Research Paper

The Effect of Organisational Culture and Psychological Capital on Job Stress

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ABSTRACT

The present study aimed at understanding the effect of organizational culture and psychological capital on job stress in young adults employed in the Information Technology sector in Bengaluru, Karnataka. The study used a mixed method, sequential explanatory design. Data were collected from 99 young adults between the ages of 23-35 years using tools to meet the study objectives. The analysis was done on the results to understand the effect of organizational culture on job stress, to understand the effect of psychological capital and job stress and to study the relationship between organizational culture and psychological capital. The qualitative phase used a semi-structured interview on six participants with mild stress and severe stress. Thematic analysis was used to interpret the data obtained. Results from both phases show that there is a significant effect of organizational culture on job stress, where a hierarchical and marketplace culture produces severe job stress whereas the clan and adhocracy culture produces mild stress. The effect of psychological capital on job stress was significant where high psychological capital produced mild stress and individuals with low psychological capital had severe stress. Higher levels of psychological capital tend to fall under the clan and adhocracy culture in contrast to lower levels of psychological capital under the hierarchy and marketplace culture. The study discusses the themes discovered, implications and recommendations from the data obtained.

Keywords: Psychological Capital, Organisational Culture, Job Stress, Workplace Stress, Information Technology

In a rapidly changing world that is characterized by urbanization and globalization, stress has become a phenomenon worth attention. Dating back to Lazarus and Folkman's (1984) research on work, stress, appraisal and coping, they state that individuals suffer from stress when they are lacking resources to deal with difficult events. In their model of cognitive appraisal, they describe stress as a two-way process- it involves the external environment that might bring up stressors as well as the individual's reaction to these stressors. The dissertation will focus on these two aspects that contribute to stress at work. It takes into consideration the stressors introduced primarily through organizational culture and the individual capacity or the psychological capital of the individual.

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Job Stress
WHO announced stress as the "health epidemic of the 21st century" causing significant damage to an individual physically, socially and mentally (Fink, 2017). Stress in the workplace causes problems like reduced performance, quality of life, well being and as a contributor to noncommunicable diseases like diabetes, cholesterol and Central Nervous System related problems (Mawanza, 2017; Basinska, 2008; Fricchione, 2018). Most of these issues are linked to the lifestyle and the kind of work that an employee is subject to. The information technology sector specifically is going through a rising magnitude of stress due to the growing responsibilities and demands (Sabbarwal, Singh & Amiri, 2017). The effects of having a workforce that is stressed include low employee engagement, high turnover intention, and higher absenteeism as some of the many variables that stand to be affected. (Salahudi, Alwi, Baharuddin, Santhasaran, Balasubramaniam, 2002;) All these factors are essential contributors to low organizational productivity.

Another factor that comes into play is the emotional well being of an employee. Optum and 1to1 help, leading organizations in the space of employee assistance programs, conducted surveys to discover that highly stressed employees fall under the category of severe depression and are also more likely to commit suicide (Optum Health Risk Assessment, 2016; 1 to 1 help, 2016). This highlights the growing concern stress has on an employee's mental health.

In a 360 well-being survey conducted by Cigna TTK, a health insurance company, it was revealed that 95% of Indian millennials that is from the age group of 18 -34 are stressed as compared to the global average number. With over 46% of India's workforce being millennials and their contribution to income in households being about 70%, this becomes a rising concern and a need to address (Stanley, 2017).

Psychological capital
With the growing circumstances in mind, studies from positive psychology in organizations has come up with a term that is a repertoire of positive resources that is categorically more state-like rather than being a completely fixed trait known as Psychological Capital (Luthans, Avey, Avolio and Peterson, 2010). Psychological capital stems from the school of positive organizational behavior. This is a multi-dimensional construct consisting of hope, optimism, efficacy, and resilience of an individual. Rather than working on the what and the how, it focuses on the "who you are" aspect of an individual (Luthans, Youssef and Avolio, 2007). Psychological capital has also proved to have a significant effect on stress and burnout. The higher the psychological capital, the lower the stress level (Gual, Li and Ma, 2017).

There are four components that work together to create the psychological capital of an individual- Hope, Efficacy, Resilience, and Optimism (Luthans, Avolio, Avey & Norman, 2007). The first element, hope is the ability to work towards a goal and creates an identity and a sense of being able to take agency and control (Snyder,2000). The next characteristic that aids in hope is self-efficacy or the self-confidence an individual has in themselves to achieve the goals that they set (Locke and Bandura, 2003). The third factor is resilience which is the ability of the individual to bounce back from a failure or from a tough situation when putting in a challenging situation (Reed & Masten, 2002). The final factor is optimism which is characterized by the ability to visualize success in the present and for the future and view success as being internal and fixed (Seligman, 1990).

Studies have shown that Psychological Capital has an impact on a range of workplace outcomes like job performance (Luthans et al., 2007; Luthans et al., 2005), stress (Avey et al., 2009) and well-being (Culberson, Fullagar & Mills, 2010).

Organisational Culture
Authors of various papers present organizational culture as backstage for many organizational structures (McAuley, 2004). It is considered as the genetic code of an organization that gets imbibed in individuals when they become a part of the same organization (Prahalad and Hamel, 2004).

Organizational culture has been referred to as a force that is influential which is pervasive and extremely powerful when it comes to the functioning of employees (Howard, 1998). Studies show that organizational culture plays an eminent role in job satisfaction, commitment and lowers the chances of attrition of employees (Nair and Sommerville, 2017). Employees who see themselves as a congruent fit with organizations culture tend to have higher job satisfaction and lower intent to leave (Cahill, 2002). organizational culture, therefore, plays an important role in the well being- physical and psychological, of its employees.

Rationale
An interesting model that was developed by Karasek (1979) known as the demand-control model of job strain, threw some light on the development of job stress in organizations. Karasek stated that high demand jobs on their own were not the core reasons behind job stress but when they are coupled with a lower chance of decision making, their chances of facing psychological strain is much higher (Wall, Jackson, Mullarkey & Parker, 1996). The demand control model saw the work environment as constructed by human measures and therefore can be adapted and changed (Karasek, 1979). Keeping in mind this model of job strain which focuses on the environment and the significant effect it could have on the individual's traits which thereby influences the job stress they face, becomes an interesting study to look into.

Emphasis on a subject like job stress brings into play various other variables. With the benefits of psychological capital in the workplace and the significant amount of time an individual spends in an organization, job stress can be studied in the light of both these variables.

Hypotheses
1. There will be no significant correlation between organizational culture and job stress.
2. There will be no significant correlation between overall psychological capital and job stress.
3. There will be no significant correlation between organizational culture and overall psychological capital.

METHODOLOGY

Research Design
This study used a sequential explanatory, mixed method design to understand the effects of psychological capital and organizational culture on job stress. Tashakkori and Creswell (2007) define a mixed method design as a form of research in which data is collected through both quantitative and qualitative methods. Sequential explanatory includes primarily a quantitative phase where the data is collected, analyzed and interpreted and with this it moves into a qualitative phase where relevant trends are explored and explained.

Mixed method design was used in this study to understand the overall phenomenon with an intent to explain unique trends which could lead to further research. The first phase for this study was the quantitative phase where the chi-square test was used to study the correlation identified in the main variables. The second phase included a selection of six individuals interviewed via semi-structured interview scheduled to understand the implications of the results that were obtained.

Sample

The sample for the study comprised of ninety-nine professionals from the Information technology sector in Bengaluru falling under the age group of 23-35 years who are presently working. All of these individuals would have completed a minimum of one year in the organization. They were identified using purposive sampling which is a type of non-probability sampling that categorizes individuals who have a shared or common characteristic (Palys, 2008). The study was conducted among individuals in the e-commerce and mobile advertising sectors. A selection of six individuals based on their levels of job stress ranging from either severe or mild was selected along with their correlated psychological capital and organizational culture scores based on the trend obtained in the quantitative phase.

Inclusion Criteria

1. Employees from the Information Technology Sector in Bengaluru
2. Those in the age group of 23-35 years
3. Employees who have completed one year or more of work in the organization

Instruments

The study was divided into 2 phases i.e, the quantitative and the qualitative phase. The quantitative phase used forms for circulation the combined the consent form along with the three main scales used for data collection.

1. ***Consent Form***
    A consent form was created which included a brief introduction of the idea behind the research, the purpose of the study and the questionnaires that were to be used. The form also indicated confidentiality that is maintained throughout the research including freedom of the participant to discontinue if they felt uncomfortable. The form includes their consent for the 2nd phase which is a semi-structured interview. The contact information of the researcher and institute was given. [form for reference is attached in the Annexure]

2. ***Psychological Capital Questionnaire (Luthans, Avolio & Avey, 2007)***
    Developed in 2007, the psychological capital questionnaire is a standardized and valid tool to measure the psychological capital of an individual. The tool aims to measure four dimensions of an individual: hope, efficacy, resilience, and optimism. The scale used in this study was the shortened version of the 24 items which is the 12 item scale. This scale is divided into 4 subcategories to measure each of these dimensions and an overall score for the psychological capital. The scale is proved to have a high internal and external consistency with a high reliability and validity score (Cardenas, Viseu, Lopez & Jesus, 2018). Confirmatory factor analysis was conducted to study reliability showing a Cronbach alpha score of 0.96 which indicates high reliability (Lorenz, Beer, Putz & Heinitz, 2016). The scale was tested for concurrent validity and has shown to have a high validity rate (Kamei, Ferreira, Valentini, Pares & Damasio, 2018).

3. **Workplace Stress Scale (The Marlin Company and the American Institute of Stress, 2009)**
   The Workplace Stress Scale is a self-rater tool with 8 items that were made by the Marlin Company in association with the American Institute of Stress (2009). It consists of 8 items out of which three is reverse scored. It is presented in the form of a 5 point Likert scale with questions like " I feel emotionally drained because of my job". Factor analysis conducted by Hegarty (2015) in his study on employee engagement and stress shows a Cronbach alpha of 0.79 and another study of workplace stress and psychological capital by Jacobs (2016) shows Cronbach alpha of 0.81 proving high reliability. (Norms table attached in annexure)

4. **Organizational Culture Assessment Instrument (Cameron & Quinn, 1999)**
   The scale developed by Cameron and Quinn in 1999 is used widely to understand the type of culture in an organization. The tool is developed around a model of the competency framework consisting of 4 main values and cultures, which are the clan culture (a), the adhocracy culture (b), the hierarchy culture (c) and the marketplace culture (d).
   The test consists of 6 dimensions where the participant splits 100 points in correspondence to each dimension where they award the most points to the kind of culture that fits the organization they are currently working. Cameron and Quinn further listed down 2 vital dimensions in the spectrum that organizational cultures fall under:
   1.   Internal focus and integration versus external focus and differentiation
   2.   Stability and control vs flexibility and discretion

In a study done by Heritage, Pollock, and Roberts (2014) on the validation of the OCAI, they examined the factor structure and criterion validity using robust analysis method. Their study showed high validity for the current culture but a weak criterion validity for ideal organizational culture. Figure 1 depicts the four types of cultures that are discovered under the OCAI.

CLAN
- COLLABORATE
- Leader Facilitator/ mentor,
- Value: communication /development
- Held together by loyalty and tradition
- Success: Needs of the client and caring for employees

ADHOCRACY
- CREATE
- Leader Innovator/ Visionary
- Value: Transformation/Agility
- Experiments and innovations keep the company together.
- Success: Availability of new products or services

HIERARCHY
- CONTROL
- Leader: Monitor, Coordinator
- Value: Consistency, Uniformity, Timeliness
- Formal rules and policy keep the organisation together.
- Success: Trustful delivery, smooth planning. low costs

MARKETPLACE
- COMPETE
- Leader: Competitor
- Value: Profitability
- Goal Achievement
- The emphasis on winning keeps the organisation together
- Success: Market penetration and stock

Types of Organisational Culture OCAI, Cameron and Quinn (2006)

Semi-Structured Interview Schedule
The questions chosen were selected to understand the finding of the results in the first phase. The individuals chosen for the second phase will be in accordance with the results. The focus areas are understanding stress, psychological capital, organizational culture and implication of organizational culture on psychological capital.

Procedure
The first part of data collection began in the first few months. Permission from organizations followed by consent from participants was taken before they filled out the forms. Socio-demographic details were recorded in the very beginning. The participants took an average time of 30 minutes to complete the questionnaire.

The second phase was conducted based on the results obtained. The researcher was able to select participants who supported the results and those who were different from the average results obtained. Their interviews were conducted telephonically and were recorded. The interviews varied in the span of time of 15 to 60 minutes.

Plan of Analysis
There are 2 sections involved: Phase 1 (Quantitative) and Phase 2 (Qualitative)
Phase-1
The analysis was done using the Statistical Package for the Social Sciences (SPSS 16.0) software. All of the scores were nominal in nature (Chi-Square method was used as the form of analysis to identify relationships between variables and to test the hypotheses). Using the tables and bar graphs, the results were discussed with recent literature

Phase 2:
The interviews were transcribed and thematic analysis (from codes and categories) was done to identify components that contributed to the stress levels The results obtained in phase 2 were discussed with main themes that emerged contributing to further studies in this area.

RESULTS

Phase 1
Pearsons Chi-Square test was conducted to identify if there was a significant relationship between the three variables.

The results of the test conducted to understand the relationship between job stress and organizational culture as well as job stress and psychological capital are shown in Table 1 below.

Table 1: Relationship between Job Stress, Organisational Culture, and Psychological Capital

		Organisational Culture		Psychological Capital		
		Clan/Adhocracy	Hierarchy/Marketplace	Low	Moderate	High
Job Stress	Mild	43	10	0	46	7
	Moderate	12	12	3	19	2
	Severe	5	17	10	10	2
Total (n=99)		60	39	13	75	11
		Note: $x^2 = 23.705$, df= 2 *p<0.01		Note: $x^2 = 28.484$, df= 4 *p<0.01		

As seen in the table above, the majority of respondents have mild stress and fall under the clan and adhocracy (A/B) culture and a majority of respondents with severe stress fall under

the hierarchical and marketplace culture, X2 (2, N=99) = 23.705, p<0.01. The null hypothesis "There will be no significant correlation between organizational culture and job stress." is rejected.

As seen in the frequencies cross-tabulated in table 1 above, there is a significant correlation between Job stress and Psychological Capital, X2 (4, N=99) = 28.484, p<0.01. The table shows individuals with lower psychological capital fall under severe stress whereas the majority of the higher psychological capital participants fall under mild stress. Thereby the null hypothesis "It is predicted that there will be no significant correlation between overall psychological capital and job stress" is rejected.

Table 2: Relationship between Organisational Culture and Psychological Capital

		Psychological Capital			n=99
		Low	Moderate	High	Total
Organizational Culture	Clan/ Adhocracy	1	53	6	60
	Hierarchical/M arketplace	12	22	5	39

Note: x^2 = 18.594, df= 2   *p<0.01

The frequencies cross-tabulated in table 2 above shows that there is a significant correlation between organizational Culture and Psychological Capital where individuals with high psychological capital are more prevalent in the Clan/Adhocracy culture whereas participants with lower psychological capital have majority in the hierarchy and market place culture X^2 *(2, N=99)* = 18.594, *p<0.01*. Thereby the null hypothesis "There will be no significant correlation between organizational culture and overall psychological capital. " is rejected.

Phase 2
The six participants for the interview were chosen based on the results obtained in the quantitative phase. The participants included 3 individuals having severe stress and 3 individuals with mild stress (N=6) based on the scores obtained from the workplace stress scale.

The questions that were asked to cover these objectives include:
● What is job stress according to you?
● Do you think the organizational culture has an impact on job stress?
● Do you think psychological capital affects job stress?
● Do you think organizational culture can influence psychological capital and vice versa?
● What according to you would be an ideal organizational culture?

Effect of Organisational Culture on Job Stress-
The main themes that fall under both mild and severe stress were identified as the type of organization, type of work, team and leadership and work-life balance. The data below shows how both the groups responded below.

Type of Organisation: The respondents with severe stress identified hierarchical, low trust, rigid and limited recognition organizations as contributors to their levels of stress. *"Every*

time at 9 pm, my boss comes to my desk and sits with her laptop as she knew I was going to leave. She used to work with me till around 10 pm and never tried to understand that I have a life outside of work. I always went home groggy and sleepy." This response indicates that the employee has no freedom to do what he wants to which leads to behavior that goes against performance.

The respondents from the mild stress organizations brought identify their cultures as being open, inclusive, flexible and high in recognition. *"They give space to express views and opinions understand issues and problems at the time."* The responses indicate that there are more flexibility and trust that is placed in employees within this culture.

Type of Work: The respondents who reported with severe stress identified work that was monotonous with a heavy workload as some of the causal factors. There were respondents who mentioned the heaviness of the workload that is present especially in the Information Technology sector *"My role was to manage projects and not work on them…. I needed to work on saving resources which are basically done by dumping work equivalent to 4 men on 1 man."* Respondents with mild stress reported learning and growth-oriented work as some of the main factors that lead to their level of stress. The factor of being able to manage the workload through time management comes into play. Another aspect is the amount of control there is over the job *"I have been able to balance my time and finish it on time. There has been a time when it has spiked up but I was able to balance it out."*

Type of Leadership: Respondents with severe stress reported unsupportive and poor communication from the team and managers as some of the main reasons for their level of stress along with backbiting. *"You are put down and when people around you just want to get done without caring it has a negative impact on you."* Respondents with mild stress saw a supportive team and manager along with clarity in communication as some of the main factors for the levels of stress.

Work-Life Balance: Respondents put forth the concept of poor lifestyle due to the absence of policies and even because of the kind of work they do on a regular basis along with poor infrastructure as contributors to severe stress. *"It affects your relationships, your sleep, your appetite and slowly even your ability and motivation to perform."* Participants with severe stress also indicated addictive mechanisms as a way of coping with stress. Respondents with mild stress spoke about their ability to manage time and fit in activities that increased or boosted motivation.

Effect of Psychological Capital on Job Stress-
The responses can be categorized into four themes namely- hope, resilience, optimism, and efficacy. Below are responses that were picked out to display the understanding that was derived from the participants via themes.

Resilience: To resilience, many of the respondents mentioned their familiarity with crisis situations as their ability to bounce back faster. Similarly resilience can have a threshold when not utilized the right way *"For example, if you need to have hope and resilience, you need to see how one thing can be done in many ways but if you are forced to only try it one way again and again and it keeps failing, you lose the motivation and you also lose the interest to try again."*

Self Efficacy: Self-efficacy is a factor that all of the respondents saw in the light of comparison and doubt in their abilities *"I have seen many people in my organization stuck at lower levels mainly because of their self-esteem and their ability to believe in themselves. They have several doubts about their abilities and hence they cannot grow."*.

Hope: All the respondents addressed the importance of hope as a factor contributing to job stress and as a form of agency thinking *" ..if you need to have hope and resilience, you need to see how one thing can be done in many ways"*.

The relationship between organizational culture and overall psychological capital
There was a recurring response when it came to understanding the relationship between organizational culture and psychological capital. There seemed to be a two-way relationship where psychological capital influenced the culture and vice versa. The main factors in predicting the influence of the two are the team, the leadership, and individual differences.

The team as an influencer: Most respondents mentioned their team as a contributor to the organizational culture and the influence on their psychological capital. *"It frustrates me that people are cribbing about quitting and the only conversation is about how I did this and it didn't work out and how something is not going the way they want it. They are negative and are fed up with objectives and leadership, as a person who is optimistic, that brings you down too."*.

Managers and Leaders as influencers: Managers and leaders just like team members also seem to have a crucial influence on the development of psychological capital in employees. *"So if you have people with a higher psychological capital who are executives and are leading the place then there could be an environment that is similar. Similarly, the environment you create can increase confidence in more people and help them take risks and innovate."*. This seemed to show that the psychological capital caters in the build-up of the culture.

Overall culture as an influence: Culture as a whole including its values seemed to influence psychological capital *"When you create an environment where you are given ownership and are allowed to be entrepreneurial, you are much more confident and excited to take risks and try something new which helps in giving you new learning experiences."*.

DISCUSSION

The first objective was to understand the effect of organizational culture on job stress. The results obtained in the quantitative phase rejected the null hypothesis stating there was no relationship between organizational culture and job stress. The qualitative phase brought out themes like the type of organization, type of work, team & leadership and work-life balance as some of the factors associated with an organizational culture that influences job stress.

Participants with mild stress associated themselves with an organization that is flexible, open and appreciative, a leadership style that is supportive and encouraging, dynamic work and the ability to manage time for balancing work and life as some of the helpful factors.

Karasek's model of demand and control can be used to explain these themes in detail (Karasek, 1979). The model highlights the relationship between high strain jobs (high demand, low control) as having negative effects on health versus low strain jobs (high

demand, high control) as leading to positive outcomes. Here the clan and adhocracy culture allow for more control over the job as opposed to the marketplace and hierarchical culture. There is trust with freedom and hence the employees are given the freedom to work at their benefit with deadlines that are flexible or mutually set. On the other hand, a marketplace and hierarchical culture have a similar workload but more supervision and dictation which might cause more strain leading to dissatisfaction and exhaustion (Jonge, Dollard, Dormann, Blanc & Houtman, 2000). Individual differences were noted when it came to the interviews on handling job stress. Many of the respondents referred to their ability to cope with deadlines better due to previous experience with difficult deadlines and hence their ability to ease through the kind of work given to them. In terms of workload and deadlines, individuals with prior experience or better time management seemed to have mild stress (Lambert, 2012) as compared to many of the respondents with severe stress who associated their stress to unrealistic deadlines, workload and the organization fostering unhealthy habits.

The second objective was to understand the effect of psychological capital on job stress. The quantitative data rejected the null hypothesis hence proving that the higher the psychological capital, the lower the job stress. The themes obtained were based around the four domains of psychological capital- hope, efficacy, resilience, and optimism. As mentioned in objective 1, experience with managing time and coming out of crisis situations led to the development of managing time better.

This could be related to the domain of resilience which is brought about through familiarity in situations. The oxytocin that is released when a favorable outcome occurs is stored by the system and hence when a similar situation occurs, our body will naturally cope by reenacting the behavior from before (Tops, Pijlman & Carter, 2012). As the respondents would say, 'familiarity breeds resilience'. Hope is developed when an individual is able to see agencies and pathways to reach a destination. The respondents associated this with efficacy. They mentioned that when an individual is confident, it is easier for them to identify different pathways to the same problem and point out agencies or resources to reach their aim. Similarly, if an individual is optimistic they will be able to envision more than one pathway. Considering the responses, all of the 4 sub-themes seem to be dependent on one another to grow. Figure 2 shows a pictorial representation of the four domains.
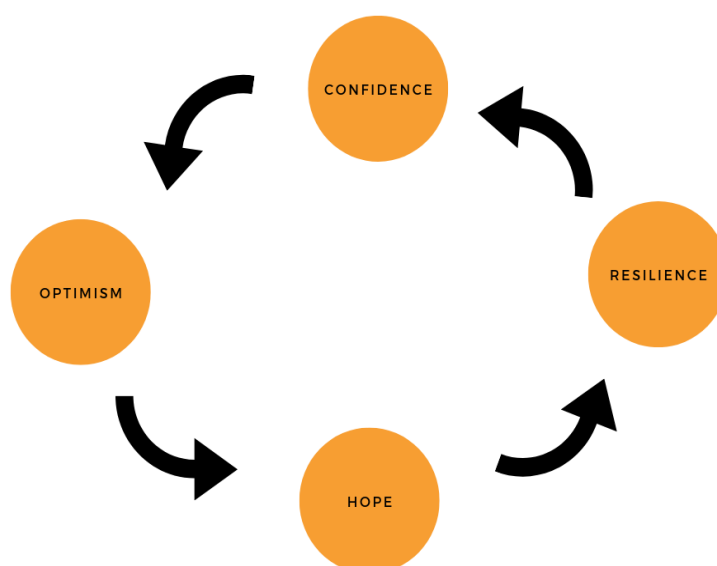

Figure 2: Developing psychological capital

Along with identifying a relationship between the four domains of psychological capital another notable response was about the topic of doubt. Doubt seemed to arise from the workplace i.e. the way manager functions, quality of the team and the type of work. This style hinders confidence and thereby breaks the cycle of developing psychological capital. This resonates to the culture which leads to the third objective.

The third objective was to see if there is a relationship between organizational culture and psychological capital. The quantitative results pointed out that there was a significant correlation between the culture of an organization and the psychological capital. The themes that emerged from the interviews were related to the role of the team, manager and the environment in fostering psychological capital in individuals keeping in mind the culture. Team: Most of the respondents pointed out the influence of team members and their effect on psychological capital. Previous studies have shown that leadership has an effect on the performance of efficacy of the team members (Axelrod, 2017). The manager has a significant ability to influence the psychological capital (especially efficacy) of the team member by being supportive and empathetic and enhancing organizational identification (Chen et al., 2017). Climate: Recent research identifies the development of a positive psychological capital as a collective or team phenomenon in affecting factors like job satisfaction and desired organizational behavior (Heled, Somech & Waters, 2016). The respondents in their interviews mentioned the influence team members have on affecting the psychological capital of the individual. The respondents pointed out that when their colleagues are constantly pessimistic, it becomes harder for the individual to remain optimistic or hopeful. Hence the team climate or the team personality becomes an influencer in the fluctuation of positive psychological capital in an individual. In light of the culture and job stress, developing psychological capital as a team phenomenon can decrease job stress in the workplace. Outlier: Through the research, there were unique phenomena that were noted. One of the respondents with mild stress in a hierarchy and marketplace culture organization with high psychological capital responded to have intentions of quitting due to the monotony and stagnation that goes along with a managerial role in her organization. This could imply that the absence of learning and growth orientation in the company culture could be a contributor to higher intentions of leaving the organization (Sridhar, Sarojini & Vetrivel, 2018).

To ensure that that psychological capital is developed and sustained, the environment needs to help in facilitating this process. By collectively using the clan and adhocracy culture to facilitate the type of work and policies that lead to mild stress (containing it) along with working on building psychological capital, the phenomenon of stress can be efficiently reduced. By organizing culture revamping along with training to develop psychological capital in the workplace from top to bottom, there can be a process set up to fix structures in order to have a workforce that can combat stress efficiently.

The study has strong implications for any kind of organization in the Information Technology sector. Considering the findings that higher psychological capital and a clan and adhocracy organization contribute to mild stress in the workplace, organizations can work on using modules for training. The psychological capital building can be introduced in the learning and development department to primarily work with managers on educating them on the benefits and use of psychological capital from the time of inducing employees to onboarding. The benefit of having an in-house counselor who could work on building efficacy, hope, resilience, and optimism will also be beneficial to work with employees individually. Another recommendation would be for organizations in revamping their culture. Going through an

organizational assessment to see if there is a dominant clan and adhocracy culture in their company would be beneficial for the production of mild stress. This could be done by quarterly or yearly meetups to get feedback on the culture from employees and do an assessment to see what can be changed to induce a culture that is nurturing and innovative. While hiring for high-level jobs such as managerial of executive positions, the recruitment team could look at psychological capital as one of the factors to consider ensuring they are good fits in the company along with their education and experience credentials.

Further research can be done using a broader approach on the qualitative phase through a focus group discussion to understand what the group thinks behind the development of psychological capital and the effect of organizational culture could be. In-depth interviews can be done to identify narratives in the development of psychological capital. The four domains of psychological capital can be given more importance and could be studied individually in light of organizational culture and job stress.

Research to test the effect of psychological capital over a period of time in different organizational cultures could also be beneficial. Using a pretest and follow up post-tests through a significant amount of time could help understand the impact that psychological capital has at the workplace. Research can also be done on understanding psychological capital, organizational culture, and attrition.

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Conflict of Interest
The authors carefully declare this paper to bear not a conflict of interests