17	-09	0.58	(0.75)	
TOI	-0.09	0.34	-18	-15	(0.81)

Source: Primary data

Based on the provided correlation values and their comparison to the square roots of AVE for each construct, discriminant validity appears to be established among the constructs in the employee sentiment factors. The square root of the AVE for each construct was greater than its correlations with other constructs. This indicates that each construct shares more variance with its own indicators than with those of other constructs. The clear separation among constructs confirms that they are conceptually distinct and not measuring overlapping dimensions. As a result, the measurement model demonstrates strong discriminant validity, ensuring that the constructs used in the analysis are both reliable and independent.

5.5 CO-VARIANCE BASED STRUCTURAL EQUATION MODELING FOR IT SECTOR EMPLOYEES IN SOUTH INDIA

5.5.1 Introduction to the SEM analysis in Culture Shock -Employee sentiments model

In an era characterised by rapid globalisation and technological advancement, the IT sector in South India has emerged as a vital contributor to both regional and national economies. As companies strive to navigate cultural diversity and its implications on workforce dynamics, understanding the emotional and behavioural responses of employees becomes paramount. This thesis proposes a Structural Equation Model (SEM) to examine the multifaceted relationships between Culture Shock, Emotional labour, Turnover intention, Employee morale, Job satisfaction, and Job performance among IT sector employees in South India.

Culture Shock, a phenomenon that arises when employees encounter a new and different atmosphere, often affects individuals' emotional states and attitudes toward their work environment. In the context of the IT sector, where teams frequently collaborate across diverse backgrounds, the impact of Culture Shock can manifest in various ways, influencing emotional labour and the intention to leave an organisation.

This research aims to illuminate the cascading effects of Culture Shock on employee behaviour, showcasing how heightened emotional labour can contribute to turnover intention and mitigate employee morale, job satisfaction, and performance. By integrating these constructs into a unified model, the study provides compelling insights into the operational dynamics that drive employee experiences and outcomes within this sector.

The model comprises nine distinct hypotheses that frame the investigation, leveraging empirical data to explore the constructs. Each hypothesis is grounded in existing literature, positioning the study as a contribution to the broader discourse on employee engagement and retention in the IT industry.

With this research, the thesis not only aims to enhance the understanding of employee behaviour in the face of challenges but also seeks to provide actionable

recommendations for organisations. By recognising and addressing the implications of Culture Shock, businesses can foster a more inclusive and supportive work environment that ultimately drives employee satisfaction and enhances performance. Through careful analysis and interpretation of the SEM results, this thesis aspires to offer valuable insights for human resource practices within the growing IT sector in South India.

Table 5.7

Summary of hypotheses formulated

Hypothesis No.	Hypotheses for Model Building
SM.H1	Employees facing higher Culture shock are likely to exhibit higher emotional labour
SM.H2	Employees facing higher Culture shock are likely to exhibit higher turnover intention
SM.H3	Employees facing higher Culture shock are likely to exhibit reduced employee morale
SM.H4	Employees facing higher Culture shock are likely to exhibit reduced job performance
SM.H5	Employees facing higher Culture shock are likely to exhibit reduced job satisfaction
SM.H6	Employees with higher emotional labour are likely to exhibit higher turnover intention
SM.H7	Employees with higher job satisfaction are likely to exhibit higher job performance
SM.H8	Employees with higher morale are likely to exhibit reduced turnover intention
SM.H9	Employees with higher morale are likely to exhibit higher job performance
ME.H1	Emotional labour mediates the relationship between Culture shock and turnover intention
ME.H2	Employee morale mediates the relationship between Culture shock and turnover intention
ME.H3	Job satisfaction mediates the relationship between Culture shock and job performance
ME.H4	Employee morale mediates the relationship between Culture shock and job performance

SM.H 1 to SM.H9 denotes SEM hypotheses; ME.H1 to ME.H4 denotes mediation hypotheses

Figure 5.3

Tested Culture Shock-Employee Sentiments Model for IT sector employees in South India

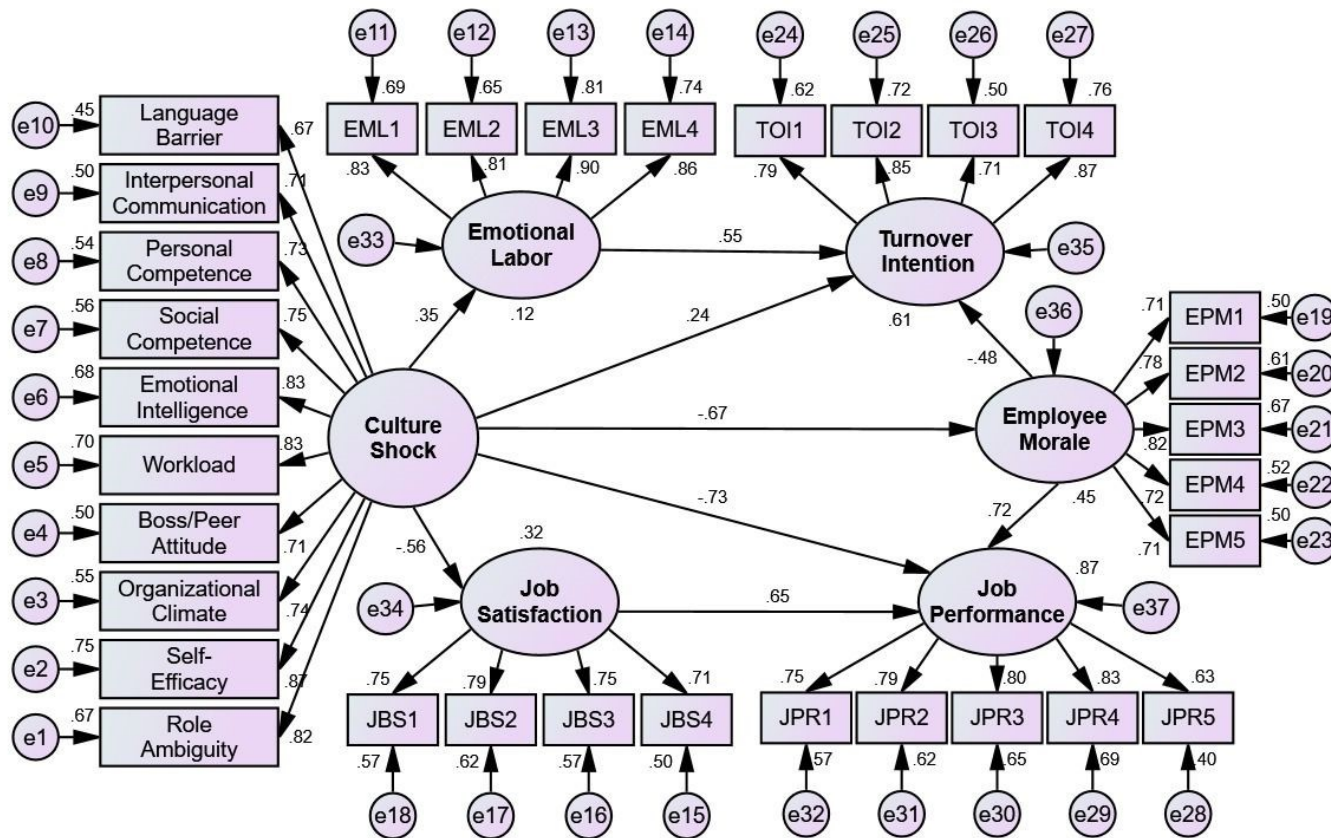


Table 5.8

Model fit indices for the Structural Equation Model

MODEL	CMIN/DF	P-VALUE	GFI	AGFI	CFI	RMSEA
Study model	4.514	0.000	0.918	0.902	0.951	0.069
Recommended value	Acceptable fit [1-5]	Greater than 0.05	Greater than 0.9	Greater than 0.9	Greater than 0.9	Less than 0.08

Note: The model fit indices reported here were generated from the CFA

The model fit indices for the Structural Equation Model (SEM) indicate that the study model has an acceptable fit. The CMIN/DF value is 4.514, which falls within the acceptable range of 1 to 5. The p-value is 0.000, indicating that the model is statistically significant. The Goodness of Fit Index (GFI) is 0.918, the Adjusted GFI (AGFI) is 0.902, and the Comparative Fit Index (CFI) is 0.951, all of which exceed the recommended threshold of 0.9, suggesting a good fit. Additionally, the Root Mean Square Error of Approximation (RMSEA) is 0.069, which is below the recommended maximum value of 0.08, further confirming that the SEM has an acceptable fit.

These indicators collectively suggest that the structural model accurately represents the observed data and the theoretical framework underlying the study. These findings suggest that the model is both empirically and theoretically sound. As such, the SEM provides a robust foundation for drawing inferences about the dynamics of employee sentiments in the IT sector. This model can serve as a valuable tool for researchers and practitioners aiming to understand and improve employee experiences.

5.5.2 PATH ANALYSIS

The path coefficients are examined to test the proposed set of hypotheses. While checking the path coefficients, it was found that all the estimated path coefficients followed the researcher's expectation with regard to magnitude and direction.

Table 5.9

Values of path analysis and R² for the Structural Equation Modelling

Constructs path index			Standardized co-efficient (Beta)	R ² Value	Critical Ratio	P value
Culture Shock	→	Emotional Labour	0.35	0.12	5.17	<0.001**
Culture Shock	→	Job Satisfaction	-0.56	0.32	8.47	<0.001**
Emotional Labour	→	Turnover Intention	0.55	0.61	8.18	<0.001**
Culture Shock	→	Turnover Intention	0.24		3.94	<0.001**
Employee Morale	→	Turnover Intention	-0.48		6.81	<0.001**
Culture Shock	→	Employee Morale	-0.67	0.45	11.47	<0.001**
Culture Shock	→	Job Performance	-0.73	0.87	14.84	<0.001**
Employee Morale	→	Job Performance	0.72		13.08	<0.001**
Job Satisfaction	→	Job Performance	0.65		10.48	<0.001**

Source: Extracted from the SEM Model

*** indicates significant at 1% level*

5.5.3 RESULTS OF PATH ANALYSIS AND HYPOTHESES TESTING

SM.H1: Employees facing higher Culture shock are likely to exhibit higher emotional labour.

A significant positive beta coefficient indicates that as Culture Shock increases (one standard deviation increase), emotional labour also increases. This suggests that employees may feel compelled to manage their emotions more intensively under higher levels of Culture Shock. Research has shown that cultural adjustments can trigger emotional labour as employees strive to conform to workplace expectations (Hochschild, 1983).

SM.H2: Employees facing higher Culture Shock are likely to exhibit higher turnover intention.

A strong positive beta coefficient illustrates that increased Culture Shock leads to higher turnover intention. This highlights that unresolved emotional and cultural challenges can push employees to consider leaving their jobs. Studies have indicated that dissatisfaction due to cultural dissonance often results in increased turnover intention (Shay & Agoo, 2005).

SM.H3: Employees facing higher Culture Shock are likely to exhibit reduced employee morale.

A negative beta coefficient here would imply that increased Culture Shock correlates with a decline in employee morale. This relationship suggests that cultural challenges can lead to a lack of engagement and motivation among employees. Findings support that, to navigate cultural differences, employee morale can dip if unaddressed (O'Reilly & Chatman, 1994).

SM.H4: Employees facing higher Culture Shock are likely to exhibit reduced job performance.

A negative beta coefficient indicates that as Culture Shock increases, job performance decreases. This relationship underscores how cultural misunderstandings can hinder performance. Research has consistently shown that

cultural adjustment difficulties are associated with lower job performance (Bhaskar-Shrinivas et al., 2005).

SM.H5: Employees facing higher Culture Shock are likely to exhibit reduced job satisfaction.

A negative beta coefficient implies that higher culture shock correlates with lower job satisfaction. Employees might feel discontent if their cultural needs aren't met. Previous research has shown how cultural adjustments significantly impact satisfaction (Fischer & Ashkanasy, 2000).

SM.H6: Employees with higher emotional labour are likely to exhibit higher turnover intention.

A significant positive beta coefficient indicates that increased emotional labour correlates with higher turnover intention, suggesting that emotional exhaustion may prompt a desire to leave the job. Studies have illustrated that emotional labour often leads to burnout, influencing turnover (Brotheridge & Lee, 2003).

SM.H7: Employees with higher job satisfaction are likely to exhibit higher job performance.

A positive beta coefficient suggests that as job satisfaction increases, so does job performance. Satisfied employees are typically more motivated and productive. Extensive literature supports the connection between job satisfaction and performance (Judge & Bono, 2001).

SM.H8: Employees with higher morale are likely to exhibit reduced turnover intention.

A negative beta coefficient indicates that higher morale correlates with lower turnover intention. When morale is high, employees are less likely to leave the organisation due to a stronger sense of belonging. Research supports that positive morale can mitigate turnover intentions (Schneider & Barbera, 2014).

SM.H9: Employees with higher morale are likely to exhibit higher job performance.

A significant positive beta coefficient suggests that increased morale is associated with better job performance, indicating that motivated employees tend to excel in their roles. Previous findings confirm the link between morale and performance outcomes (Hackman & Oldham, 1976).

5.5.4 EXPLANATIONS OF R² VALUES

1. Emotional Labour (R²= 0.12): This indicates that 12% of the variance in Emotional Labour can be explained by Culture Shock. This suggests a weak relationship, implying that other factors may significantly influence Emotional Labour beyond Culture Shock.

2. Job Satisfaction (R²= 0.32): With 32% of the variance in Job Satisfaction explained by Culture Shock, this suggests a moderate effect. It indicates that while Culture Shock is important, additional factors also contribute to job satisfaction in employees.

3. Turnover Intention (R²= 0.61): This high value indicates a strong predictive power, with 61% of the variance in Turnover Intention explained by Emotional Labour, employee morale and Culture Shock. This shows that these factors are significant contributors to employees' intentions to leave the organisation.

4. Employee Morale (R² = 0.45): An R² value of 45% suggests a substantial impact of Culture Shock on Employee Morale. This indicates that Culture Shock considerably influences how employees feel about their workplace.

5. Job Performance (R²= 0.87): This very high R² value indicates that 87% of the variance in Job Performance is explained by the model, particularly by Culture Shock, Employee Morale, and Job Satisfaction. This signifies a very strong predictive power, suggesting that these constructs are critical for enhancing job performance.

5.5.5 MEDIATION ANALYSIS IN THE MODEL

Mediating testing in the Model – Path I & II

Table 5.10

Emotional labour and Employee morale mediate in the relationship between Culture Shock and Turnover intention (direct and mediation effect paths) using the bootstrapping procedure

Independent construct	Mediation construct	Dependent construct	Direct effect	Indirect effect (mediation effect)	Result
Culture Shock	Emotional Labour	Turnover intention	0.24	0.19**	Partial mediation
Culture Shock	Employee Morale	Turnover intention		-0.32**	Partial mediation

Source: Primary data

The symbol "***" is used to indicate a significant level of 1%. The values of indirect effect are calculated through the bootstrapping method using 5,000 bootstrap samples.

1. Culture Shock → Emotional Labour → Turnover Intention:

- **Direct Effect:** The direct effect of Culture Shock on turnover intention is 0.24, indicating that Culture Shock increases employees' likelihood of considering turnover.
- **Indirect Effect (Mediated through Emotional Labour):** The mediation effect is 0.19**, which is statistically significant. This shows that emotional labour exacerbates the impact of Culture Shock on turnover intention. Employees who face increased emotional labour due to Culture Shock are more likely to leave their jobs.

2. Culture Shock → Employee Morale → Turnover Intention:

- **Indirect Effect (Mediated through Employee Morale):** The mediation effect is -0.32**, which is significant. However, this negative value implies that as Culture

Shock increases, employee morale decreases. The resulting low morale, in turn, contributes to higher turnover intention among employees.

3. **Result:** Both mediators (Emotional Labour and Employee Morale) partially mediate the relationship between Culture Shock and turnover intention, meaning Culture Shock influences turnover intention both directly and indirectly through these mediators.

Inferences

1. **Impact of Culture Shock on Employee Morale:**

Culture shock negatively impacts employee morale. A reduction in morale further intensifies employees’ intention to leave their jobs, as they feel less satisfied, valued, or supported in the workplace.

2. **Role of Emotional Labour:**

Emotional labour amplifies the stress caused by Culture Shock. Employees managing intense emotional labour alongside culture shock may feel drained and overwhelmed, leading to higher turnover intention.

Mediating testing in the Model – Path III & IV

Table 5.11

Job Satisfaction and Employee morale mediate in the relationship between Culture Shock and Job Performance (direct and mediation effect paths) using bootstrapping procedure

Independent construct	Mediation construct	Dependent construct	Direct effect	Indirect effect (mediation effect)	Result
Culture Shock	Job Satisfaction	Job Performance	-0.73	-0.36**	Partial mediation
Culture Shock	Employee Morale	Job Performance		-0.48**	Partial mediation

Source: Extracted from Mediation Model

*The symbol "***" is used to indicate a significant level of 1%; The values of indirect effect are calculated through bootstrapping method using 5,000 bootstrap samples*

Culture Shock → Job Satisfaction → Job Performance

The data explores the mediating effects of Job Satisfaction and Employee Morale in the relationship between Culture Shock and Job Performance. For the first path, the direct effect of Culture Shock on Job Performance is negative (-0.73), indicating that as Culture Shock increases, Job Performance decreases significantly. The indirect effect mediated by Job Satisfaction is also negative (-0.36, significant at 1%), suggesting that Culture Shock negatively impacts Job satisfaction, which in turn decreases Job performance. This indicates a partial mediation, meaning that while Job Satisfaction plays a role in this relationship, other factors might also influence Job Performance. The presence of partial mediation suggests that Job Satisfaction contributes to explaining the effect, but does not fully account for it. This opens up the possibility of exploring additional mediators or moderators that could be shaping the relationship between Culture Shock and Job Performance.

Culture Shock → Employee Morale → Job Performance

Regarding the second path, the indirect effect of Culture Shock on Job performance via Employee Morale is negative (-0.48, significant at 1%). This implies that Culture Shock adversely affects Employee morale, which likely contributes to decreased Job performance. The identification of partial mediation here reinforces the notion that maintaining high employee morale is crucial in mitigating the negative impacts of Culture Shock on performance. Overall, the findings emphasise the complex interplay between Culture Shock, Job satisfaction, and Employee morale in shaping Job performance outcomes. This dynamic suggests that interventions aimed solely at improving job satisfaction may not be sufficient unless employee morale is also addressed. Strengthening employee morale can act as a buffer, reducing the detrimental effects of Culture Shock on workplace efficiency and engagement. Therefore, a holistic approach that simultaneously fosters morale and satisfaction is essential for sustaining high levels of job performance in culturally diverse IT environments.

Table No. 5.12

Result summary of hypothesis testing

Hypothesis No.	Hypotheses of the model developed	Result of Hypothesis Testing
SM.H1	Employees facing higher Culture Shock are likely to exhibit higher emotional labour	<i>Supported</i>
SM.H2	Employees facing higher Culture Shock are likely to exhibit higher turnover intention	<i>Supported</i>
SM.H3	Employees facing higher Culture Shock are likely to exhibit reduced employee morale	<i>Supported</i>
SM.H4	Employees facing higher Culture Shock are likely to exhibit reduced job performance	<i>Supported</i>
SM.H5	Employees facing higher Culture Shock are likely to exhibit reduced job satisfaction	<i>Supported</i>
SM.H6	Employees with higher emotional labour are likely to exhibit higher turnover intention	<i>Supported</i>
SM.H7	Employees with higher job satisfaction are likely to exhibit higher job performance	<i>Supported</i>
SM.H8	Employees with higher morale are likely to exhibit reduced turnover intention	<i>Supported</i>
SM.H9	Employees with higher morale are likely to exhibit higher job performance	<i>Supported</i>
ME.H1	Emotional labour mediates the relationship between Culture shock and Turnover intention	<i>Partial mediation</i>
ME.H2	Employee morale mediates the relationship between Culture shock and Turnover intention	<i>Partial mediation</i>
ME.H3	Job satisfaction mediates the relationship between Culture shock and Job performance	<i>Partial mediation</i>
ME.H4	Employee morale mediates the relationship between Culture shock and Job performance	<i>Partial mediation</i>

SM.H 1 to SM.H9 denotes SEM hypotheses; ME.H1 to ME.H4 denotes mediation hypotheses

PART B

5.6 Exploring the Moderating Role of Hybrid working among IT sector employees on the effect of Culture Shock and Employee sentiments

The COVID-19 pandemic has significantly transformed the work environment, predominantly within the IT sector, leading to the extensive adoption of hybrid work models. In the post-COVID era, hybrid working has become a standard practice in the IT sector. CIEL's HR services' recent study highlights the dominance of the hybrid model, with over 60% of IT companies asking their employees to be in the office 2-3 days every week (The Economic Times, 2024). This has dramatically influenced workplace dynamics, introducing new challenges and opportunities for employees. This chapter explores the moderating effects of hybrid working arrangements on the relationship between Culture Shock and employee sentiments. The hybrid work model, which combines remote and in-office work, has provided employees with a better work-life balance and flexibility; however, hybrid working also gives rise to challenges such as miscommunication, isolation, decreased job satisfaction, and difficulties in managing personal and professional boundaries. The Cisco Global Hybrid Work Study 2022 highlighted that hybrid work has positively influenced various aspects of employee well-being, including physical, financial, emotional, social, and mental health. However, the study also emphasised the necessity for organizations to invest in technology and foster an inclusive culture to support hybrid work effectively.

Through the fourth objective, the researcher investigates the moderating effects of hybrid working arrangements on the relationship between Culture Shock and employee sentiments. Leveraging the robust analytical tools of Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) through IBM SPSS AMOS 22, this research aims to provide a comprehensive understanding of the interplay between these variables. The analysis is crucial for identifying the subtle impacts of hybrid working on employees experiencing adjustments in a new work atmosphere and for guiding organizations in implementing supportive policies to enhance productivity and well-being among employees.

5.7 Objective IV: To examine the moderating effects of hybrid working among IT employees on the effect of Culture Shock and Employee sentiments.

5.7.1 Moderation analysis: an overview

Moderation analysis in this chapter examines how hybrid working arrangements influence the strength or direction of the relationship between culture shock and employee sentiments using Structural Equation Modeling (SEM) in IBM SPSS AMOS 22, the study incorporates an interaction term that combines hybrid working variables with Culture Shock indicators to assess the conditional effects. This method helps identify whether and to what extent hybrid working moderates the adverse effects of culture shock, revealing critical insights into how hybrid work environments can mitigate or aggravate its impact on employee sentiments. Such an analysis provides valuable implications for designing targeted organizational strategies to enhance employee adaptation and performance.

Table 5.13
Hypotheses formulation

Hypothesis No.	Hypotheses statements for moderation analysis
SM.H 5.1	Employee morale will decrease as Culture shock increases.
SM.H 5.2	Job performance will decrease as Culture shock increases.
SM.H 5.3	Emotional labour will increase as Culture shock increases.
SM.H 5.4	Job satisfaction will decrease as Culture shock increases.
SM.H 5.5	Turnover intention will increase as Culture shock increases.
SM.H 5.6	Employee morale will decrease as hybrid working increases.
SM.H 5.7	Job performance will decrease as hybrid working increases.
SM.H 5.8	Emotional labour will increase as hybrid working increases.
SM.H 5.9	Job satisfaction will decrease as hybrid working increases.
SM.H 5.10	Turnover intention will increase as hybrid working increases.
MO.H.5.1	Hybrid working has a moderating effect on the strength of the relationship between Culture shock and employee morale
MO.H.5.2	Hybrid working has a moderating effect on the strength of the relationship between Culture shock and job performance
MO.H.5.3	Hybrid working has a moderating effect on the strength of the relationship between Culture shock and emotional labour
MO.H.5.4	Hybrid working has a moderating effect on the strength of the relationship between Culture shock and job satisfaction
MO.H.5.5	Hybrid working has a moderating effect on the strength of the relationship between Culture shock and turnover intention

Source: Developed by the researcher

The formulation of hypotheses stated in the current chapter was previously covered in Chapter Two of the present study. A thorough study of relevant literature and theoretical frameworks was undertaken in Chapters Two and Three in order to identify the key factors and their possible linkages with Culture Shock. The hypotheses stated in the present chapter are based on earlier studies and are built on the existing body of knowledge.

Figure 5.4

Confirmatory Factor Analysis for the moderator- Hybrid working

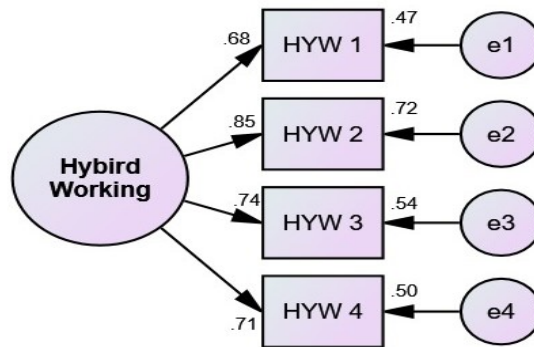


Table 5.14

Model fit indices for CFA model – Hybrid working

ATTRIBUTES	CMIN/DF	P-VALUE	GFI	AGFI	CFI	RMSEA
Study model	1.187	0.547	0.999	0.997	0.999	0.009
Recommended value	Acceptable fit [1-5]	Greater than 0.05	Greater than 0.9	Greater than 0.9	Greater than 0.9	Less than 0.08

Note: The model fit indices reported here were extracted from the Model

The CFA model for hybrid working demonstrates an excellent model fit based on the reported fit indices. The chi-square ratio (CMIN/DF) is 1.187, which falls well within the acceptable range of 1 to 5, indicating a good fit. The p-value is 0.547, which is greater than 0.05, suggesting that the model does not significantly deviate from the observed data. The Goodness-of-Fit Index (GFI = 0.999) and Adjusted

Goodness-of-Fit Index (AGFI = 0.997) exceed the recommended threshold of 0.9, further confirming model adequacy. Similarly, the Comparative Fit Index (CFI = 0.999) meets the ideal standard, and the Root Mean Square Error of Approximation (RMSEA = 0.009) is well below the cutoff of 0.08, indicating minimal error. Overall, these indices suggest that the CFA model provides an excellent representation of the data for hybrid working.

Table 5.15

Assessment of Confirmatory Factor Analysis for Hybrid working constructs

Constructs of Hybrid working	Item Code	Factor Loading	Cronbach's Alpha Final	AVE	Composite Reliability
Hybrid Working (HYW)	HYW 1	0.68**	0.81	0.56	0.83
	HYW 2	0.85**			
	HYW 3	0.74**			
	HYW 4	0.71**			

Source: Extracted from the Model

The Confirmatory Factor Analysis (CFA) for hybrid working constructs demonstrates acceptable reliability and validity. The factor loadings for all items (HYW1 = 0.68, HYW2 = 0.85, HYW3 = 0.74, HYW4 = 0.71) are above the acceptable threshold of 0.7, confirming that all items significantly contribute to the construct. The Cronbach's Alpha value of 0.81 indicates good internal consistency reliability. The Average Variance Extracted (AVE) is 0.56, which is above the recommended minimum of 0.5, ensuring that the construct explains a sufficient portion of the variance. The Composite Reliability (CR) value of 0.83 exceeds the 0.7 benchmark, further supporting construct reliability. Overall, the CFA results confirm that the hybrid working construct exhibits good reliability and convergent validity, making it a robust measure for further analysis.

Figure 5.5

Unstandardized Regression Coefficients-based Interaction Moderation Model

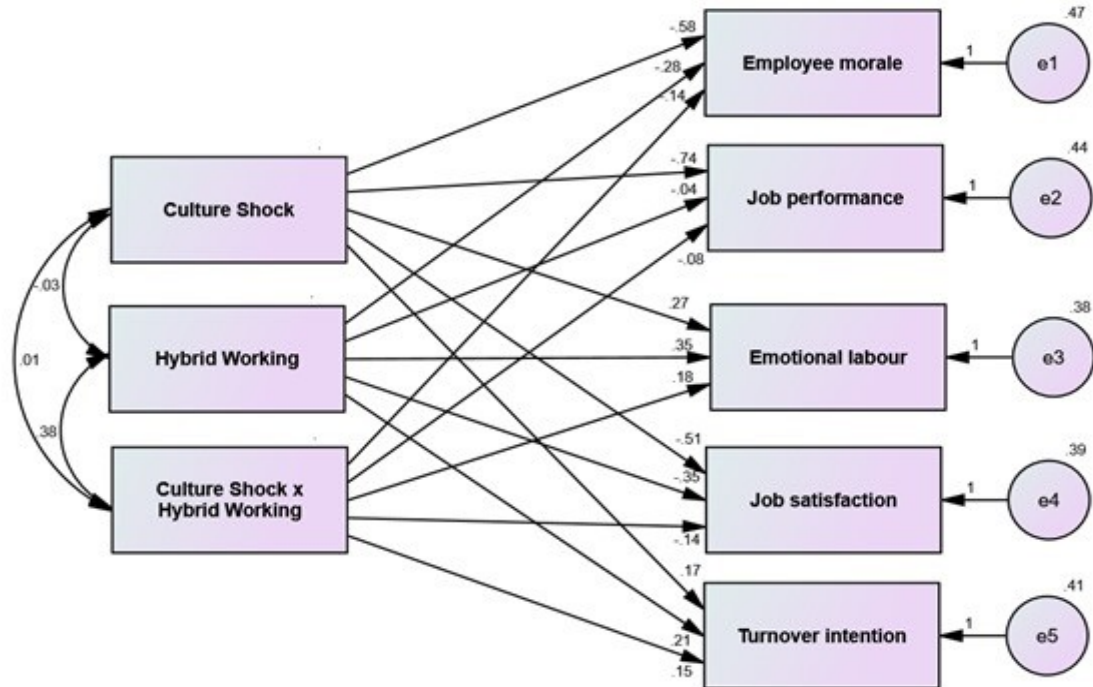


Table 5.16

Model fit indices for examining how the independent variable Culture Shock affects Employee sentiments through the moderating variable hybrid working

ATTRIBUTES	CMIN/DF	P-VALUE	GFI	AGFI	CFI	RMSEA
Study model	3.845	0.000	0.980	0.941	0.991	0.031
Recommended value	Acceptable fit [1-5]	Greater than 0.05	Greater than 0.9	Greater than 0.9	Greater than 0.9	Less than 0.08

Note: The model fit indices reported here were extracted from the Model

The CMIN/DF value of 3.845 is within the acceptable range, indicating an adequate fit. A P-value of 0.000 suggests that the model is statistically significant, but the strict threshold of >0.05 may be too conservative for larger samples or complex models where small deviations from perfect fit are common. The GFI

(0.980), AGFI (0.941), and CFI (0.991) all exceed the recommended thresholds, suggesting a very good model fit. Additionally, the RMSEA value of 0.031 is well below the 0.08 threshold, indicating minimal approximation error. Overall, the model fits well and effectively explains the relationships between the variables.

Table 5.17

Summary of estimates of the moderation model that reflects the direct effects of Culture Shock and Employee Sentiments

Construct	Path	Construct	Estimate	S.E	C. R	P-value
Employee Morale	←	Culture Shock	-0.58	0.029	-9.68	<0.001**
Job performance	←	Culture Shock	-0.74	0.040	-12.65	<0.001**
Emotional Labour	←	Culture Shock	0.27	0.039	5.18	<0.001**
Job Satisfaction	←	Culture Shock	-0.51	0.040	-8.59	<0.001**
Turnover Intention	←	Culture Shock	0.17	0.035	3.84	<0.001**

Source: Extracted from the Moderation Model

*** denotes 1% significance level*

The moderation model results provide direct effects of Culture Shock on various employee sentiments. The estimate for the relationship between Culture Shock and employee morale is -0.58, with a critical ratio (C.R.) of -9.68 and a P-value of less than 0.001, indicating a significant negative impact. Similarly, the estimate for job performance is -0.74, with a C.R. of -12.65 and a P-value of less than 0.001, suggesting a strong negative influence of Culture Shock. In contrast, emotional labour is positively influenced by Culture Shock with an estimate of 0.27, a C.R. of 5.18, and a P-value less than 0.001, showing a significant positive relationship. Job satisfaction shows a negative estimate of -0.51, with a C.R. of -8.59 and a P-value less than 0.001, implying a negative effect. Finally, turnover intention is positively related to Culture Shock with an estimate of 0.17, a C.R. of 3.84, and a P-value less than 0.001, suggesting that Culture Shock increases the likelihood of turnover intention.

From the interpretations, it can be inferred that Culture Shock negatively affects several employee sentiments, including employee morale, job performance, and job satisfaction, as all these relationships show significant negative estimates. The more an employee experiences Culture Shock, the worse their morale, performance, and satisfaction.

The positive relationship between Culture Shock and emotional labour indicates that Culture Shock significantly increases the emotional strain employees experience in the workplace. This suggests that as employees face higher levels of culture shock, they are likely to expend more effort to regulate and manage their emotions to cope with the workplace environment. Since emotional labour is often associated with stress and burnout, this finding highlights the adverse impact of Culture Shock on employees' psychological well-being.

Additionally, Culture Shock increases turnover intention, indicating that employees who experience Culture Shock are more likely to consider leaving their jobs. All these findings are statistically significant at the 1% level, underscoring the importance of managing Culture Shock in organisational settings to mitigate its negative consequences.

Table No. 5.18

Summary of estimates of the moderation model that reflects the direct effects of Hybrid working and employee sentiments

Construct	Path	Construct	Estimate	S.E	C. R	P-value
Employee Morale	←	Hybrid working	-0.28	0.035	-4.08	<0.001**
Job performance	←	Hybrid working	-0.04	0.031	-1.204	0.524 ^{NS}
Emotional Labour	←	Hybrid working	0.35	0.041	6.54	<0.001**
Job Satisfaction	←	Hybrid working	-0.35	0.042	-6.50	<0.001**
Turnover Intention	←	Hybrid working	0.21	0.042	3.84	<0.001**

Source: Extracted from the Moderation Model

*** denotes 1% significance level*

^{NS} denotes not significant

The moderation model highlights the direct effects of hybrid working on employee sentiments. The negative relationship between Hybrid working and Employee Morale is statistically significant (Estimate = -0.28, S.E. = 0.035, C.R. = -4.08, $P < 0.001$), indicating a decline in morale with the adoption of hybrid working. Similarly, Job Satisfaction is negatively affected by hybrid working (Estimate = -0.35, S.E. = 0.042, C.R. = -6.50, $P < 0.001$). On the other hand, hybrid working positively impacts Emotional Labour (Estimate = 0.35, S.E. = 0.041, C.R. = 6.54, $P < 0.001$) and Turnover Intention (Estimate = 0.21, S.E. = 0.042, C.R. = 3.84, $P < 0.001$), both statistically significant at the 1% level. However, the relationship between hybrid working and Job Performance is statistically insignificant (Estimate = -0.04, S.E. = 0.031, C.R. = -1.204, $P = 0.524$), suggesting no meaningful effect in this area.

The findings suggest that hybrid working has a complex and mixed influence on employee sentiments. While it reduces Employee Morale and Job Satisfaction, it increases Emotional Labour and the likelihood of Turnover Intention. This indicates that employees might feel more emotionally taxed and less satisfied in hybrid work setups, which could drive higher attrition rates. On the other hand, hybrid working does not significantly influence Job Performance, suggesting that productivity levels might remain stable despite changes in working conditions. These results underscore the need for organisations to address emotional and morale-related challenges in hybrid working arrangements to ensure sustainable and effective workforce management.

The table summarises the interaction effects of Culture Shock and hybrid working on various employee sentiments. For employee morale, the interaction effect (Moderator I) shows a significant negative impact with an estimate of -0.14, a critical ratio (C.R.) of -4.08, and a P-value < 0.001 , indicating that the combined impact of Culture Shock and hybrid working significantly reduces employee morale. For job performance (Moderator II), the interaction is non-significant, with an estimate of -0.08, a C.R. of -1.901, and a P-value of 0.054. Emotional labour (Moderator III) is significantly affected by the interaction, with an estimate of 0.18, a C.R. of 3.547, and a P-value < 0.001 , suggesting that Culture Shock combined with hybrid working amplifies emotional strain. The interaction effect on job satisfaction (Moderator IV)

is significant, with an estimate of -0.14, a C.R. of -2.984, and a P value of 0.001. Similarly, for turnover intention (Moderator V), the interaction effect is significant, with an estimate of 0.15, a C.R. of 3.054, and a P value of 0.001.

Table No. 5.19

Summary of estimates of the moderation model that reflects the interaction moderation effects of Hybrid working and Culture Shock on Employee sentiments

Construct	Path	Construct	Estimate	S.E	C. R	P-value
Employee Morale	←	Culture Shock X Hybrid working (Moderator -I)	-0.14	0.028	-4.08	<0.001**
Job performance	←	Culture Shock X Hybrid working (Moderator -II)	-0.08	0.039	-1.901	0.054 ^{NS}
Emotional Labour	←	Culture Shock X Hybrid working (Moderator -III)	0.18	0.028	3.547	<0.001**
Job Satisfaction	←	Culture Shock X Hybrid working (Moderator- IV)	-0.14	0.037	-2.984	<0.001**
Turnover Intention	←	Culture Shock X Hybrid working (Moderator - V)	0.15	0.040	3.054	<0.001**

Source: Extracted from the Moderation Model

** denotes 1% significance level;

^{NS} denotes not significant

Table No. 5.20

Summary of moderation effect - I

Construct names			Unstandardized Regression Coefficients		
Independent construct	Moderator	Dependent construct	Independent construct	Moderator	Interaction
Culture Shock	Hybrid working	Employee Morale	-0.58**	-0.28**	0.14**

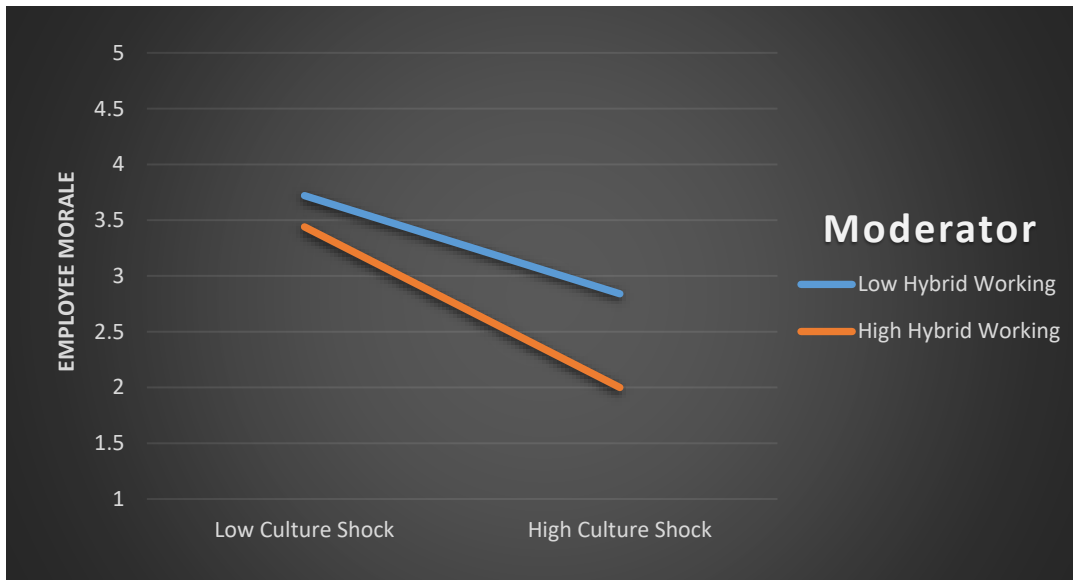
Extracted from Moderation Model

** denotes 1% significance level

Figure 5.6

Simple Sloptest Plots of Two-way Interaction Effect for Unstandardized Variables for Moderation effect– I

Interaction of Hybrid working and Culture Shock to predict Employee Morale



The figure illustrates the interaction effect of hybrid working conditions and Culture shock on employee morale. The slopes for "Low hybrid working" and "High hybrid working" represent how culture shock influences employee morale under different levels of hybrid working arrangements. Employee morale declines more sharply under high hybrid working conditions as culture shock intensifies. Specifically, when Culture Shock is low, employee morale is higher for both hybrid working conditions; however, under high Culture Shock, morale is significantly lower for employees with high hybrid working compared to low hybrid working. This indicates a synergistic negative interaction between Culture Shock and hybrid working conditions on morale.

The findings suggest that while hybrid working offers flexibility, its interaction with high levels of Culture Shock can significantly erode employee morale. Employees may feel isolated, disconnected, or overwhelmed by the dual challenges of adapting to cultural differences and managing hybrid work expectations. Organisations should mitigate these effects by offering structured support mechanisms, such as virtual team-building activities and mental health resources, to address isolation and cultural adjustment challenges. This aligns with

previous research highlighting the importance of social and psychological support in maintaining morale during remote work scenarios (Collins et al., 2020). Employers should design interventions that consider both cultural and work-related stressors to create a balanced and supportive work environment.

Table No. 5.21
Summary of moderation effect - II

Construct names			Unstandardized Regression Coefficients		
Independent construct	Moderator	Dependent construct	Independent construct	Moderator	Interaction
Culture Shock	Hybrid working	Job Performance	-0.74**	-0.04 ^{NS}	-0.08 ^{NS}

Extracted from Moderation Model

^{NS} denotes Not-significant

The analysis shows that Culture Shock has a significant negative effect on Job Performance ($P < 0.01$), meaning higher levels of Culture Shock decrease employees' job performance. However, the hybrid working moderator does not significantly impact Job Performance. The interaction effect is not significant, suggesting that the combination of Culture Shock and hybrid work does not significantly affect Job performance. Therefore, creating an interaction plot is unnecessary as it would not reveal meaningful insights.

Table No. 5.22
Summary of moderation effect - III

Construct names			Unstandardized Regression Coefficients		
Independent construct	Moderator	Dependent construct	Independent construct	Moderator	Interaction
Culture Shock	Hybrid working	Emotional labour	0.27**	0.35**	0.18**

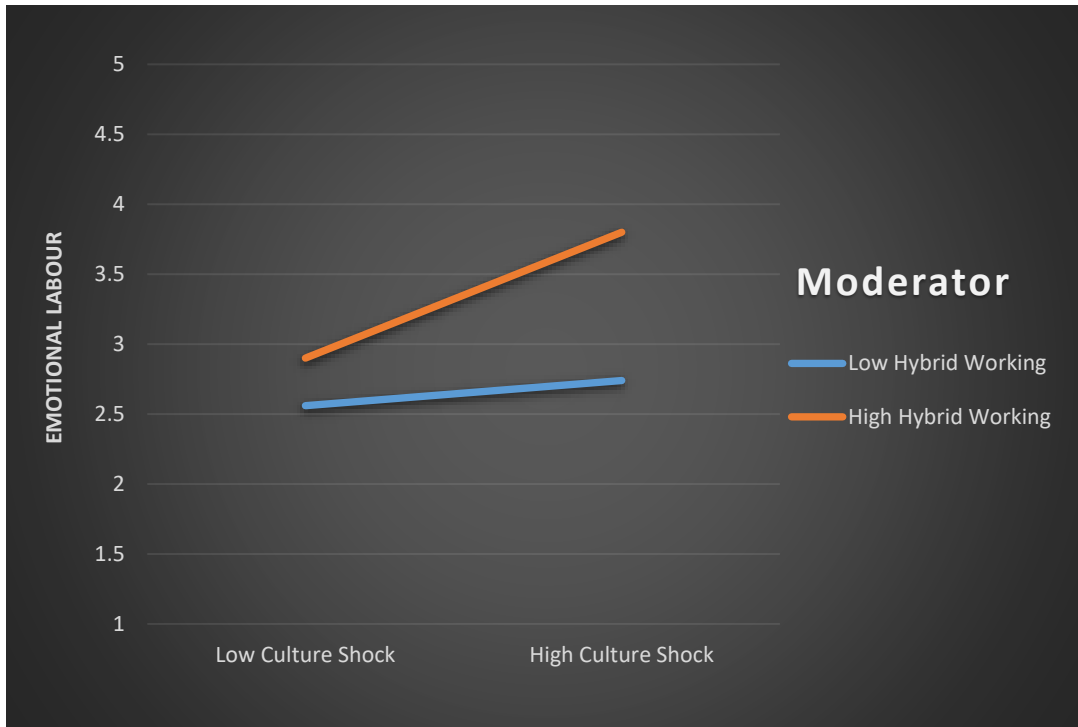
Extracted from Moderation Model

** denotes 1% significance level

Figure 5.7

Simple Slop Test Plots of Two-way Interaction Effect for Unstandardized Variables for Moderation Effect– III

Interaction of Hybrid working and Culture Shock to predict Emotional Labour



The graph represents the interaction effect of remote working and Culture Shock on Emotional labour. Two lines indicate the slopes for low and high hybrid working conditions. Emotional labour increases with higher levels of culture shock, but the effect is more pronounced under high hybrid working conditions compared to low hybrid working conditions. Under low culture shock, there is a smaller difference in emotional labour between low and high hybrid working conditions. However, as Culture Shock increases, employees in high hybrid working scenarios experience significantly higher emotional labour than those in low hybrid working conditions.

The results indicate that employees working from home under high Culture Shock are required to exert greater emotional labour, likely due to the challenges of adapting to cultural changes without adequate in-person social interaction and support. In contrast, low hybrid working conditions provide opportunities for face-

to-face communication, which might reduce the need for emotional regulation. Organizations should implement strategies to support employees in high remote working environments facing Culture Shock, such as virtual emotional support programs, cross-cultural training, and tools for managing emotional labour. This aligns with studies suggesting that remote work amplifies the emotional toll of cultural adjustments (Grandey et al., 2019).

Table No. 5.23

Summary of moderation effect - IV

Construct names			Unstandardized Regression Coefficients		
Independent construct	Moderator	Dependent construct	Independent construct	Moderator	Interaction
Culture Shock	Hybrid working	Job Satisfaction	-0.51**	-0.35**	-0.14**

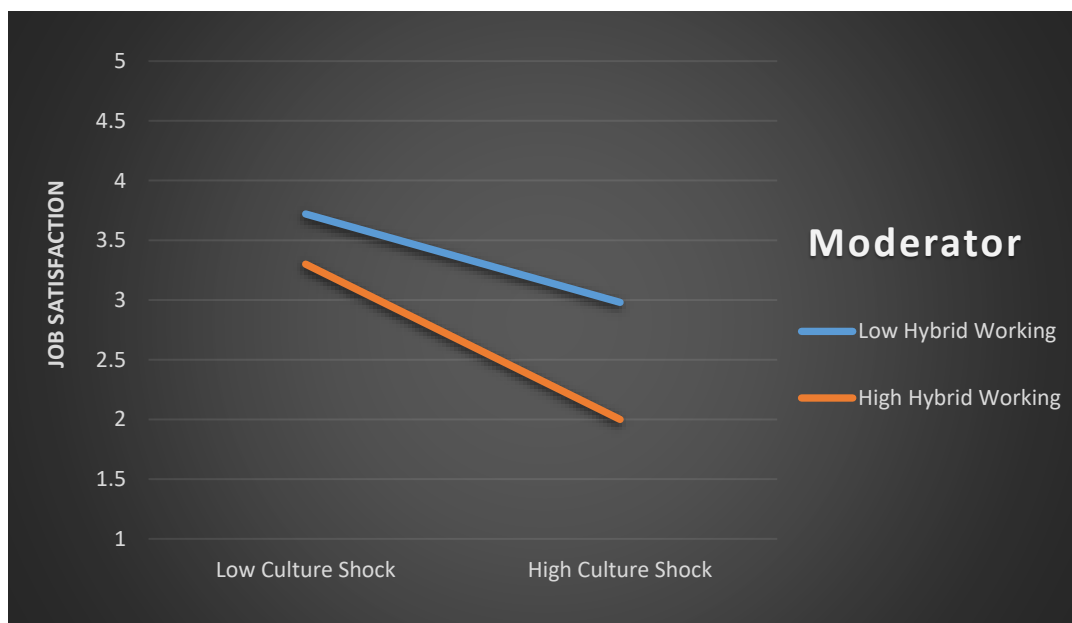
Extracted from Moderation Model

*** denotes 1% significance level*

Figure 5.8

Simple Slop Test Plots of Two-way Interaction Effect for Unstandardized Variables for Moderation Effect– IV

Interaction of Hybrid working and Culture Shock to predict Job Satisfaction



The simple slopes test examines the two-way interaction effect of Culture Shock and hybrid working on Job Satisfaction. The unstandardized regression coefficient for the independent variable Culture Shock on job satisfaction is -0.510, indicating that higher levels of Culture Shock significantly reduce job satisfaction. Similarly, the coefficient for the moderator hybrid working on job satisfaction is -0.350, suggesting that hybrid working also negatively impacts job satisfaction. The interaction term between Culture Shock and hybrid working has a coefficient of -0.140, indicating that the negative impact of culture shock on job satisfaction intensifies in hybrid working settings.

The interaction plot likely reveals that employees experiencing higher levels of Culture Shock while working from home report the lowest levels of job satisfaction, illustrating a compounded negative effect. Conversely, employees with lower Culture Shock might experience relatively higher job satisfaction under the same remote working conditions. These findings highlight the importance of mitigating cultural adjustment challenges, especially in hybrid work contexts, to improve overall job satisfaction. Organisations should focus on reducing the negative effects of Culture Shock through training, team engagement, and supportive policies tailored for hybrid work environments.

Table No. 5.24
Summary of moderation effect - V

Construct names			Unstandardized Regression Coefficients		
Independent construct	Moderator	Dependent construct	Independent construct	Moderator	Interaction
Culture Shock	Hybrid working	Turnover intention	0.17**	0.21**	0.15**

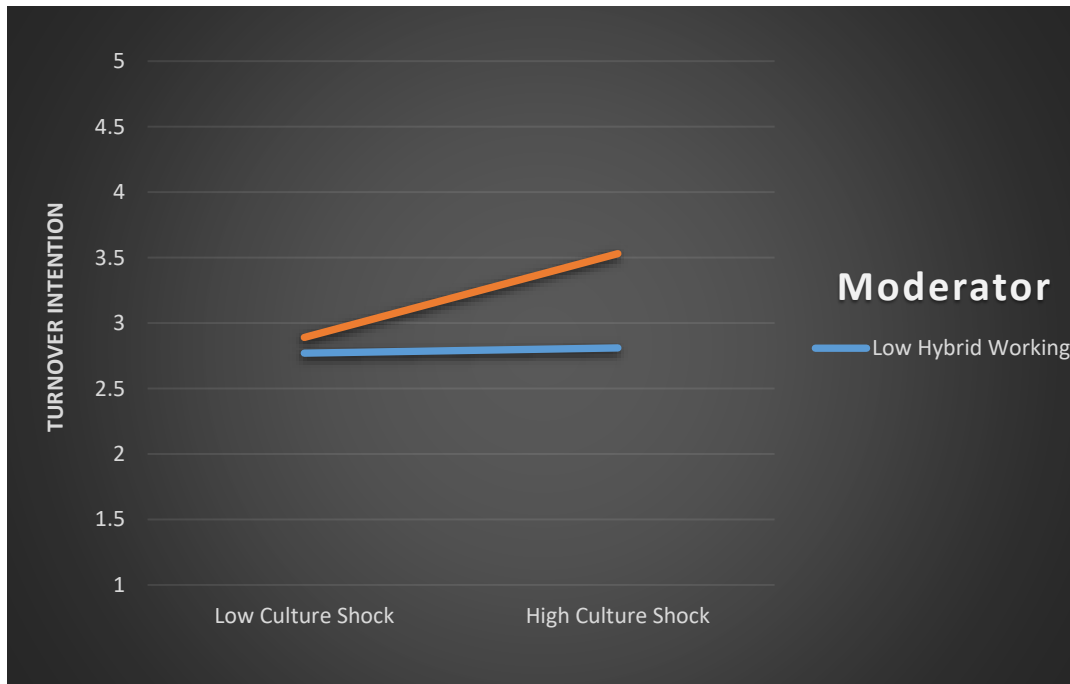
Extracted from Moderation Model

*** denotes 1% significance level*

Figure 5.9

Simple Slop Test Plots of Two-way Interaction Effect for Unstandardized Variables for Moderation Effect– V

Interaction of Hybrid working and Culture Shock to predict Turnover Intention



The simple slop test evaluates the interaction effect of Culture Shock and hybrid working on Turnover Intention. The unstandardized regression coefficient for the independent variable (Culture Shock on turnover intention) is 0.170, indicating that higher levels of culture shock are associated with an increase in turnover intention. The coefficient for the moderator hybrid working on turnover intention is 0.210, showing that hybrid working independently contributes to higher turnover intention. The interaction term between Culture Shock and hybrid working has a coefficient of 0.150, suggesting that the combination of high Culture Shock and hybrid working further amplifies turnover intention.

The interaction plot likely illustrates that employees experiencing higher levels of Culture Shock while working from home are at the greatest risk of turnover. This compounding effect implies that Culture Shock and remote working conditions reinforce each other in driving employees to consider leaving their roles. Employees with lower Culture Shock, even under remote working conditions, might display

relatively lower turnover intentions. These results underscore the need for targeted interventions, such as cultural adaptation programs and enhanced support systems for hybrid workers, to reduce turnover risks and retain talent.

5.8 Snapshot of Findings

1. Employee Morale

When employees face Culture Shock while working from home, their morale takes a notable hit. This negative interaction is significant and indicates that adapting to cultural differences in hybrid work environments can heavily impact employees' confidence and positivity.

2. Job Performance

The combination of Culture Shock and hybrid working has no meaningful effect on job performance. It suggests that, even in challenging cultural or hybrid work settings, employees' ability to get work done remains largely unaffected.

3. Emotional Labour

Employees experiencing Culture Shock while working from home tend to exert significantly more emotional effort in their jobs. This indicates a heightened emotional strain, likely stemming from adapting to both cultural and hybrid work challenges.

4. Job Satisfaction

When Culture Shock interacts with hybrid working, job satisfaction significantly decreases. This indicates that adapting to cultural differences while working remotely can negatively impact how satisfied employees feel with their jobs.

5. Turnover Intention

The interaction between Culture Shock and hybrid working significantly increases turnover intention. This suggests that employees facing cultural adjustment issues in hybrid work setups are more likely to consider leaving their jobs.

Table 5.25

Summary of hypotheses testing

Hypothesis No.	Hypotheses statements for moderation analysis	
SM.H 5.1	Employee morale will decrease as Culture shock increases.	Supported
SM.H 5.2	Job performance will decrease as Culture shock increases.	Supported
SM.H 5.3	Emotional labour will increase as Culture shock increases.	Supported
SM.H 5.4	Job satisfaction will decrease as Culture shock increases.	Supported
SM.H 5.5	Turnover intention will increase as Culture shock increases.	Supported
SM.H 5.6	Employee morale will decrease as hybrid working increases.	Supported
SM.H 5.7	Job performance will decrease as hybrid working increases.	Not Supported
SM.H 5.8	Emotional labour will increase as hybrid working increases.	Supported
SM.H 5.9	Job satisfaction will decrease as hybrid working increases.	Supported
SM.H 5.10	Turnover intention will increase as hybrid working increases.	Supported
MO.H.5.1	Hybrid working has a moderating effect on the strength of the relationship between Culture shock and employee morale	Supported
MO.H.5.2	Hybrid working has a moderating effect on the strength of the relationship between Culture shock and job performance	Not Supported
MO.H.5.3	Hybrid working has a moderating effect on the strength of the relationship between Culture shock and emotional labour	Supported
MO.H.5.4	Hybrid working has a moderating effect on the strength of the relationship between Culture shock and job satisfaction	Supported
MO.H.5.5	Hybrid working has a moderating effect on the strength of the relationship between Culture shock and turnover intention	Supported

SM.H 5.1 to SM.H 5.10 denotes SEM hypotheses; MO.H.5.1 to MO.H.5.5 denotes moderation hypotheses

5.9 Conclusion

In summary, this chapter presents a comprehensive analysis of the effects of Culture Shock on employee sentiments within the IT sector in South India. The chapter also underscores the critical interplay between Culture Shock and hybrid working conditions and their influence on employee sentiments. The hypothesised relationships were rigorously tested through well-established statistical methods, resulting in significant support for all formulated hypotheses. The findings not only demonstrate how Culture Shock adversely affects emotional labour, turnover intention, employee morale, job satisfaction, and job performance but also highlight the transformative role of emotional labour, job satisfaction and employee morale as mediators in these dynamics. By elucidating these complex interactions, the research contributes valuable knowledge to the ongoing discourse on employee engagement and retention, ultimately guiding organisations in cultivating a more inclusive and supportive work environment.

The findings reveal that while hybrid working arrangements offer flexibility, they can exacerbate the emotional strain and diminish employee morale when combined with Culture Shock. The significant impact on emotional labour highlights the need for organisations to address the psychological and cultural challenges faced by employees in remote work settings. These insights align with existing theoretical frameworks and empirical studies, emphasising the importance of targeted organisational interventions such as cross-cultural training, virtual engagement strategies, and emotional support systems. By addressing these challenges, organisations can foster a more resilient and inclusive work environment, ensuring better employee well-being and productivity in the face of evolving work dynamics.

CHAPTER 6

MITIGATING STRATEGIES ADOPTED BY IT SECTOR EMPLOYEES IN SOUTH INDIA TO RESOLVE CULTURE SHOCK

Contents	6.1	<i>Introduction</i>
	6.2	<i>Objectives covered in the Chapter</i>
	6.3	<i>Statistical tools used</i>
	6.4	<i>Constructs Used</i>
	6.5	<i>Mitigation strategies against culture shock experienced by the male and female IT sector employees working in South India</i>
	6.6	<i>Conclusion</i>

6.1 Introduction

This chapter delves into the investigation of mitigating strategies adopted by IT sector employees in South India against the challenges of Culture Shock. The study aims to examine the seven key strategies: distancing, confrontational coping, self-control, exercise, relaxation, time management, and social support. These strategies have been identified based on the review of literature in the second chapter and the theories and concepts in the third chapter. By exploring these constructs, this chapter seeks to give a comprehensive understanding of how these strategies impact employees' ability to adapt and thrive amidst the adjustments required in their professional environment.

6.2 Objective covered in the chapter

Objective 5: To analyze the mitigating strategies against Culture Shock experienced by the IT sector employees in South India

6.3 Statistical tools used

1. Descriptive Statistics

- ***Mean:*** Used to measure the central tendency of variables related to Culture Shock experiences.
- ***Standard Deviation:*** Indicates the dispersion or variability around the mean.

2. Inferential Statistics

- ***One-sample t-tests:*** These are used to compare the mean of a sample with a known or hypothesized population mean, assessing whether Culture Shock scores differ significantly from a specified value.
- ***Independent t-tests:*** Employed to compare the means of two independent groups, assessing differences in Culture Shock experiences between different demographic groups or conditions.
- ***One-Way ANOVA:*** Used to determine if there are statistically significant differences in Culture Shock scores among three or more independent groups (e.g., different age groups or domiciles).

- **Tukey's HSD Post Hoc Analysis:** Applied following ANOVA to identify specific group differences when significant differences are found among multiple groups.

6.4 Constructs used

The following seven constructs are considered as mitigating strategies against Culture Shock experienced by the IT sector employees in South India

1. *Distancing*
2. *Confrontational Coping*
3. *Self-Control*
4. *Exercise*
5. *Relaxation*
6. *Time Management*
7. *Social Support*

Culture Shock can significantly affect the emotional well-being, performance, and overall job satisfaction of employees working in diverse environments like the IT sector in South India. To effectively navigate this challenge, employees often rely on various coping strategies that help them manage stress and adjust to new cultural contexts. The seven identified strategies—Distancing, Confrontational Coping, Self-Control, Exercise, Relaxation, Time Management, and Social Support—serve as practical tools for enhancing psychological resilience. These mechanisms enable individuals to manage emotional responses, maintain mental clarity, and foster a sense of control over unfamiliar or stressful situations. They also contribute to reducing burnout, improving interpersonal relationships, and fostering a positive work environment. Implementing such strategies not only benefits the individual but also contributes to better organizational outcomes by promoting stability and reducing turnover. Encouraging and supporting these coping strategies at the organizational level can thus be a key part of creating a healthy, culturally adaptive workplace.

SECTION – A

EXTENT OF MITIGATING STRATEGIES ADOPTED TO RESOLVE CULTURE SHOCK OF IT SECTOR EMPLOYEES IN SOUTH INDIA

H₀ 6.1: There is no significant difference between the observed and expected Mitigating Strategies adopted by the IT sector employees in South India to resolve Culture Shock

Table 6.1

One sample t-test for measuring the mitigating Strategies adopted to resolve Culture Shock

SI. No.	Mitigating Strategies adopted to resolve Culture Shock	Mean	SD	Mean difference (Gap)	t-value	P Value	Rank based on mean
1	Distancing	3.42	0.72	0.42	12.23	<0.001**	VI
2	Confrontational Coping	3.92	0.60	0.42	31.67	<0.001**	III
3	Self-Control	3.94	0.65	0.94	29.82	<0.001**	II
4	Exercise	3.57	0.77	0.57	15.38	<0.001**	V
5	Relaxation	2.90	0.93	-0.09	-2.12	0.034*	VII
6	Time Management	3.91	0.65	0.91	29.19	<0.001**	IV
7	Social Support	4.00	0.64	1.00	32.17	<0.001**	I

Source: Primary data

*** denotes significant at 1% level;*

**denotes significant at 5% level*

Test value 3

The one-sample t-test results indicate that most of the mitigating strategies to resolve Culture Shock show statistically significant differences from the test value of 3. Social Support (Mean = 4.00, t = 32.17, P < 0.001) ranks highest with the largest

mean difference (1.00). Self-Control (Mean = 3.94, $t = 29.82$, $P < 0.001$) and Confrontational Coping (Mean = 3.92, $t = 31.67$, $P < 0.001$) also have high mean differences, ranking second and third, respectively. The strategies, such as Time Management (Mean = 3.91, $t = 29.19$, $P < 0.001$) and Exercise (Mean = 3.57, $t = 15.38$, $P < 0.001$), follow closely. Distancing (Mean = 3.42, $t = 12.23$, $P < 0.001$) ranks lower, and Relaxation (Mean = 2.90, $t = -2.12$, $P = 0.034$) is the only strategy with a mean below 3, indicating a slightly negative difference from the test value, yet it remains significant at the 5% level.

In practical terms, the results suggest that individuals experiencing Culture Shock find social support to be the most effective strategy for mitigation. Strategies like self-control and confrontational coping are also highly valued, emphasizing the importance of personal effort in managing the adaptation process. Time management and exercise play supportive roles, helping individuals to structure their daily routines and maintain physical well-being. On the other hand, distancing is perceived as a comparably less effective strategy, while relaxation is slightly below average, indicating it might not be as beneficial in managing Culture Shock. Therefore, organizations supporting individuals in the adaptation process, especially in cross-cultural environments, should prioritize on building social support systems and promoting active coping mechanisms.

SECTION B

MITIGATING STRATEGIES AGAINST CULTURE SHOCK OF IT SECTOR EMPLOYEES IN SOUTH INDIA ACROSS THEIR SOCIO- DEMOGRAPHIC FACTORS

The following factors are used for the analysis of mitigation strategies against Culture Shock experienced by the IT sector employees working in South India across their socio-demographic profile.

1. *Gender*
2. *Marital status*
3. *Educational qualification*
4. *Age*
5. *Domicile of the employee*

6.5 Mitigation strategies against Culture Shock experienced by the male and female IT sector employees working in South India

H₀ 6.2: There is no significant difference between male and female IT sector employees working in South India with respect to the adoption of mitigation strategies against Culture Shock

The results of the independent t-tests shown in Table 6.2, conducted to observe the differences in Culture Shock mitigation strategies between male and female IT sector employees in South India, show that all P values are greater than the significance level of 0.05, stipulating no statistically significant differences between genders for any of the strategies tested. Thus, the null hypothesis is accepted. The strategies examined included distancing, confrontational coping, self-control, exercise, relaxation, time management, and social support. The results of data analysis indicate that both male and female employees employ similar strategies to cope with Culture Shock. Based on this study, both genders adopt similar strategies when it comes to dealing with the challenges of adjusting to a new workplace.

Table 6.2

Independent Test for significant difference between male and female IT sector employees working in South India with respect to the adoption of mitigation strategies against culture shock

Mitigating Strategies adopted to resolve culture shock	Gender	Mean	SD	t-value	P value
Distancing	Male	3.42	0.72	0.00	0.994 ^{NS}
	Female	3.42	0.72		
Confrontational Coping	Male	3.89	0.61	-1.06	0.288 ^{NS}
	Female	3.95	0.58		
Self-Control	Male	3.95	0.67	0.13	0.897 ^{NS}
	Female	3.94	0.63		
Exercise	Male	3.54	0.76	-0.70	0.483 ^{NS}
	Female	3.60	0.78		
Relaxation	Male	2.88	0.94	-0.41	0.679 ^{NS}
	Female	2.92	0.91		
Time Management	Male	3.90	0.67	-0.59	0.553 ^{NS}
	Female	3.93	0.62		
Social Support	Male	3.95	0.65	-1.73	0.084 ^{NS}
	Female	4.06	0.63		

Source: Primary data

^{NS} denotes not significant

H₀ 6.3: There is no significant difference between married and unmarried IT sector employees working in South India with respect to the adoption of mitigation strategies against Culture Shock

The results of the independent t-tests presented in Table 6.3, examining the strategies for managing Culture Shock between married and unmarried IT sector employees in South India, show no significant differences. Statistical results indicate all P values are above 0.05, recommending that marital status does not impact the use of strategies like distancing, confrontational coping, self-control, exercise, relaxation,

time management, and social support. In other words, whether employees are married or unmarried, they generally use the same methods to cope with the challenges of adapting to a new work culture, with no significant differences identified in how they manage these strategies.

Table 6.3

Independent t - Test for significant difference between married and unmarried IT sector employees working in South India with respect to the adoption of mitigation strategies against Culture Shock

Mitigating Strategies adopted to resolve Culture Shock	Marital Status	Mean	SD	t-value	P value
Distancing	Married	3.43	0.75	0.10	0.915 ^{NS}
	Unmarried	3.42	0.71		
Confrontational Coping	Married	3.92	0.62	0.20	0.840 ^{NS}
	Unmarried	3.91	0.59		
Self-Control	Married	3.90	0.68	-0.90	0.368 ^{NS}
	Unmarried	3.96	0.64		
Exercise	Married	3.50	0.86	-1.14	0.253 ^{NS}
	Unmarried	3.59	0.72		
Relaxation	Married	2.77	0.91	-1.81	0.070 ^{NS}
	Unmarried	2.95	0.93		
Time Management	Married	3.86	0.70	-1.01	0.309 ^{NS}
	Unmarried	3.93	0.62		
Social Support	Married	3.96	0.66	-0.78	0.434 ^{NS}
	Unmarried	4.01	0.63		

Source: Primary data

^{NS} denotes not significant

H₀ 6.4: There is no significant difference between graduate and postgraduate IT sector employees working in South India with respect to the adoption of mitigation strategies against culture shock

Table 6.4

Independent t Test for significant difference between graduate and postgraduate IT sector employees working in South India with respect to the adoption of mitigation strategies against Culture Shock

Mitigating Strategies adopted to resolve Culture Shock	Educational Qualification	Mean	SD	t-value	P value
Distancing	Graduate	3.43	0.70	0.16	0.872 ^{NS}
	Post Graduate	3.42	0.74		
Confrontational Coping	Graduate	3.98	0.57	2.05	0.040*
	Post Graduate	3.86	0.62		
Self-Control	Graduate	3.98	0.64	1.21	0.225 ^{NS}
	Post Graduate	3.90	0.66		
Exercise	Graduate	3.54	0.77	-0.71	0.475 ^{NS}
	Post Graduate	3.59	0.76		
Relaxation	Graduate	2.81	0.89	-1.93	0.053 ^{NS}
	Post Graduate	2.98	0.96		
Time Management	Graduate	3.93	0.63	0.56	0.575 ^{NS}
	Post Graduate	3.89	0.67		
Social Support	Graduate	3.98	0.62	-0.65	0.512 ^{NS}
	Post Graduate	4.02	0.66		

Source: Primary data

** Indicates significant at 5% level;*

^{NS} Denotes not significant

The independent t-tests conducted to compare mitigation strategies against Culture Shock between graduate and postgraduate IT sector employees in South India show a significant difference regarding only one strategy. The analysis discloses a significant difference in confrontational coping strategies between graduate and postgraduate IT sector employees. Graduates describe a higher mean (3.98) for confrontational coping compared to postgraduates (3.86), with a P value of 0.040, which is statistically significant. This suggests that graduates are more likely to use direct and confrontational methods to address Culture Shock issues, whereas postgraduates tend to employ these strategies less frequently.

For all other coping strategies - distancing, self-control, exercise, relaxation, time management, and social support the results demonstrate no significant differences between graduates and postgraduates. The P values for these factors are above 0.05, indicating that educational qualification does not notably influence the use of these strategies. Hence, both groups approach these aspects of coping with Culture Shock similarly, with no significant variations in their methods.

H₀ 6.5: There is no significant difference among various age groups of IT sector employees working in South India with respect to the adoption of mitigation strategies against Culture Shock

Table 6.5
ANOVA for significance among various age groups of IT sector employees working in South India with respect to the adoption of mitigation strategies against Culture Shock

Mitigating Strategies adopted to resolve Culture Shock	Age	Mean	SD	F value	P Value
Distancing	20 to 25 years	3.37	0.73	1.07	0.341 ^{NS}
	26 to 30 years	3.49	0.66		
	31 and above	3.41	0.77		
Confrontational Coping	20 to 25 years	3.89	0.60	0.37	0.685 ^{NS}
	26 to 30 years	3.91	0.56		
	31 and above	3.95	0.64		
Self-Control	20 to 25 years	4.00	0.63	1.89	0.152 ^{NS}
	26 to 30 years	3.96	0.62		
	31 and above	3.85	0.71		
Exercise	20 to 25 years	3.60	0.75	0.71	0.489 ^{NS}
	26 to 30 years	3.59	0.68		
	31 and above	3.50	0.89		
Relaxation	20 to 25 years	2.91	0.94	0.03	0.966 ^{NS}
	26 to 30 years	2.90	0.91		
	31 and above	2.88	0.93		
Time Management	20 to 25 years	3.85	0.67	1.78	0.168 ^{NS}
	26 to 30 years	3.91	0.63		
	31 and above	4.00	0.64		
Social Support	20 to 25 years	3.98	0.57	0.51	0.596 ^{NS}
	26 to 30 years	4.04	0.61		
	31 and above	3.97	0.75		

Source: Primary data

^{NS} Denotes not significant

The ANOVA analysis of various strategies for mitigating Culture Shock among IT sector employees in South India exhibits no significant differences based on age groups. The strategies examined include distancing, confrontational coping, self-control, exercise, relaxation, time management, and social support. Across these strategies, mean scores are fairly consistent across the different age groups (20-25 years, 26-30 years, and 31 and above), and the statistical test results reveal that P values are not significant. This suggests that age has no significant impact on the employees' use of Culture Shock mitigation strategies.

H₀ 6.6: There is no significant difference among IT sector employees working in South India from various domiciles with respect to the adoption of mitigation strategies against Culture Shock

Table 6.6

ANNOVA for significance among various domiciles of IT sector employees working in South India with respect to the adoption of mitigation strategies against Culture Shock

Mitigating Strategies adopted to resolve Culture Shock	Domicile of the employee	Mean	SD	F value	P Value
Distancing	Rural Area	3.40	0.66	0.77	0.464 ^{NS}
	Urban Area	3.38	0.80		
	Semi-Urban Area	3.48	0.72		
Confrontational Coping	Rural Area	3.88	0.57	0.37	0.689 ^{NS}
	Urban Area	3.93	0.62		
	Semi-Urban Area	3.94	0.61		
Self-Control	Rural Area	3.93	0.64	0.86	0.424 ^{NS}
	Urban Area	4.01	0.67		
	Semi-Urban Area	3.90	0.66		
Exercise	Rural Area	3.59	0.72	0.43	0.647 ^{NS}
	Urban Area	3.59	0.86		
	Semi-Urban Area	3.52	0.74		
Relaxation	Rural Area	2.93	0.84	0.36	0.696 ^{NS}
	Urban Area	2.93	0.99		
	Semi-Urban Area	2.85	0.96		
Time Management	Rural Area	3.94	0.57	1.23	0.292 ^{NS}
	Urban Area	3.96	0.68		
	Semi-Urban Area	3.85	0.69		
Social Support	Rural Area	3.99	0.59	0.74	0.478 ^{NS}
	Urban Area	4.05	0.66		
	Semi-Urban Area	3.96	0.68		

Source: Primary data

^{NS} denotes not significant

The ANOVA analysis analyzing the impact of domicile on the adoption of Culture Shock mitigation strategies among IT sector employees in South India shows no significant differences across rural, urban, and semi-urban areas. For strategies such as distancing, confrontational coping, self-control, exercise, relaxation, time management, and social support, the mean scores are similar among the different domiciles. The F values for all strategies range from 0.36 to 1.23, with respective P values greater than 0.292, indicating that domicile does not significantly affect the use of these strategies. This states that regardless of whether employees come from rural, urban, and semi-urban areas, their approach to managing Culture Shock remains consistent.

6.6 Conclusion

In conclusion, the analysis of mitigating strategies against Culture Shock for IT sector employees in South India displays a multifaceted approach to managing adaptation challenges. Statistical analysis gives insights into the effectiveness of various strategies, such as distancing, self-control, and social support, whereas inferential statistical methods, including mean, standard deviation, one-sample t-tests, independent t-tests, and one-way ANOVA with Tukey's HSD and also allowed for a deeper understanding of how these strategies vary across different socio-demographic factors. Gender, marital status, educational qualification, age, and domicile emerged as significant variables influencing the effectiveness of these coping strategies. The findings state that tailored interventions considering these socio-demographic differences can improve support mechanisms and facilitate smoother adjustment for IT employees in South India.

CHAPTER 7

**SUMMARY OF FINDINGS, RECOMMENDATIONS, IMPLICATIONS,
CONCLUSION AND SCOPE FOR FURTHER RESEARCH**

Contents	7.1	<i>Introduction</i>
	7.2	<i>Summary of Findings</i>
	7.3	<i>Recommendations</i>
	7.4	<i>Implications</i>
	7.5	<i>Conclusion</i>
	7.6	<i>Scope for further Research</i>

7.1 Introduction

This chapter presents a summary of the key findings of the study, outlines relevant recommendations and implications derived from the research, and concludes with final remarks. This chapter also puts forward the scope for further research in the area of Culture Shock. Recommendations have been made to the employees in the IT sector, employers and to the policy makers who are responsible for formulating and implementing regulations and strategies in the IT sector in general. The recommendations provided in the present chapter aim to provide practical guidance and valuable insights to policymakers, employers, educators and employees, highlighting their collective responsibility in ensuring that efforts are made to reduce the effect of Culture Shock on employees in the IT sector. In addition to these recommendations, this chapter also includes both practical and theoretical implications of the study. The practical implications address how organizations can apply the findings to enhance employee well-being, performance, and retention. The theoretical implications contribute to the existing body of knowledge on Culture Shock. By bridging the gap between theory and practice, the chapter ensures that the study's contributions are meaningful in both academic and real-world contexts.

The present study is intended to examine the factors causing Culture Shock and the Employee sentiments in connection with Culture Shock. The effect of hybrid working on Culture Shock and the mitigating strategies adopted by the employees also fall within the purview of the study. In addition to examining the direct relationships between the factors leading to Culture Shock, the study also addresses the mediating effect of emotional labour, job satisfaction and employee morale in the relation between Culture Shock and turnover intention and Culture Shock and job performance. Additionally, the study examines the moderating effect of hybrid working in the relation between Culture Shock and Employee sentiments. The study also investigates how socio-demographic elements affect these variables. The current chapter presents the major findings derived from the analysis of the above-mentioned parameters, throwing light on the dynamics and implications of the relationships under study.

7.2 Summary of findings

Objective I: To examine the factors leading to Culture Shock among IT sector employees in South India.

1. Findings based on the Extent of Culture Shock experienced by the IT sector employees in South India

- IT employees in South India experience significant levels of Culture Shock due to several factors in their work environment. This is a significant finding as it throws light on the phenomenon of Culture Shock among employees in the IT sector. Addressing this phenomenon in the context of the IT sector employees in South India is of paramount importance in order to ensure employee well-being, promote diversity and inclusion, boost productivity, improve performance, reduce conflict and achieve the organisation's goals.
- The mean scores indicate that employees in the IT sector in South India reported high levels of Culture Shock, particularly regarding the factors of social connectedness and emotional intelligence, both reflecting significant gaps from the theoretical mean benchmark of 3. Overcoming the challenges related to social connectedness and emotional intelligence (EI) is crucial in environments such as the IT sector, where interpersonal relationships and adaptability play a significant role. Fostering an inclusive workplace culture through team-building activities, buddy systems, feedback mechanisms, virtual networks, active listening, and supportive leadership can help overcome the challenges related to social connectedness. Providing EI training workshops and seminars, mentorship and Employee Assistance Programmes (EAP) and encouraging mindful practices and conflict resolution can support in improving the emotional intelligence of employees.
- Managing their workload and overcoming language barriers rank as the third and fourth important factors causing Culture Shock among employees in the IT sector in South India. Addressing the issue of workload and language barrier is critical for ensuring employee satisfaction and productivity, especially in diverse and fast-paced sectors like IT. Balanced and fair workload distribution, organising

workshops in prioritisation and time management, use of RPA (Robotic Process Automation) for mundane activities and adopting systems like ERP (Enterprise Resource Planning) or CRM (Customer Relationship Management) to reduce manual effort and improve efficiency can aid in solving the workload issue.

- Organisational Climate, interpersonal communication, self-efficacy and personal outlook are among the factors which give rise to Culture Shock among employees in the IT sector in South India. The findings underscore the significance of nurturing a conducive atmosphere in the organisation. Employees must develop self-awareness, practice skill-building, and cultivate positive habits to reduce the impact of these factors, which result in Culture Shock.
- Role ambiguity and Boss/peer attitude also contribute to their overall experience of Culture Shock among IT sector employees in South India.

2. Findings based on analysis of Culture Shock among IT sector employees working in South India across socio-demographic factors

- A gender discrepancy in the experience of Culture Shock among employees in the IT sector has been identified with regard to the emotional intelligence factor. Males reported a slightly lower mean score (4.31) compared to females (4.43), proving that female employees experience slightly higher levels of Culture Shock due to the emotional intelligence factor than male employees in the IT sector. This significant result discloses a meaningful difference in how male and female employees experience and deal with emotional challenges related to the Culture Shock experience in the IT sector.
- The results of the analysis show that the factors, including language barrier, interpersonal communication, personal outlook, social connectedness, workload, boss peer attitude, organisational climate, self-efficacy, and role ambiguity, demonstrate no statistically significant differences between genders, as expressed by P values greater than 0.05. It is thus understood that these factors contribute in the same manner to the Culture Shock experience of male and female employees in the IT sector.

- It is observed from the analysis that the lack of significant P values across all factors of Culture Shock indicates that marital status does not have a meaningful influence on how employees experience various aspects of Culture Shock in the IT sector. All the factors of Culture Shock identified in the study, encompassing language barrier, interpersonal communication, personal outlook, social connectedness, emotional intelligence, workload, boss peer attitude, organisational climate, self-efficacy, and role ambiguity, show no statistically significant differences between married and unmarried IT sector employees in South India. Thus, these ten factors affect married and unmarried employees in the same manner.
- The results of the analysis indicate that there exists a disparity between graduate and postgraduate IT sector employees in South India concerning Culture Shock factors. Graduates reported significantly higher mean scores than post-graduates in language barrier ($P = 0.027$), which indicates that graduate IT employees are affected more than postgraduate IT employees due to the language barrier factor. Postgraduate IT employees are able to communicate more easily than graduate IT employees.
- The mean score of graduate IT employees with regard to the interpersonal communication factor is higher for graduate IT employees ($P = 0.029$) than for postgraduate IT employees, which indicates that graduate IT employees are more affected by the interpersonal communication factor than postgraduate employees. Interpersonal communication is easier for postgraduate employees than for graduate employees.
- It is observed from the analysis that, regarding the social connectedness factor ($P = 0.012$), there exists a disparity between graduate and postgraduate IT employees. Graduates have a higher mean score, indicating that they are more affected by this factor than Postgraduate IT employees. Postgraduate IT employees are better able to establish social connections when compared to the graduate IT sector employees.
- The results of the analysis indicate that regarding the emotional intelligence factor, there exists a significant difference between graduate and postgraduate IT

employees ($P < 0.001$). Graduate IT employees find it more difficult to manage their emotions and are less efficient in influencing the emotions of those with whom they interact when compared to postgraduate IT employees, who are more emotionally stable and are able to influence the emotions of their colleagues.

- The mean score of graduate IT employees with regard to the workload factor is higher than that of postgraduate IT employees ($P = 0.010$), indicating that graduate employees find it more difficult to manage their workload when compared to their postgraduate colleagues, who are more successful in managing their workload.
- It is observed from the analysis that, regarding the organisational climate factor ($P = 0.018$), graduate IT employees struggle more in adjusting to the organisation when compared to postgraduate IT employees, who find it easier to get adjusted to the new organisational atmosphere.
- The results of the analysis indicate that regarding the self-efficacy factor, there exists a disparity between graduate and postgraduate IT employees ($P < 0.001$). Graduate IT employees have less confidence in their capacity and capabilities when compared to postgraduate IT employees, who have greater belief and confidence in their abilities.
- The mean score of graduate IT employees with regard to the role ambiguity factor is higher when compared to postgraduate IT employees ($P = 0.002$). This finding exhibits that graduates find it more difficult to manage their role in the organisation as compared to post-graduates, who are more efficient in managing their roles.
- Results of the analysis with regard to the factors of personal outlook and boss peer attitude did not show a significant difference between graduates and post-graduates, with P values above 0.05. This indicates that these two factors influence graduates and postgraduates in a similar manner.
- It is observed from the ANOVA analysis that, regarding the emotional intelligence factor, there is a disparity between different age groups of IT employees in South India ($P = 0.042$).

- The results of the ANOVA analysis reveal that regarding the organisational climate factor, there exists a significant difference between the different age groups. Employees in the age group of 31 and above find it more difficult to adjust to the new environment when compared to those employees in the age group of 20 to 25 or those who fall in the age group of 26 to 30 years.
- From the results of the Post hoc test, it has been observed that with regard to the Emotional Intelligence factor, the comparison between employees aged 26–30 years and those aged 31 and above showed a statistically significant difference at the 5% level ($P = 0.049$), indicating that emotional intelligence differs between these two age groups. However, no significant differences were observed between the other age comparisons (20–25 vs. 26–30 years and 20–25 vs. 31 and above).
- Similarly, from the results of the Post hoc test, it has been observed that with regard to the organisation climate factor, there is a great disparity in the Culture Shock experience between employees in the age group of 26 to 30 years and those in the age group of 31 and above. The employees in the age group of 31 and above find it more difficult to adjust to the new atmosphere. Thus, age is a critical factor in their Culture Shock experience. Older employees are more affected by the organisational climate as a factor leading to Culture Shock than younger employees.
- Results of the analysis reveal that factors such as language barrier, interpersonal communication, personal outlook, social connectedness, workload, boss peer attitude, self-efficacy, and role ambiguity show non-significant differences ($P > 0.05$), indicating no substantial variation in these aspects among different age groups. Thus, these factors affect all age groups in the same manner.
- The analysis confirms that domicile does not significantly impact employees' perceptions of Culture Shock factors, indicating that their experiences remain relatively consistent regardless of whether they are from rural, urban, or semi-urban areas.

Objective 2: To analyse the Employee morale, Job Performance, Emotional labour, Job satisfaction, and Turnover Intention among IT sector employees in South India

1. Findings based on the level of employee sentiments of IT sector employees working in South India

- The results of the analysis reveal that there exists a moderate level of employee morale among the IT professionals in South India. 27.4 per cent of the surveyed employees reported low morale, while only 27.2 per cent employees reported high morale.
- There is varying levels of job performance among IT employees in South India. As per the analysis, job performance among the majority of the IT professionals in South India is at a low level. 28.8 per cent of the surveyed employees depict a high level of job performance, while 25.3 per cent employees have a moderate level of job performance.
- The analysis of the data reveals that there exists a moderate level of emotional labour among IT employees in South India. 26.7 per cent of employees experience a low level of emotional labour, while 26 per cent reported high levels of emotional labour.
- There exists a moderate level of job satisfaction among IT employees in South India.
- The results of the analysis reveal that there exists a moderate level of turnover intention among IT employees in South India.

2. Findings based on the level of employee sentiments of IT sector employees across their socio-demographic profile

- The analysis of the data reveals that employee morale and gender are not associated. Thus, differences in the level of employee morale are not strongly related to whether they are male or female employees.
- The marital status of the employees does not significantly impact the level of employee morale among IT professionals in South India. There is no significant association between marital status and employee morale.

- Education level is a significant factor which affects employee morale. Graduate and postgraduate employees are influenced differently in their jobs. IT Employees with postgraduate degrees are inclined to have lower morale, while those with a graduate degree often feel more optimistic about their jobs. This means that employees with higher educational qualifications may have different job expectations that are not always met, causing lower satisfaction levels.
- The results of the analysis depict that there is no significant association between an employee's domicile and their level of morale. The domicile of employees—whether rural, urban, or semi-urban—does not influence their morale levels in the IT sector in South India.
- The analysis of the data reveals that there is no statistically significant association between age and the level of employee morale among IT sector employees in South India. Employee morale is distributed similarly across different age groups, suggesting that age does not significantly impact the level of employee morale in this sector.
- There is no significant association between gender and job performance levels, suggesting that gender does not play a substantial role in differentiating job performance among employees. Both male and female employees in the IT sector perform equally in the job front.
- Marital status does not have a meaningful impact on the level of job performance among IT sector employees in South India. The analysis of the data reveals that both married and unmarried employees perform at an equal level at their jobs.
- Educational qualification affects job performance levels significantly. The results show that education level influences how well employees perform their jobs. Employees with postgraduate qualifications are more likely to have lower job performance, while those with graduate degrees tend to exhibit higher levels of job performance. This suggests that higher educational qualifications may not always result in better job performance.
- Domicile of employees affects their job performance. Employees from rural areas and semi-urban areas are more likely to have lower job performance compared to

those from urban areas. A higher percentage of rural employees and semi-urban employees report low performance, while urban employees have a higher percentage of high performance. This means that urban workers generally perform best in their jobs compared to their rural and semi-urban colleagues.

- Age does not significantly influence job performance among IT professionals in South India. Employees belonging to all age groups perform equally in their jobs.
- Gender does not significantly influence the level of emotional labour experienced by employees. Both male and female employees experience emotional labour at the same levels.
- There is no significant association between marital status and level of emotional labour among IT sector employees working in South India. Married and unmarried employees in the IT sector experience emotional labour at the same levels.
- Educational qualification does not have a statistically significant effect on the level of emotional labour experienced by IT sector employees in South India.
- The analysis of data suggests that the domicile of the IT professionals affects how much emotional effort they need to take at their workplace. Employees from urban areas need to put in a lower level of emotional effort, while a high level of emotional labour is more common among employees from semi-urban areas. Employees from urban areas tend to experience lower emotional effort, while those from semi-urban areas are more likely to face higher emotional effort.
- Levels of emotional labour are relatively similar across different age groups, strengthening the conclusion that age does not significantly affect emotional labour among IT employees in South India.
- There is no significant association between gender and job satisfaction levels. Thus, gender does not meaningfully affect job satisfaction among IT professionals in South India.

- The results of the analysis exhibit that there is no significant association between marital status and job satisfaction. Male and female employees experience similar levels of satisfaction with regard to their jobs.
- Educational level does not play a significant role in determining the level of job satisfaction among IT employees in South India. Both graduate and postgraduate employees report similar levels of job satisfaction.
- Job satisfaction levels are relatively similar across employees hailing from rural, urban, and semi-urban areas, supporting the conclusion that native place does not significantly influence job satisfaction among IT employees in South India.
- Job satisfaction levels are distributed similarly across different age groups, suggesting that age does not significantly impact job satisfaction among IT employees in this region.
- Gender does not have a meaningful influence on employees' intentions to leave their jobs. Both male and female employees have similar intentions regarding leaving their jobs.
- A low level of turnover intention is more common among married employees, whereas, high level of turnover intention is more prominent among unmarried employees. This reveals that married employees have a lower intention of leaving their jobs, while unmarried employees display higher turnover intentions.
- From the results of the analysis, it can be concluded that turnover intention is similar among graduate and postgraduate IT sector employees.
- The analysis of the data suggests that turnover intention levels are similar across rural, urban, and semi-urban areas, supporting the conclusion that domicile does not significantly impact turnover intention among IT employees in South India.
- Turnover intention levels of IT employees in South India are distributed similarly across different age groups, suggesting that age does not significantly affect turnover intention among IT employees in South India.

Objective 3: To explore the effects of Culture Shock on employee sentiments by examining the positive and negative organisational responses through multiple mediation analysis.

Findings based on the results of path analysis and hypothesis testing

- Culture Shock impacts employee morale negatively. Difficulties in adjusting to a new atmosphere can lead to a lack of enthusiasm and motivation among employees. Similar findings support that a combination of high general cognitive ability and motivation is significantly associated with more early career success; employee morale can dip if unaddressed (O'Reilly & Chatman, 1994).
- Emotional labour intensifies the stress caused by Culture Shock. Employees feel the need to manage their emotions more intensively under higher levels of Culture Shock. Previous research has revealed that adjustments in a new atmosphere can trigger emotional labour as employees strive to adapt to workplace expectations (Hochschild, 1983).
- Employees facing higher Culture Shock are likely to exhibit higher turnover intention.
- Employees managing strong emotional labour along with Culture Shock feel exhausted and overwhelmed, leading to higher turnover intention. Earlier studies have indicated that discontent due to cultural disagreement often results in increased turnover intention (Shay & Agoo, 2005).
- Employees experiencing higher Culture Shock exhibit reduced job performance. This relationship underscores how difficulties in adjustments can hinder performance. Previous research has consistently proven that cultural adjustment difficulties are associated with lower job performance (Bhaskar-Shrinivas et al., 2005).
- Employees facing higher Culture Shock exhibit reduced job satisfaction. Employees might feel discontent if their expectations are not met. Previous studies have shown how adjustments at the workplace significantly impact satisfaction (Fischer & Ashkanasy, 2000).

- Employees with higher emotional labour exhibit higher turnover intention. This finding clearly suggests that emotional fatigue may prompt a desire to leave the job. Earlier studies have illustrated that emotional labour often leads to burnout, influencing turnover (Brotheridge & Lee, 2003).
- Employees with higher job satisfaction exhibit higher job performance. Employees who are satisfied at the workplace are typically more driven and productive. Several previous studies support the connection between job satisfaction and performance (Judge & Bono, 2001).
- Employees with higher morale exhibit reduced turnover intention. When employee morale is high, employees are less likely to leave the organisation due to a stronger sense of satisfaction and belonging. Previous research supports that positive morale can mitigate turnover intention (Schneider & Barbera, 2014).
- Employees with higher morale exhibit higher job performance. A significant positive beta coefficient suggests that increased morale is associated with better job performance, indicating that motivated employees tend to excel in their roles. Previous findings confirm the link between morale and performance outcomes (Hackman & Oldham, 1976).
- A positive and significant mediating impact of emotional labour in the link between Culture Shock and turnover intention was established. The findings imply that employees in the IT sector who experience Culture Shock are more likely to exhibit higher emotional labour and are more likely to have a stronger desire to leave the job. The statement denotes the presence of a partial mediation effect within the model
- Employee Morale partially mediates the relationship between Culture Shock and turnover intention meaning, Culture Shock influences turnover intention both directly and indirectly through this mediator. A decrease in morale further strengthens employees' intention to leave their jobs, as they feel undervalued, dissatisfied or lacking support in the workplace.
- Culture Shock causes a decrease in job satisfaction, which in turn impacts job performance negatively. This partial mediation indicates that while Job

satisfaction plays a role in this relationship, other factors might also influence Job Performance.

- Employee Morale partially mediates in the relationship between Culture Shock and job performance. Culture shock negatively affects employee morale, which contributes to decreased job performance. Thus, Culture Shock influences turnover intention both directly and indirectly through the mediator of employee morale. The identification of partial mediation here strengthens the view that maintaining high employee morale is crucial in mitigating the negative impact of Culture Shock on job performance.

Overall, the findings emphasise the complex interplay between Culture Shock, job satisfaction, and employee morale in shaping job performance outcomes.

Objective 4: To examine the moderating effects of Hybrid working among IT employees on the effect of Culture Shock and Employee sentiments.

Findings based on moderation analysis

- Culture Shock negatively affects employee morale, job performance, and job satisfaction, as all these relationships show significant negative estimates. The more an employee experiences Culture Shock, the worse their morale, performance, and satisfaction.
- Culture Shock significantly increases the emotional strain employees experience in the workplace. This suggests that as employees face higher levels of Culture Shock, they are likely to expend more effort to regulate and manage their emotions to cope with the workplace environment. Since emotional labour is often associated with stress and burnout, this finding highlights the adverse impact of Culture Shock on employees' psychological well-being.
- Culture Shock increases turnover intention, indicating that employees who experience culture shock are more likely to consider leaving their jobs.
- The interaction effect for employee morale indicates that the combined impact of Culture Shock and hybrid working significantly reduces employee morale. The findings suggest that while hybrid working offers reasonable flexibility, its

interface with high levels of Culture Shock can significantly corrode employee morale. Employees may feel disconnected, isolated or overwhelmed by the dual challenges of adapting to the new work environment and managing hybrid work expectations. Thus, necessary support should be provided to the employees. This aligns with previous studies highlighting the significance of social and psychological support in maintaining morale during remote work circumstances (Collins et al., 2020).

- Employees experiencing higher levels of Culture Shock while working from home report the lowest levels of job satisfaction, illustrating a compounded negative effect. Conversely, employees with lower Culture Shock might experience relatively higher job satisfaction under the same hybrid working conditions. Social isolation and remote job stress cause a decline in job satisfaction. Similar findings have been observed in previous studies (Jones & Schöning, 2021; Atobishi & Nosratabadi, 2023).
- Hybrid working positively impacts Emotional Labour. The results indicate that employees working from home under high Culture Shock are required to exert greater emotional labour, likely due to the challenges of adapting to the new work culture without adequate in-person social support and interaction. This indicates that employees might feel more emotionally taxed in hybrid work settings. In contrast, low hybrid working conditions provide opportunities for direct personal communication between employees, which might reduce the need for emotional regulation. Organisations should implement strategies to support employees in hybrid work environments facing Culture Shock, by arranging virtual emotional support programs and techniques for managing emotional labour. This finding aligns with previous studies suggesting that remote work amplifies the emotional toll of cultural adjustments (Grandey et al., 2019). Employers should prioritise psychological resilience programs and tailored interventions for employees experiencing heightened Culture Shock in remote settings.
- Hybrid working has no significant effect on Job Performance. The combination of Culture Shock and hybrid working has no meaningful effect on job performance. It suggests that, even in challenging cultural or hybrid work

settings, employees' ability to get work done remains largely unaffected. This indicates that productivity levels are not affected by hybrid working arrangements. Similar findings have been observed in previous studies (Ferrara B et al., 2022).

- Hybrid working positively impacts Turnover Intention. The interaction effect indicates that the combined impact of Culture Shock and hybrid working results in higher attrition rates. The shift to hybrid working has given rise to challenges such as isolation, increased stress related to home office setups, difficulties in maintaining work-life boundaries, and hassles of remote communication. This finding aligns with previous studies, which suggest that remote working triggers turnover intention (Mirza & Nadir, 2024).

Objective 5: To analyze the mitigating strategies against Culture Shock experienced by the IT sector employees in South India

1. Findings based on the extent of mitigating strategies adopted to resolve Culture Shock of IT sector employees in South India

- IT employees in South India adopt several strategies to mitigate their experience of Culture Shock. The strategies include distancing, confrontational coping, self-control, exercise, relaxation, time management and social support.
- The results of the analysis suggest that the IT employees in South India experiencing Culture Shock find social support to be the most effective mechanism for mitigating the Culture Shock experience. Thus, building social support systems is a priority that must be set by organisations supporting employees in their adaptation process.
- Strategies like self-control and confrontational coping are also frequently adopted by the IT employees, highlighting the importance of self-help in adjusting and adapting to a new environment. The habit of promoting active coping mechanisms must be inculcated among the employees who are getting adjusted to a new environment.
- Time management and exercise play significant roles in enabling IT employees to organise their daily routine and maintain their physical fitness.

- The distancing strategy is one of the least adopted strategies to manage the Culture Shock experience. It is believed to be a comparably less effective strategy.
- The analysis results of relaxation as a strategy adopted to mitigate the Culture Shock experience show a mean score slightly below average, implying that it might not be as beneficial in managing Culture Shock as the other strategies adopted.

2. Findings based on mitigating strategies against Culture Shock of IT sector employees in South India across their Socio-demographic factors

- The results of the analysis reveal that both male and female employees adopt similar strategies to mitigate the Culture Shock experience. Both genders use similar techniques when it comes to dealing with the challenges of adjusting to a new atmosphere.
- Married and unmarried employees generally use the same methods to cope with the challenges of adapting to a new work atmosphere, with no significant differences identified in how they manage these strategies.
- The analysis of the data discloses a significant difference in confrontational coping strategies between graduate and postgraduate IT sector employees. Graduates report a higher mean (3.98) for confrontational coping compared to postgraduates (3.86), with a P value of 0.040, which is statistically significant. These results suggest that graduates are more likely to use direct and confrontational methods to address Culture Shock issues, whereas postgraduates tend to employ these strategies less frequently.
- For the mitigating strategies, distancing, self-control, exercise, relaxation, time management, and social support, the results demonstrate no significant differences between graduates and postgraduates. Thus, graduates and postgraduate employees in the IT sector use these strategies in a similar manner.
- The results of the ANOVA analysis of various strategies for mitigating Culture Shock among IT sector employees in South India exhibit no significant differences based on age groups. This indicates that age does not significantly

affect the use of these Culture Shock mitigation strategies among the IT employees in South India. Employees in all age groups make use of these coping strategies in a similar manner.

- The results of the ANOVA analysis used to study the effect of domicile on the adoption of Culture Shock mitigation strategies among IT sector employees in South India reveal no significant difference across rural, urban, and semi-urban areas. Thus, regardless of whether the employees come from rural, urban and semi-urban areas, the strategies they adopt to manage the Culture Shock experience remain consistent.

7.3 Recommendations

The findings of the study reveal that IT employees in South India deal with a significant amount of Culture Shock due to various challenges in their work environment. The major issues they face, according to their feedback, are related to not feeling socially connected and the need for emotional intelligence, indicating that these two areas greatly affect their overall experience at work. Employees also reported that managing their huge workload and overcoming language barriers adds to their discomfort.

Recommendations to Employers

- Social connectedness being manifested as the foremost factor leading to Culture Shock, employers must ensure that effective networking and team-building exercises are organised to help build and maintain social connections in the workplace. An onboarding buddy system of pairing the new employees with an experienced coworker to provide technical guidance, moral support and help navigate in the new organisation culture must be made obligatory and binding on the part of the employers. This personal connection can help in significantly reducing the feeling of remoteness and uncertainty that accompany Culture Shock.
- Special training programmes and scheduled courses must be made mandatory at each stage of the employees' careers to overcome the problems that arise due to emotional intelligence and language barriers. Training workshops on emotional

intelligence (EQ) must be organised for both managers and employees. This will help them better understand and manage their own emotions while recognising and respecting the emotional needs of others, and thus reduce the effects of Culture Shock. Providing free resources like language apps or online courses can be effective in helping employees improve their communication skills in the dominant workplace language. Encouraging employees to use tools like diagrams and flowcharts, simple language, and clear, concise communication during presentations and meetings can also help transcend language barriers.

- HR managers should organise special workshops on how to manage workload by prioritising the various pending projects, keeping in mind the deadlines of the projects. Employees can be encouraged to make use of the Eisenhower Matrix or Agile methodologies. Use workload management software to track employee performance and task completion. Tools like Asana, Trello, or Jira help distribute tasks evenly across teams.
- Since hybrid working can increase emotional labour and reduce morale, social interactions through informal virtual meetings, team bonding activities, regular check-ins with managers, and clear communication can help reduce emotional strain, improve morale and ensure employees feel less isolated and more connected to the organisation.
- Employee retention programs that focus on career development, work-life balance, and provide clear growth opportunities within the company must be organised in order to reduce turnover intention caused by the impact of Culture Shock. Regular and continuous communication with employees is necessary to ensure they feel heard and supported.
- HR management must make it mandatory that employees have regular monthly health check-ups, and paid in-office services must be arranged for the employees. Free services of a physical fitness trainer, a psychological counsellor and a dietician must be arranged within the organisation. Yoga, meditation, and physical fitness training programmes must be made compulsory in IT companies to be practised by IT professionals.

Recommendations to Employees

- In order to reduce the impact of Culture Shock, thorough research must be conducted and genuine effort must be taken to study and understand the specific workplace culture before joining the new organisation. Getting familiar with the common global IT language, including frameworks, technical jargon, and methodologies, can help find common ground with colleagues from different backgrounds.
- Efforts must be taken to develop emotional resilience in order to face and get adjusted to the new workplace. Engaging in workshops on emotional intelligence, inclusion and diversity and communication skills can help reduce the effects of Culture Shock.
- Attending cultural sensitivity training workshops, joining support groups, and mentoring programs can help navigate cultural differences and adapt to remote work environments.
- Prioritise balance of physical and mental wellbeing through proper exercise, relaxation techniques, healthy and regular eating habits and maintaining connections with family and friends.

Recommendations to policymakers

- Policy makers could implement a revamping of the traditional education curriculum followed in India to incorporate SEL (Social emotional learning) curricula, mindfulness and stress management techniques, mental health education and practical sessions on developing a growth mindset. This new curriculum changes could help mould a generation of resilient, emotionally intelligent, adaptable and resourceful citizens who, not only excel in technical skills but also flourish emotionally and socially, allowing them to take up challenges with confidence and resilience in both their personal and professional lives and thus contribute to the development of the nation.
- Monthly Workload Audits must be a mandatory feature of all IT organisations, in order to evaluate the distribution of tasks across various teams. This monitoring of workload will ensure that no employee is overburdened.

7.4 Implications of the Study

Theoretical Implications

The study has significant theoretical implications for research in Culture Shock, by examining the factors causing Culture Shock and analysing the work-related outcomes of employees in relation to Culture Shock. It expands upon existing theories, including Oberg's theory of Culture Shock (1954), Brown and Harris Social support theory (1975), Lazarus and Folkman stress and coping model (1984) Michael Argyle's Cultural learning theory (1969) and incorporates additional employee sentiments such as emotional labour, job performance, job satisfaction, employee morale and turnover intention. The results suggest that social connectedness, emotional intelligence and workload are the key contributing factors to Culture Shock among the employees in the IT sector in South India. However, it has been identified that all ten factors contribute to the employee's experience of Culture Shock in varying degrees. The findings highlight the mediating role of emotional labour, job satisfaction and employee morale in the relation between Culture Shock and turnover intention and Culture Shock and job performance. The study also examined the moderating effect of hybrid working in the relation between Culture Shock and employee sentiments. The research also contributes a valid research model – The Culture Shock- Employee Sentiments Model for IT sector employees in South India.

Overall, these findings would enhance the understanding of factors causing Culture Shock among employees in the IT sector in South India and can add to the body of knowledge in the field of Culture Shock research by offering empirical evidence to support existing theories and concepts.

Practical Implications

The findings of the study on Culture Shock among IT sector employees have practical implications for stakeholders, including IT employees, employers and policymakers. Developing tailor-made curricula for different streams of study has significant importance in promoting the holistic development of individuals and thus reducing the experience of Culture Shock. This can help fill some of the gaps existing in the present curriculum and promote more diversity, and ensure that the Culture Shock experience is minimised. By designing educational programmes and

specialised courses that align with the specific needs, requirements and interests of the IT sector, students can acquire the necessary skills, knowledge, and mindset. Industry representatives can collaborate with Educational institutions to plan, design, organise and initiate programmes that can bring practical industry knowledge and relevant skills to students. This can enhance their competencies and confidence to meet real-life scenarios and thus reduce the impact of Culture Shock.

The moderating effect of hybrid working in the relation between Culture Shock and employee sentiments is a highlight of the study. It is evident that Culture Shock, combined with hybrid working, negatively impacts job satisfaction and increases emotional strain. To foster a sense of belongingness and increase job satisfaction, organisations should proactively offer proper training, support groups, and mentoring programs to help employees navigate in the new work atmosphere and adapt to remote work environments. These initiatives will help employees get adjusted to and valued in their new roles. As morale and emotional labour are affected by the interaction of Culture Shock and hybrid working, it is crucial for organisations to organise strong engagement strategies, such as onboarding and transparency. Virtual team-building activities, hands-on training programmes and workshops, regular check-ins with managers, and clear communication can help reduce emotional strain, improve morale, and ensure employees feel connected to the organisation.

To combat the negative effects of hybrid working on job satisfaction, companies should focus on communication, fairness, well-being, and technology, thereby mitigating the downsides of hybrid work and creating a flexible yet productive environment. This allows employees to experience the flexibility of remote work while also maintaining in-person interactions that might reduce feelings of isolation and help manage Culture Shock more effectively. The substantial increase in turnover intention among employees facing both Culture Shock and the disadvantages of hybrid working advocates a need for strong retention strategies. Creating a supportive workplace culture, consistent feedback and structuring personalised career development plans can help retain employees facing these challenges. The findings of this study will help organisations of various types in a variety of industries to understand the core factors that should be considered to

enhance the overall well-being, job satisfaction, and performance of their employees. Additionally, fostering a culture of inclusivity and belonging can strengthen employee engagement, loyalty, and retention, ultimately contributing to organisational success.

7.5 Conclusion

The study focused on examining the factors leading to Culture Shock among IT sector employees working in South India and explored the effects of Culture Shock on employee sentiments. The mediating roles of Emotional labour, Job satisfaction and employee morale and the moderating effect of remote working in the relation between Culture Shock and employee sentiments formed a significant part of the study. Mitigating strategies adopted by employees to overcome the Culture Shock experience also formed part of the study.

Employees in the IT sector in South India experience high levels of Culture Shock, particularly regarding the factors of social connectedness and emotional intelligence. Emotional Labour and Employee Morale partially mediate the relationship between Culture Shock and turnover intention, while Job Satisfaction and Employee Morale partially mediate in the relationship between Culture Shock and Job Performance. The moderating role of Hybrid working in the relation between Culture Shock and employee sentiments is a significant finding of the study. Social support and self-control are the most important mitigating strategies adopted by IT sector employees to overcome the experience of Culture Shock. By understanding and addressing Culture Shock proactively, organisations can create inclusive and supportive work environments that maximise employee potential and organisational performance in an increasingly globalised world.

7.6 Scope for further research

- IT perspective on Culture Shock experience and motivational drivers among on-shore and off-shore employees.
- Effect of personality type and work behaviour on Culture Shock experience among IT professionals.

- Impact of technological changes and adoption of evolving technology on Culture Shock -A study among employees in the IT sector.
- A study on the effect of Culture Shock on WLB (Work Life Balance) and health-related disorders that may arise due to Culture Shock among employees.
- Impact of Culture Shock on attrition among employees and implications of managerial support in enhancing job satisfaction and reducing labour turnover among employees in the IT sector.
- A replication of the present study can be undertaken to compare and identify which South Indian state has the highest Culture Shock among IT employees.
- A replication of the present study or any of the above suggested topics can be conducted among professionals in other sectors such as healthcare, banking and aviation.

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APPENDIX

QUESTIONNAIRE

Sir/Madam

I am Elizabeth Paul Chakkachamparambil, pursuing Ph.D. as a part-time Research Scholar at Christ College (Autonomous), Irinjalakuda. My topic of research is "Culture Shock among employees in the IT sector: A study with special reference to South India", for which data needs to be collected from IT professionals. I humbly request that you kindly extend your cooperation by filling out the questionnaire. All information will be treated as strictly confidential and will only be used for academic purposes. Your cooperation is highly appreciated.

Your participation is completely voluntary, and you may choose to withdraw from the study at any stage without providing any reason or facing any penalty. There are no known physical, emotional, or legal risks involved in participating in this study.

Please note the following ethical assurances:

- **Confidentiality:** All information collected through this questionnaire will be kept strictly confidential. Individual responses will be anonymized and used solely for academic research purposes.
- **Data Protection:** The data will be stored securely and will not be shared with any third party without your explicit consent.
- **Informed Consent:** By proceeding to complete this questionnaire, you are indicating your informed consent to participate in the study.
- **Right to Refuse:** You may decline to answer any question that you find uncomfortable or prefer not to answer.
- **Use of Results:** The findings of this research may be published in academic journals, conference proceedings, and institutional reports; however, no personally identifiable information will be disclosed at any stage. If you have any questions or concerns regarding this study or your participation, you are welcome to contact the researcher:

Researcher: Elizabeth Paul Chakkachamparambil

Institution: Christ College (Autonomous) Irinjalakuda

Email: elizabethrini123@gmail.com

Mobile No.: 9745401215

PART-I

Socio-Demographic and Background Factors

This part of the format is only for academic categorization and analysis, and the data furnished will be used only for a limited purpose for academic research. Please tick the appropriate box.

Gender	Male	Female
Marital status	Married	Unmarried
Educational Qualification	Graduate	Post Graduate
Years of service in the Current IT firm	Less than 1 year	More than 1 year but less than 2 years

Age	20 to 25 Years	26 to 30 Years	31 years and above		
Domicile	Rural area	Urban area	Semi-urban area		
Place of work	Kerala	Tamil Nadu	Karnataka	Andhra Pradesh	Telangana

PART II

SECTION A

Factors of Culture Shock

Employees will have different perceptions about the activities and roles they are expected to perform. The following statements describe some such perceptions. Indicate your level of agreement or disagreement with the following. If you find that the category to be used in answering does not adequately indicate your feelings, use the one that is closest to the way you feel. Do not leave any item unanswered.

Please rate your opinion based on a five-point scale.

Strongly Agree (SA) -5, Agree (A) – 4, Neutral (N)– 3, Disagree (D)- 2, Strongly Disagree (SD) – 1.

Sl. No.	Statements	(SD)1	(D)2	(N)3	(A)4	(SA)5
LAB-Language Barrier						
LAB1.	I have difficulty communicating with my colleagues.					
LAB2.	I don't feel confident and secure when I communicate.					
LAB3.	I am not able to communicate what I intend to convey.					
LAB4.	I lack control and clarity in my communication.					
LAB5.	I don't have the ability to communicate with others.					

Sl. No.	Statements	(SD)1	(D)2	(N)3	(A)4	(SA)5
IPC- Interpersonal communication						
IPC6.	I lack confidence in my interpersonal communication skills.					
IPC7.	I am unaware of my feelings and capabilities when I communicate with others.					
IPC8.	I am not able to be frank and open in my communication.					
PRO- Personal outlook						
PRO9.	I have a narrow-minded attitude towards life.					
PRO10.	I am not positive by nature.					
PRO11.	I lack enthusiasm and am not adaptable to change.					
PRO12.	I lack flexibility in my dealings.					
PRO13.	I find it difficult to respond to new responsibilities and situations.					
SOC- Social Connectedness						
SOC14.	I find it difficult to work with my team and stay connected.					
SOC15.	I am not able to support my team.					

Sl. No.	Statements	(SD)1	(D)2	(N)3	(A)4	(SA)5
SOC16.	I have difficulty in accepting others' opinions.					
SOC17.	I am not receptive and open to suggestions and corrections.					
SOC18.	I rarely collect feedback from colleagues regarding my performance.					
EMI- Emotional Intelligence						
EMI19.	I am not fully aware of my strengths and weaknesses.					
EMI20.	I don't feel secure and confident about myself.					
EMI21.	I am not aware of my emotional triggers.					
EMI22.	I rarely value myself as a worthy individual.					
EMI23.	I am not aware of my feelings and capabilities.					
EMI24.	I lack confidence in my personality.					
EMI25.	I don't trust my instincts and intuitions.					
WKL-Workload						
WKL26.	I am not able to manage and do justice to my workload.					

Sl. No.	Statements	(SD)1	(D)2	(N)3	(A)4	(SA)5
WKL27.	I am not able to find new ways to improve my performance.					
WKL28.	I am not able to achieve my goals, targets, and responsibilities					
WKL29.	I am not fully aware of my strengths and weaknesses.					
BPA-Boss/Peer attitude						
BPA30.	I am often affected by my boss's and peers' attitudes.					
BPA31.	Boss/Peer attitude does not motivate me to complete my work faster.					
BPA32.	Feedback from my boss/peer has not helped me to improve my job efficiency					
BPA33.	I am not open and receptive to negative feedback.					
BPA34.	Boss/ Peer Attitude is an obstacle to completing my work.					
OC- Organizational Climate						
OC35.	I lack a sense of commitment towards my organization.					

Sl. No.	Statements	(SD)1	(D)2	(N)3	(A)4	(SA)5
OC36.	I am not aware of the structure and culture of the organization.					
OC37.	I give little importance to the goals and mission of the organization.					
SE- Self-Efficacy						
SE38.	I rarely give importance to the organization's interest.					
SE39.	I do not have a clear vision of the future.					
SE40.	I rarely express positivity towards challenges.					
SE41.	I can't find creative solutions to problems.					
SE42.	I do not have the ability for perspective thinking.					
SE43.	I rarely find new ways to improve my performance.					
SEF44.	I lack the passion to accomplish my goals.					
SEF45.	I rarely set standards for myself or aim to go beyond them.					
RA-Role Ambiguity						
RA46.	I am not very clear about what is expected of me.					
RA47.	I am not confident about how much authority I have.					

Sl. No.	Statements	(SD)1	(D)2	(N)3	(A)4	(SA)5
RA48.	My job does not have clear and planned goals.					
RA49.	I do not receive assignments with adequate resources and materials to execute them.					
RA50.	I don't have the ability to use my energy to build something new.					
RA51.	I lack the power of resistance and assimilation.					

Section - B

Employee sentiments and Hybrid working

For each of the following listed statements, please tick the box that most closely describes how you feel.

Sl. No.	Statements	(SD) 1	(D) 2	(N) 3	(A) 4	(SA) 5
EPM-Employee Morale						
EPM1.	I seldom feel motivated to go beyond expected duties to contribute to my organization's success.					
EPM2.	I rarely feel motivated to go to work when I wake up in the morning.					
EPM3.	I do not feel a strong sense of connection or belonging at my workplace.					

Sl. No.	Statements	(SD) 1	(D) 2	(N) 3	(A) 4	(SA) 5
EPM4.	I do not intend to stay with my current organization for the long term.					
EPM5.	I often feel insecure about the stability of my job in this company.					
JP-Job Performance						
JP6.	I am unable to manage and do justice to my work					
JP7.	I do not work to keep my job knowledge and skills up to date.					
JP8.	I rarely complete my assignments perfectly and on time.					
JP9.	I rarely achieve my goals, targets, and responsibilities					
JP10.	I have not received positive feedback from my boss regarding my work.					
EML-Emotional Labour						
EML11.	I fake my emotions when dealing with people at my workplace					
EML12.	The emotion that I feel at work is not consistent with what I display.					
EML13.	I put on a mask to express the right emotions for my job.					

Sl. No.	Statements	(SD) 1	(D) 2	(N) 3	(A) 4	(SA) 5
EML14.	I suppress my real emotions to display organizationally desired emotions.					
JS-Job Satisfaction						
JS15.	I am not happy or satisfied at my workplace due to the stressful atmosphere.					
JS16.	I made a mistake in choosing this organization over others to work.					
JS17.	I am not satisfied with the working hours at my workplace.					
JS18.	I do not feel secure or confident about my work relationships with my colleagues.					
TI-Turnover Intention						
TI19.	I am willing to accept any type of job assignment in another organization in order to leave my organization.					
TI20.	I often take casual leave and sick leave, even when I am not sick.					
TI21.	I wish to leave my workplace immediately after my working hours are over.					
TI22.	Taking up this job in this organization was a big mistake I made.					

Sl. No.	Statements	(SD) 1	(D) 2	(N) 3	(A) 4	(SA) 5
HYW-Hybrid Working						
HYW23.	Hybrid working is a common and accepted practice in my organization and gives me a better work-life balance.					
HYW23.	Hybrid working provides me flexibility in work.					
HYW23.	My work schedule is a combination of remote and in-office working.					
HYW24.	I communicate with my team primarily through online platforms while working remotely.					

Part III

Mitigating Strategies

The scales assess the extent to which people use various strategies to deal with stressful situations in their work life. Choose any of the five alternative responses for each coping strategy to indicate the frequency of their use in your dealing with stressful situations.

Sl. No.	Statements	(SD) 1	(D) 2	(N) 3	(A) 4	(SA) 5
D-Distancing						
D1.	I detach myself from difficult situations and try not to think about it.					
D2	I avoid being with difficult people in general.					
D3	I become absorbed in a rewarding or creative activity outside work.					
D4	I have a positive attitude. I consider the stressful					

Sl. No.	Statements	(SD) 1	(D) 2	(N) 3	(A) 4	(SA) 5
	situation as an inevitable part of life and deal with it in an easy manner.					
CC- Confrontational Coping						
CC5	I appraise situations objectively, stand my ground, and fight for what I want.					
CC6	I make deliberate efforts to change difficult situations by finding a workable solution.					
CC7	I am ready to take risks and chances to alter difficult situations.					
SC- Self-Control						
SC8	I keep all negative feelings to myself and do not share them with others.					
SC9	I am careful to restrain from acting impulsively.					
SC10	I make efforts to maintain cordial relations at my workplace.					
SC11	I never react in a hasty manner.					
E- Exercise						
E12.	I engage in regular physical exercise like jogging, swimming, aerobics, etc, to maintain my health and well-being.					
E13.	Walking tones up my body and helps relieve stress and strain.					

Sl. No.	Statements	(SD) 1	(D) 2	(N) 3	(A) 4	(SA) 5
E14.	Exercise helps me reduce stress and improve my mood.					
E15.	Lack of time prevents me from exercising as much as I would like.					
R- Relaxation						
R16.	I spend a lot of my free time on creative pastimes like music and hobbies.					
R17.	I engage in meditation regularly.					
R18.	I practice deep breathing exercises for a few minutes several times every day.					
R19.	I practice yoga regularly.					
TM- Time Management						
TM20.	I consider time management an inevitable part of my life.					
TM21.	I always make a 'to-do' list to keep track of my work progress.					
TM22.	I delegate as much minor work as possible to subordinates.					
TM23.	I schedule the most difficult assignments for the morning, when I am fresh and alert.					
SS- Social Support						
SS24.	I look for social support from friends, family, and professionals					
SS25.	I talk to friends and colleagues about my					

Sl. No.	Statements	(SD) 1	(D) 2	(N) 3	(A) 4	(SA) 5
	worries to release the emotional distress.					
SS26.	I look for advice and information from superiors.					
SS27.	I make efforts to obtain information that helps me to evaluate my problems.					
SS28.	I spend my free time with supportive family and friends.					

Please give your Remarks and suggestions.

THANK YOU FOR YOUR COOPERATION