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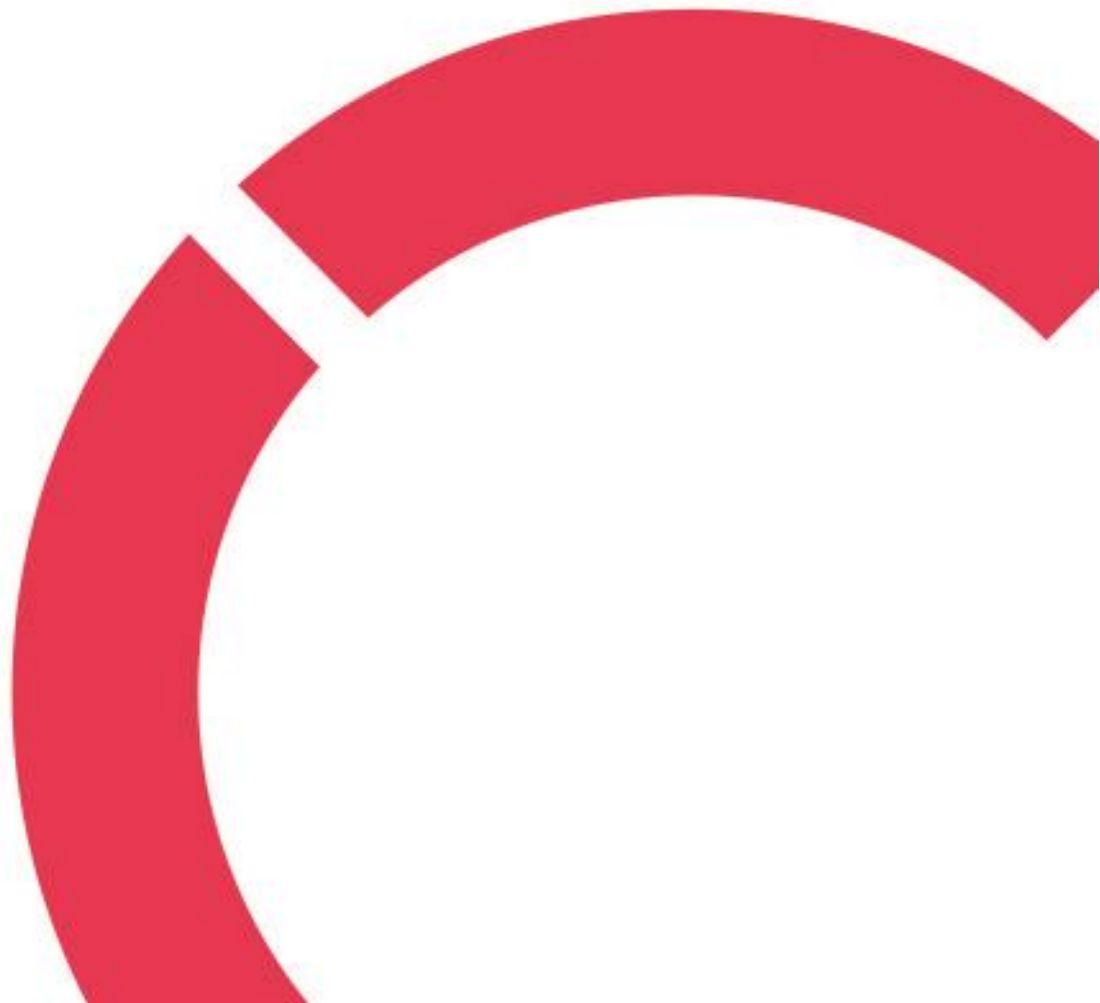
HOW DOES ORGANISATIONAL CULTURE CREATE PSYCHOLOGICAL DISTRESS IN THE WORKPLACE?

Thesis

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ABSTRACT

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Name of thesis HOW DOES ORGANISATIONAL CULTURE CREATE PSYCHOLOGICAL DISTRESS IN THE WORKPLACE?		
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<p>The purpose of this thesis was to investigate the connection between corporate culture and psychological suffering at work. The thesis explored how corporate culture influences employee psychological discomfort and identified potential interventions and strategies to promote employee well-being and reduce psychological distress.</p> <p>The thesis examined corporate culture and psychological discomfort using qualitative approaches. It contains a literature study and semi-structured interviews with 9 workers in Finland from different countries. Organizational atmosphere, social support, and coping methods influenced psychological discomfort in the interviews.</p> <p>The research shows that company culture reform is essential for employee mental health. Leaders should encourage open communication, listen to employees, and resolve difficulties quickly. Respect and appreciation foster collaboration and teamwork. Work-life balance, professional development, and mental and physical health assistance create a healthy workplace.</p>		
Key words Collaboration, corporate culture, employee well-being, open communication, psychological discomfort		

ABSTRACT
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1 INTRODUCTION

Assumptions about the nature of the universe and the proper operation of many aspects of daily life are implicit in every culture. Some members of a culture may not feel the need to examine or challenge their own beliefs until they are exposed to those of a different culture. Traditions and practices, which are passed down from generation to generation within a certain society or country, also play an important role in shaping cultural norms and values. Over time, it shapes an individual's sense of self by shaping how they process and make sense of their social and organizational environments. (Bhagat, Krishnan, Nelson, Moustafa Leonard, Ford & Billing 2010.)

Organizational culture is a fundamental assumption that is made through the values, beliefs, meanings, and expectations of the members associated with the organization. A healthy culture gives rise to a positive attitude towards the organization among employees, which increases employees' productivity, satisfaction with the job and strengthens organizational commitment. A healthy culture reduces the psychological distress of employees by creating a positive environment at work. On the contrary, if a negative culture exists in the workplace, the goals, and objectives of the organization lose its effectiveness. Unhealthy culture reduces the productivity of the organization. Excessive stress creates chaos in the workplace, which creates mental stress among the employees. (Canadian Centre for Occupational Health & Safety 2022.) As a result, the organization is losing skilled workers, as well as interpersonal relationships, are being destroyed. Organizational culture plays a significant role in the development of psychological distress in the workplace.

Organizational culture is a set of important characteristics that contribute to the success of an organization and increasing mobility. The characteristics are rules, beliefs, and values. And the performance of the organization is guided by the characteristics, where the main objective is to maintain employee satisfaction and increase productivity. Organizational culture is variable, and these changes affect productivity, employee absenteeism, annual turnover, organizational citizenship, and employee satisfaction. (Mohsen, Neyazi & Ebtekar 2020.)

Organizational culture plays an important role in keeping an organization together. It is through this that employees employed in the workplace get their identity, and it affects their psychology. An ideal organizational culture keeps employees together by building commitment. In the current era of globali-

zation, these things are also changing with technological changes or financial failures. As a result, organizational leaders should pay special attention to how these changes are impacting the mentality of employees because employees are the lifeblood of an establishment. The structure of an organization's organizational culture is created through institutional commitment, which is based on beliefs and values. And this institutional commitment brings together all those associated with the establishment psychologically. (Volkova & Chiker 2019.)

Although different experiences in the field of employment improve a person's life in all aspects, there are exceptions to this in the individual. In numerous instances, excessive stress in the workplace has to face health risks. The main stress created in the workplace is psychosocial stress, which is mainly responsible for the demand for high-quality work, work environment, physical hazards, unspecified working hours, lacking of personal protective equipment, poor management, insecure jobs, hooliganism, and harassment. These reduce the productivity of the employees, increase absenteeism as well as presenteeism and the organization loses high-quality performance. These stressors constantly affect employees, which turns from stress to distress. And as a result of the pain, employees face the risk of high blood pressure and anxiety. (Corporate Wellness Magazine 2022.)

Having worked in a few educational organizations in Bangladesh, I have had some positive and negative experiences which have encouraged me to do my thesis on this subject. Personally, I want to be a new entrepreneur. In a new organization, the entrepreneur should create an organizational culture that employees will enjoy. And through this practice, a healthy environment is created in the workplace, and the efficiency of the organization increases. The aim of this thesis is to find out how organizational culture creates psychological distress in the workplace and what risks employees and organizations are facing as a result. And to overcome such concerns, find out what the organizational culture should be like or what kind of changes can be brought in line with time.

The main objective of this thesis is to find a way in which in the future, organizations can build a healthy and well-being organizational culture for employees which will increase the productivity of organizations and employees through continuous practice.

The empirical part of the thesis will be based on the qualitative research method, where information was collected on the basis of different people's personal knowledge, experience, and opinions. Information will be collected through a semi-structured interview. The interviews were conducted directly.

The interviewees were selected as international workers residing in Finland, with previous work experience in other countries as well as in Finland.

This thesis explores the internal and external factors that influence organizational culture and their effects on the activities of the organization. Specifically, it examines how these influences lead to psychological distress among organization members. This situation presents a number of hazards to both employees and the organization, resulting in decreased productivity and effectiveness.

This research further discusses the concept of organizational culture, including its level and type. It explores how organizational culture contributes to creating a positive workplace and maintaining the psychological well-being of employees. Additionally, the study examines the factors that played a crucial and effective role in establishing a healthy and supportive environment for the organization and its members.

2 ORGANIZATIONAL CULTURE CONCEPTS

This section has been created by reviewing the research of various researchers in the past and present. The topics that will be discussed in this chapter are the organizational culture and how it plays a role in the organization, the categories organizational culture is divided into, and its types. What are the levels of success of organizational culture and the levels of organizational culture are highlighted in this section. Various internal and external factors affect the organizational culture, which is highlighted in this section. This chapter discusses why culture is important in an organization.

2.1 Definition of organizational culture

The field of organizational culture is huge. And researchers from different disciplines related to it have presented it differently. According to Robbins [2000] organizational culture is the method followed by employees to distinguish an organization from other organizations. Needle [2004] considers the collaborative behaviour of people associated with the organization to be key. Administrative Science Quarterly [Pettigrew 1979] highlights organizational culture through a set, which includes the beliefs, values, philosophies, expectations, importance of opinions, and values of the members associated with the organization. (Mohsen, Neyazi & Ebtekar 2020.) Since the 1980s, research on organizational or corporate culture in the management literature has taken the form of a fashionable subject. At that time, a demand was strongly presented in the literature of the writers. The claim was that the thinking, feeling, and work skills of the members of the organization are within the general excellence of the organization. While the concept of organizational culture is simple, it is difficult to estimate its scope. Organizational culture is acquired only when we are attached to an organization at a young or more mature age with values that are combined with the basic practices of the organization. Organizational culture and intelligent software have similarities. There are a few organizational factors that should be seriously considered in creating an organizational culture. The success of organizational culture depends on how the performance, behaviour, and strategies of the members of the organization are conducted. It is considered to be the focal point of conducting research activities of an organization. (Hofstede, Hofstede & Minkov 1991, 47- 346.)

For many years, the methods of organizational culture have been developed in different ways. While researching culture, organizational researchers have evaluated the issue through various factors. Where

they found out that culture is mainly expressed through these two things, values, and behaviour. In evaluating the different components of organizational culture, they experimentally identified four systems as functional measures, namely: organizational culture inventory, culture-gap survey, organizational trust questionnaire, and corporate culture survey. Through these experiments, they came to the conclusion that while the organizational culture measures differ, there are similarities in the elements discovered in most studies. (Carmeli 2005.)

According to Schein [2004], organizational culture is a legitimate framework that members of the organization have learned through external and internal problem-solving. New members who join the organization in the future can also solve similar problems by following this framework. There are multiple cultures behind an organization constantly growing. On the other hand, Wallach [1983] defines culture into three categories: bureaucratic, innovative, and supportive. When an organization creates a culture, the elements located within these three categories are mainly used. Bureaucratic Culture: in this culture, responsibilities and authorities are clearly mentioned. Basically, the organizations that hold this culture are well-organized, alert, ordered, systematic, sequential, controlled, difficult and powerful; Innovative Culture: This culture finds out the benefits that will be available to survive with the competition. Then, accordingly, they take necessary measures through creative thinking; Supportive culture: This culture is mainly developed with a cooperative attitude, where supportive and friendly people are selected for the job. (Al-Sada, Al-Esmael & Faisal 2017.)

Organizational culture is a long-standing system in which all members of the organization practice with faith and apply it to reach the set goal. According to a study by Robbins and Judge [2013], members working in an organization follow two types of cultures. For example: Dominant culture creates the basic characteristics of the company by acting as a representative of the values adopted by the majority of the members of the company; Subculture – it is a micro-culture developed through different divisions and geographical areas. (Pawirosumarto, Sarjana and Gunawan 2017.)

Hogan and Coote [2014] explained organizational culture in one of their literatures by connecting eight dimensions of success, openness and flexibility, internal communication, competence and professionalism, inter-functional cooperation, responsibility, appreciation, and risk. The explanation of the dimensions is that the organization takes up new challenges for success by enthusiastically utilizing the efficiency of the employees and continues to do its best to implement them. The organization is always open to accepting new ideas and flexible in solving problems that arise while adopting new ideas. Through internal communication an organization keeps the communication system open intending to

make it easier to exchange information. The organization considers knowledge, skills, ideals, and beliefs to be the main ones through the degree of competence and professionalism. Inter-functional cooperation is to work in groups and coordinate all the work in the organization. Responsibility is that the organization values the characteristics of autonomy and responsibility-taking among the employees so that they can be active on their own and play a role in taking up new initiatives. By appreciation an organization arranges rewards to complement the performance of the employee. The organization takes risk for current situation as a challenge by taking new initiatives. (Gencer, Atay, Gurdogan & Colakoglu 2021.)

Denison and Mishra [1989] hypothesized that there may be four characteristics of organizational culture in a study called “organizational culture” and “organizational effectiveness.” Later, they proved that these characteristics are legitimate and will have an impact on all organizational functions. The characteristics are: involvement, consistency, adaptability, and mission. In another of their studies conducted in 1995, they tried to develop the theory previously made. Denison and Mishra [1995] confirmed the four hypotheses of previous research by using qualitative and quantitative methods to use internal and external data. In these methods, they use many case studies and survey data. The following structure is their proposal which is shown in figure 1. It appears in the framework that adaptability and involvement are based on flexibility, whereas mission and consistency are focused on stability. On the other hand, external features are observed through adaptability and mission, and involvement and consistency focus on internal features. (Raj’ati & Shooshtri 2016.)

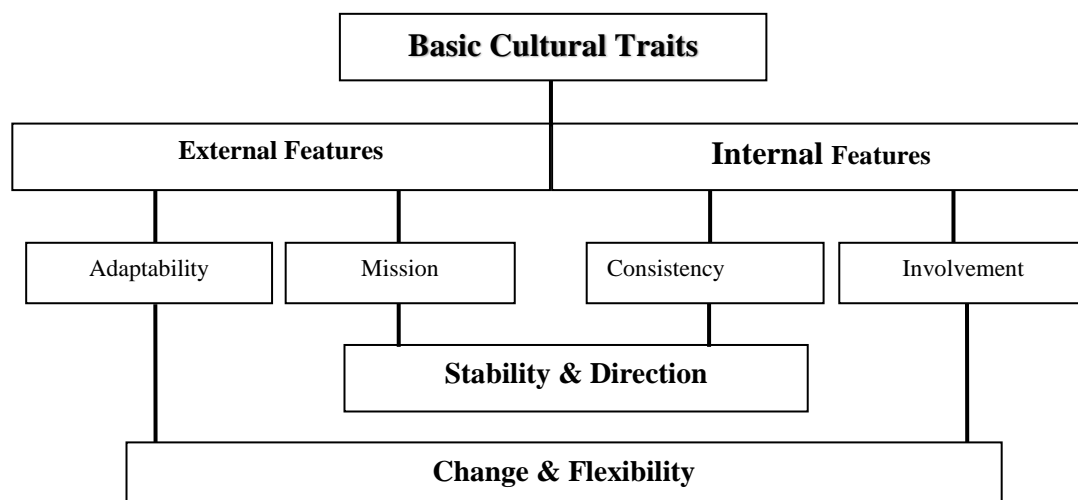


FIGURE 1. Theoretical model of cultural basic traits (adapted from Denison, Hooijberg, Lane & Lief 2012, 8)

2.2 Levels of organizational culture

Organizational culture has three conceptual levels. These are: artefacts, espoused beliefs and values and basic underlying assumptions. (Al Saifi 2015.) The conceptual levels are illustrated in figure 2. The levels are described below.

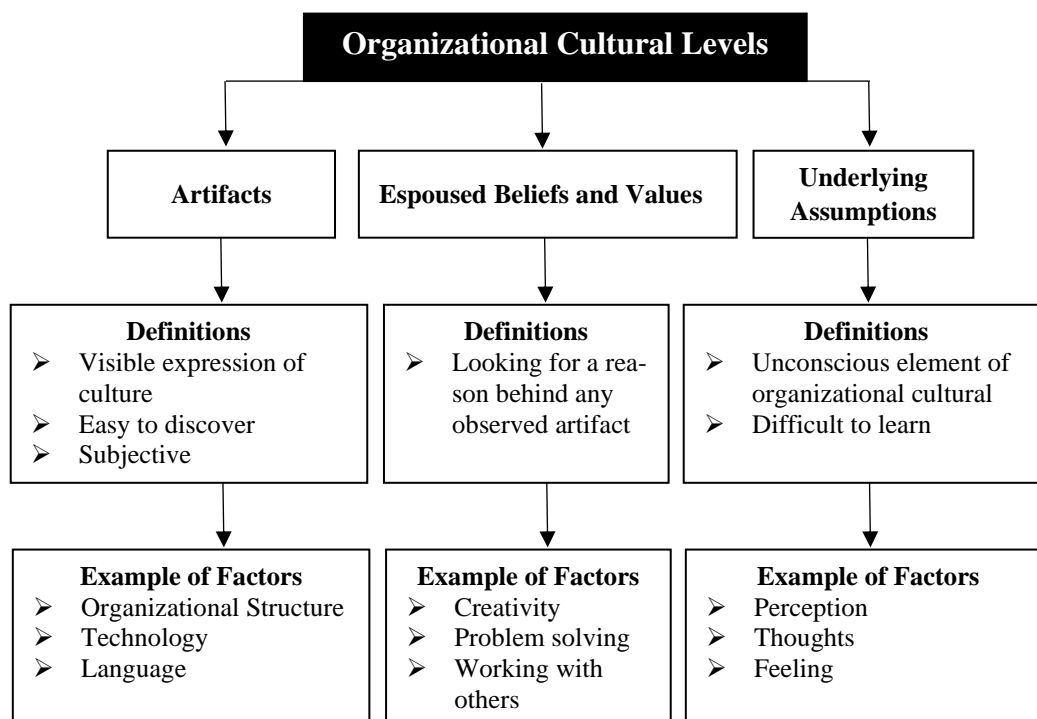


FIGURE 2. Organizational culture levels (adapted from Al Saifi, Chapter 3, 2015)

Organizational structure, practices and processes, rituals, technology, clothing patterns and language are all signs of organizational culture. The visible expression of all these things is artefacts. When a person who is unfamiliar with the culture joins the organization, he sees, hears, and feels the patterns of the organizational culture. Such aspects are easy to discover, but difficult to explain clearly. While the work of employees is primarily understood in organizational culture, the reason for this is not understood. To understand the depth of these patterns, one needs to understand the inspired beliefs and values, which are called the second layer of culture. (Al Saifi 2015.)

According to Schein [2004], espoused beliefs and values are expressed through creative work, problem-solving, and working with others. It is crucial to determine the reason for the artifacts that have been seen. Hibbard [1998] and White [1998] consider values to be important in the definition of organ-

izational culture. While it is essential for organizational culture, diversity in its practice can be observed. Values results are not visible to employees. The communication between these values is mainly through the work of the employees of the organization, the way they speak, and the expression about the organization, but not through the orientation program. It is essential to understand the basic underlying assumptions to analyse in-depth in culture. (Al Saifi 2015.)

The assumptions underlying organizational culture are immutable, as they are formed by a few unconscious elements. The elements are perception, thought, and feeling. Statements about this level of organizational culture can be made in general and abstract because it makes the facts about human beings true and specific. This level is difficult to relearn. (Al Saifi 2015.)

2.3 Types of organizational culture

Since the 1940s, organizational culture has gained importance as a subject of research for managers and scholars. The study of organizational culture is done through two methods of semiotic (subjective) and functional (objective). According to the semiotic system, each organization has an unparalleled and distinct culture. On the other hand, organizational culture can be classified according to the concept of functional approach. Employees are not motivated by the type of organizational culture, but are motivated by being satisfied with the type used in the organization. The Competing Values Framework (CVF) brings out two dimensions of organizational culture with competing standards. One of which maintains consistency between internal and external content, and the other maintains consistency between flexibility and control. (Seo & Lee 2021.)

2.3.1 Adhocracy culture

Culture gives individuals the opportunity to evolve as long as they can coordinate the goals of the organization. The sustainability of the adhocracy culture is in accordance with the ongoing time of organizational activities. When new work emerges, it comes to an end. Douglas and Judge [2001] proved through their experience that this culture has external adaptations. And adhocracy culture is important to get good results through the implementation of Total Quality Management (TQM). In this field, the focus of innovators is on entrepreneurship, innovation, risk-taking and the development of new talents. Here, leaders play the role of entrepreneurs. Because, in addition to managing the innovation process,

they are exploring new ideas. Through the use of adhocracy culture, an organization is basically characterized by the constant emergence of new ideas, groups of employees with higher education, the benefits of autonomy, inspiration, and easy access to the necessary information. (Kumar, Sharma, Verma, Lai & Chang 2018.)

A unique adhocratic culture oriented on invention has gained strength in recent decades. This culture flourishes in matrix organizations as well as organic and open systems. It places a strong emphasis on adaptability and has several advantages, including encouraging original thought, artistic efforts, and measured risk-taking. Information is freely exchanged within this culture, and members are supported and encouraged rather than controlled. It is the perfect option for people looking for ongoing personal development since it places a high premium on individual progress. Additionally, this flexible culture keeps an eye on the outside world, using resources from many sources and motivating leaders to assume roles as innovators and brokers. In general, it encourages businesses to accept change, try new things, and gain knowledge. This strategy produces noteworthy advancements and significant results. (Dora, Peter, Peter & Andrea 2019.)

Adhocracy culture keeps a watchful eye on external affairs and accordingly thinks flexibly and discreetly. Adhocracy Culture believes that it is from the interest of being an inventor that people think creatively and are interested in taking risks. The value of adhocracy culture is expressed through diversity, stimulation, growth, autonomy, and attention. (Strengers, Mutsaers, Rossum & Graamans 2022.)

2.3.2 Clan culture

Naor, Goldstein, Linderman & Schroeder [2008] and Prajogo and McDermott [2000] in their explanation of clan culture state that a change in organizational culture is essential for the successful implementation of Total Quality Management (TMQ) in an organization. In this type of culture, the main focus is on: support for senior management, keeping employees engaged, customer orientation, and internal guidance. On the other hand, Denison and Spreitzer [1991] stated in their study that clan culture shows leaders with some qualitative characteristics who are aware of employees' ideas and encourage employees through support, participation, power exercise, and interaction in teamwork. According to their research, clan culture has other characteristics: commitment between senior management and employees, customer orientation, gradual improvement, training of employees associated

with the organization, and encouragement through motivation. (Kumar, Sharma, Verma, Lai & Chang 2018.)

Clan culture is like a family of descent whose goals and values are the same. Family organizations follow the clan culture. This culture links companies to a strong competitive field. Clan culture makes internal guidelines flexible and reliable and focuses on building consistent human relationships. The main things that clan culture focuses on are: coordinating teamwork and work, developing human resources, boosting employee morale, and achieving satisfaction. This culture promotes their goals and ideals in other group organizations. This culture makes long-term commitments between individuals and organizations to protect their interests that take place through the process of socialization. In the process of social activities, older people work as counsellors for young people. Clan culture contributes faithfully to the satisfaction and management of employees in the organization. (Yim, Kim & Park 2022).

2.3.3 Hierarchy culture

The characteristics by which hierarchical culture can be characterized are its uniformity, internal efficiency, close relationship between rules and regulations, control and stable state. The use of this culture is noticeable mainly in defender-type organizations. The key to success by following this culture is the introduction of clear rules in the organization, adherence to routines, and closeness to control. More notable is the clarity of the authorities in decision-making, modernizing the rules and procedures, and introducing methods of control and accountability. As the ideal leaders of this culture, it is accepted that they are the ones who organize and monitor the staff and tasks through coordination. (Kumar et al. 2018.)

Hierarchy culture is expressed through formal structures and regulations. This pre-creates a framework for organizational culture. Where control, institutionalization, leadership, and power are indicated in how they will be conducted. Hierarchy culture has an influence on knowledge sharing. This culture serves as the standard of an organization. Through this, the coordination of the organization, the promotion of internal efficiency and control are done. This culture emphasizes the uniformity of organizations, increasing efficiency and coordination. Through this, members are motivated to adopt new methods, share knowledge and try to solve problems faced in managing new IT systems. (Al Dari, Ja-been, Hussain & Al Khawaja 2021.)

Hierarchy is the oldest and most stable type of society, which is marked by a trend toward bureaucracy. It gives workers a sense of confidence and security by giving them tasks that are clear and fit with their responsibilities. Workers in this society are expected to follow the rules and show respect for people in government roles. Because the structure is controlled, workers are always being watched. This culture places a high value on reliability, order, stability, and a sense of equilibrium, all of which are kept through ongoing efforts to record and keep things in balance. Coordination and keeping an eye on things are very important jobs for leaders in this setting. (Dora, Peter, Peter & Andrea 2019.)

2.3.4 Market culture

Making money via market competitiveness is the major goal of market culture. Transactions are primarily given higher importance in market culture due to the necessity for external environment management and stability. Customer and competitor orientation, as well as internal collaboration, make up market culture. It is seen as a collective culture. Because the organization's crucial activities must be completed quickly and effectively to sustain high-quality efficacy, the innovators benefit from internal customer value. Companies in markets with a market culture always keep an eye on the market. Because they learn about the rivals' positions, the benefits of a competitive market, and the potential nature of new prospects via this. (Kumar et al. 2018.)

Market culture sets its goals by focusing on external factors and achieves them through communication. Market culture associate's stability and control with external factors and differences. Stakeholders encourage people through awards. The things that this culture maintains value are: collecting information from customers and competitors, setting goals, formulating plans, focusing on work, and improving competitiveness and aggressiveness. (Strengers, Mutsaers, Rossum & Graamans 2022.) A market culture views the company as an economic entity, one that seeks to advance its own rational interests and places primary emphasis on maximizing profits, output, and operational effectiveness. The employees have more latitude for personal choice and growth opportunities, while the duties and goals have been made very apparent. This form of society is similarly highly regimented, but its attention is directed outward rather than inside. Productivity, efficiency, and improvement in performance are the three focuses of this organization. On the one hand, leaders are directors, who are responsible for fulfilling a coordinating role. On the other hand, leaders are producers, who are focused on productivity. (Dora, Peter, Peter & Andrea 2019.)

2.4 Factors influencing organizational culture

Employee commitment plays an important role in key features of organizational behaviour. Organizational commitment is influenced by a variety of factors, but it is significant to pay attention to the activities of the main subject. The organization's commitment is formed through three sectors model: passionate commitment, continued commitment, and ideological commitment. Organizational culture refers to the emotional relationship of employees with the organization that influences the management of membership in the organization. A satisfied employee has confidence in the activities of the organization and engages in achieving the goals of the organization by ignoring the interests of the individual. Organizational commitment is a type of force that is manifested through the identification and involvement of individuals in the organization. (Al-Sada, Al-Esmael & Faisal 2017.)

The environment of an organization is classified according to its criteria. And all of this affects the organizational culture. Everything around the place where the organization is located has an impact on its cultures, such as economic conditions, political systems, technology, laws, cultural values, values, target environments, organizations, and entities. The organizational environment can be divided into two parts, such as the task environment and the social environment. (Szczepanska & Kosiorek 2017.)

Organizational culture is influenced by the changes in the dynamic transformations of an organization. Earlier, it was believed that the organizational culture is changed by the hands of culture as a medium of directors, such as national culture. Different countries of the world follow different methods in conducting organizations, the reason for this is increasing industrialization. The current assumption is that it is the work that can give a permanent shape to the organizational culture through the proper management of the employees. The organizational culture should be such that the employees work to achieve the goals of the organization by placing their trust in the organization. Culture, attitudes, values, commitment to employees, creative and innovative behaviour, risk, long-term adaptation, focus on outcomes, flexibility, collaboration, independent behaviour, and priority to take responsibility all influence the development of organizational culture. (Szczepanska & Kosiorek 2017.)

Organizational culture serves as the core of an organization that includes governance, employee management, and all business activities. The culture of an organization can be identified through beliefs and values. There is no specific culture that applies to all types of organizations. Because organizations choose the kind of culture that increases the productivity of the organization, expands the organization

rapidly and creates high-quality performance. For example, there are several differences between Microsoft and Apple in terms of culture. Just as there are some internal factors that affect the organizational culture, there are external factors as well. While managing internal affairs is easy and controllable, managing and controlling external affairs is difficult and time-consuming. (Abhijeet 2022.)

Every business has a clear formal value system that communicates via rules and regulations, which rewards and promotes some actions while punishing others. This value system rewards and encourages specific behaviours. However, it is more difficult to determine the informal value system that exists inside an institution. The organizational environment is influenced by both formal and informal values, and it is this climate that not only gives its members with stimuli, possibilities, and expectations, but also with limits, threats, challenges, and frustrations. This atmosphere has an effect on how capable the workers are regarded to be, which in turn has an effect on their motivation. An employee's perceived competence inside an organization is affected by a variety of factors, including the clarity of their job, the degree to which they have responsibility and autonomy, the support they get from their supervisors, the amount of training they receive, and the environment under which they operate. (Brainkart 2018.)

The leader plays an important role in organizational culture. Weak leadership has a negative impact on organizational culture. Because it creates an opportunity for employees to behave negatively. Leadership should be such that employees are guided according to the goals of the organization and a place of trust is created for the leader among the employees. The outline of organizational culture is formulated according to the focus of the industry. Because the goals and values of each industry are different. These differences have an impact on the creation of organizational culture. (Granite State College 2019, organizational culture.)

Technology plays a significant role in the modern workplace. Because technology is always being updated and altered, keeping up with it may be difficult for businesses and the individuals who work for them at times. Technology is a significant external element that influences the behaviour of organizations. It has had a significant impact throughout the years on how businesses conduct their operations, and it continues to have a significant impact with each new technological advancement. It is essential for any firm to build and maintain a technologically advanced, successful business culture, and one of the most significant components of this culture is the incorporation of technology. (Course Sidekick 2023.)

An organization details its core goals through vision statements. It is a way of attracting the attention of employees and customers that make them partners in achieving the goals of the organization. The vision statement should provide insight into the direction and goals of the company when explaining. It is important to constantly follow whether morality is being observed at every level of the organization. It is important to conduct an audit to check ethical and unethical behaviour. Because a consistent follow-up process is essential for creating a strong organizational culture. (Granite State College 2019, organizational culture.)

Mission statements play an important role in organizational culture. There is a difference between mission statement and vision statement. It is crucial to the organization to be clear in the mission statement. The mission statement publishes the issues to be done to achieve the objectives of the organization. Vision statements pay extensive attention to the future when the work of vision statements and mission statements is going on simultaneously in an organization. The mission statement, on the other hand, focuses specifically on current tasks. (Granite State College 2019, organizational culture.)

Our everyday lives are significantly impacted by the economy, which has an effect on our income, spending patterns, and financial decision-making. Additionally, it has a significant impact on organizations. The sales of an organization are directly impacted by economic circumstances like recessions or stock market collapses. Companies suffer immediate implications when people are strapped for cash or decide to spend their money elsewhere. In contrast, organization profit when the economy is booming because people have more money to spend. In order to maintain their longevity, organizations must respond to economic changes and modify their strategy as necessary. (Course Sidekick 2023.)

Organizational culture is influenced in various ways through the political and legal environment. Government-declared legislation affects the culture of a company, as the company has to comply with the law to stay safe in the market, whether it likes it or not. The political environment has a direct influence on the day-to-day activities of an organization. And the organizational culture has to be managed by accepting this influence. To adapt to the influence of the political environment on the goals and objectives of the organizational culture, modifiable methods have to be followed. (Abhijeet 2022.)

Business activities and organizational culture are affected by economic reasons. The economic factors that have an impact are: consumer spending, the level of inflation, the level of employment, the economic situation in the international market, and many other factors. With the change in economic con-

ditions, organizations also change their business activities. Organizations have to carry out their activities by accepting the state of economic recession because it deeply influences the organizational culture. And for this, it is necessary to have an organizational culture and organizational structure that can be changed in the changing circumstances. (Abhijeet 2022.)

Industrial factors are some of the factors that affect an organization internally and externally. Internally, the industrial sector influences the organizational culture, and on the other hand competing companies externally influence the company's activities. To survive with competing companies in a competitive market, the purpose and culture of the company should be formed according to the rules of the industrial sector. (Abhijeet 2022.)

Social factors influence the culture of an organization because social image is associated with the organization. A strong social image makes a company popular with its customers and plays an important role in its expansion. In addition to changing consumer demand around the world, social expectations from companies have also increased. There are some companies that consider social responsibility and sustainability essential so that they can maintain a social position. For this, they diversify within the organization and create moral standards. A company succeeds by adding these factors to the organizational culture. Before forming an organizational culture, it is significant to keep an eye on higher government and people's scrutiny, social responsibility for businesses, and sustainability. (Abhijeet 2022.)

The impact of technology on organizational culture is controllable. Technology is an important part of business activities. Technology finds ways to manage a company's activities and expand rapidly. As a result of each innovation, there are some changes, so companies have to adapt accordingly. The operation and profitability sector of a company is affected only when the competing company invents new technology. For this reason, companies conduct higher digitized operations where a risk culture exists. (Abhijeet 2022.)

2.5 Importance of organizational culture

Culture plays an important role in the functioning of an organization. The importance of culture is revealed in many ways in an organization. First, culture determines what kind of knowledge is logical, manageable, and interchangeable for an organization. Secondly, the knowledge of the organization and the individual is expressed through culture. Third, culture acts as a determinant of how a company will

use its knowledge in terms of social conditions. (Durmusoglu, Jacobs, Zamantili, Khilji & Wang 2014.)

Each organization has some internal problems and there is also a unique method of solving these problems. And this method is organizational culture. What the culture of an organization will look like is based on some basic factors, such as basic assumptions, beliefs, and core values. Culture explains external issues, selects excellent methods for bringing together external adaptations and internal factors. Culture gives an organization a distinct identity by giving meaning to all the work it performs.

Through culture, the employees of the organization develop their own identity, and the promises made by them influence the organization. (Vijayakumar & Padma 2014.)

Culture plays an important role in the functioning of an organization. A strong culture manages everyone in the organization on the same track. The meaning of organizational culture is shared to deepen the communication and understanding between an organization. If the core issues of culture do not exist, organizational efficiency decreases. Appropriate behaviour and change are important for the organization. For this, each organization uses different sources and methods. Organizational culture is the complementary managerial system that influences the behaviour of the organization. The expressions through which culture is expressed in an organization are feelings, behaviour, the meaning of the language used, symbols, physical characteristics, and artwork. (Martins & Terblanche 2003.)

Organizational culture is to outline the behaviour of the people involved in the organization. The outline in which organizational explanations and activities for the behaviour of the individual are indicated. Organizational culture is a type of assumption that increases the performance of the organization. Organizational culture significantly influences organizational performance. Each organization has its own culture, which governs the behaviour and attitude of employees through rules, beliefs, and values. Organizational culture is important for the effectiveness of an organization's activities and performance. Organizational culture uses corporate strategies to encourage employees. Culture plays a positive role in increasing organizational performance. (Alkhadra, Khawaldeh & Aldehayyat 2022.)

An organization is socially responsible. The culture of an organization highlights to society how the organization is achieving its goals through proper management of human resources. Organizational culture creates a standard of leadership and management. And through this standard, the rules of behaviour of managers and employees are recorded to achieve the objectives of the organization. A strong culture is a reason for the success and failure of an organization. Because a functional culture is

considered to be the key to the performance of the organization. Culture influences the ethical behaviour and judgment of employees. An ethical culture instils a sense of morality in employees, makes them responsible, and enhances the value and reputation of the organization. (Nguyen, Dellaportas, Vesty, Pham, Jandug & Tsahuridu 2022.)

3 PSYCHOLOGICAL DISTRESS AND WORKPLACE STRESS

This chapter discusses the concept of psychological distress and workplace stress. In this chapter, we address the factors that contribute to the development of psychological distress in people, as well as the difficulties that follow from this suffering. In addition to this, it addresses what the work stress is, how it's being generated, as well as the mental and physical issues that workers confront as a direct consequence of the burden.

3.1 Concept of psychological distress

The term "psychological distress" refers to an uncomfortable emotional and mental state that is defined by symptoms such as anxiety, depression, irritability, and a sense of hopelessness or helplessness. Psychological discomfort can be caused by a variety of factors, including trauma, abuse, substance abuse, and interpersonal conflicts. It is a non-specific phrase that incorporates a wide range of bad psychological experiences that can be the consequence of a variety of reasons, including those that are related to one's place of employment. These sensations can be the result of something known as burnout. (Lazarus & Folkman 1984, 1-21.) According to the World Health Organization (WHO), psychological distress is a state of emotional suffering that is characterized by symptoms of anxiety or depression that are severe enough to interfere with functioning and day-to-day living. These symptoms must be present for the condition to be considered psychological distress. (World Health Organization 2022.)

It is possible to suffer from psychological anguish as a reaction to both short-term and long-term sources of stress. An abrupt onset of distress symptoms can be brought on by acute stressors such as a significant life event or a catastrophic event. Chronic stressors, on the other hand, can be long-term and persistent, such as ongoing stress connected to work or a chronic health condition, and can contribute to a more protracted sensation of distress. Examples of chronic stressors include ongoing work-related stress or a chronic health condition. (Kessler et al. 2002.) Persons who are experiencing psychological distress may experience negative effects on their well-being, including their physical health. Additionally, persons who are experiencing psychological distress may experience poor effects on their work performance, job satisfaction, and interpersonal connections in the workplace. (McEwen 2007.)

The majority of the symptoms that make up psychological distress are those that fall somewhere on the stress–depression continuum. These symptoms are brought on by a stressor. Because it depletes the psychological resources of workers, the bad conduct of exploitative leaders is the major cause of psychological anguish in employees. This is because the behaviour of exploitive leaders is the primary cause of psychological distress in employees. (Fatima & Majeed 2023.)

The term "psychological distress" refers to bad or unpleasant sentiments that might be brought on by a number of different setbacks in one's life. Anxiety, sadness, stress, lack of motivation, bewilderment, withdrawal, despair, and distraction are all included under the heading of psychological distress in this particular research project, which uses the word as an umbrella term. Because emotional discomfort, such as worry or despair, is related with cognition, the brain of a frightened employee will shut down the complicated cognitive process in favour of concentrating on other emotions. The creative portion of the brain is shut down when someone is stressed or depressed because the brain begins to place more importance on its more primitive feelings. The state of mind, which is distracted and distressed, will cause withdrawal behaviour, low levels of motivation, bewilderment, and will limit the ability to concentrate as well as creative thinking skills. This disturbed psychological state has a detrimental impact on workers' interest in their jobs (poor interest, distraction, and low focus), as well as a fall in their motivation, which in turn leads to decreasing levels of creative performance. (Kalyar, Saeed, Usta & Shafique 2021.)

A state of mind known as psychological distress is characterized by unpleasant sentiments and experiences of physical or mental pain. When individuals are unable to deal with particular situations or when they experience difficulties in their day-to-day lives, they find themselves in a stressful scenario. Environmental variables, work-related factors, personal life issues, and social factors have all been identified as potential antecedents of psychological discomfort. Other potential antecedents include social elements and personal life aspects. Divorce, infertility, and mental illness are some examples of important factors that may contribute to a person's state of mental anguish. Other factors include wealth and power disparities. Research in the fields of medical science and organizational behaviour has placed a significant emphasis on the study of psychological suffering. The research on social networking services (SNS) has also found that the usage of the internet is correlated with psychological suffering. According to the findings of researchers, addiction to the Internet is associated with greater levels of stress as well as sadness and worse levels of life satisfaction. In the majority of earlier research, the use of social networking sites (e.g., the amount of interaction on SNS, the number of friends on SNS, the sense of social connection on SNS, excessive use of SNS, the amount of time

spent using SNS, etc.) has been primarily accepted as a primary antecedent of psychological well-being. (Dang 2020.)

More than half of the world's population is now employed, yet around 15% of people of working age suffer from mental illness. A person's self-esteem, productivity at work, and ability to find or keep a job may all take a hit if they don't get the help, they need for mental health problems. Depression and anxiety alone account for a yearly loss of twelve billion working days. Additionally, despite the vital role that employment plays in the recovery process for people with mental health difficulties, they are routinely excluded from the workforce. The health of the patient's loved ones, caretakers, workplace, community, and country as a whole are all negatively impacted by mental health issues. Reduced productivity is the primary driver of the \$1 trillion yearly cost associated with mental health disorders worldwide. It's clear that improving workplace mental health is crucial not just for the happiness of people in addition to the growth and smooth operation of whole societies. (WHO 2023.)

Everyone has the right to find employment, and workers in all sectors deserve a hazard-free and supportive workplace, regardless of the industry. While work can have positive effects on mental health, it can also have negative impacts depending on individual and situational factors. However, it is possible to protect one's mental well-being from potential deterioration or exacerbation resulting from their job. Taking measures to promote and maintain mental health in the workplace, as well as providing assistance to those grappling with mental health challenges, can enable them to fully and fairly participate in the workforce. (WHO 2023.)

3.2 Concept of workplace stress

Stress is not caused by the circumstance itself; rather, it is a response to the circumstances. The majority of the time, we experience stress because we believe that the requirements of the circumstance exceed the resources that we have available to cope with the problem. For instance, a someone who is confident in their ability to speak in public may not feel stressed about making a presentation, but an individual who does not feel confidence in their abilities may experience a great deal of stress about an approaching presentation. Major life changes, such as relocating or switching employment, may be a common cause of stress in people's lives. Long-term concerns, such as a chronic disease or the demands of parenthood, may also bring on feelings of stress. Even very little annoyances, like dealing

with traffic, may add up to a significant amount of stress. The detrimental physical and emotional reactions that may occur in the workplace are known as workplace stress. These responses can occur when there is a contradiction between the expectations of the job on the person and the amount of control the individual has over satisfying these demands. In most cases, stress may be the result of having a work that has a large number of demanding responsibilities combined with a limited level of control over the circumstances. The source of an employee's stress in the workplace may have several roots or stem from a single incident. It is possible for it to have an influence on both workers and employers. It is widely accepted that some level of stress is healthy (this kind of stress is frequently referred to as "challenge" or "positive stress"), but when you are faced with levels of stress that you are unable to manage, mental and physical shifts may take place in your body. (Canadian Centre for Occupational Health and Safety 2023.)

Individuals experience stress connected to their jobs when the expectations placed on them at work and the pressures, they confront are greater than their ability to meet them. When workers feel unsupported by bosses and colleagues and lack control over work processes, stress may worsen. Pressure, difficulty, and stress are often used interchangeably to explain bad management. Modern workplaces need pressure. Depending on resources and personality, reasonable pressure may keep employees focused, engaged, able to work, and learning. However, severe or unreasonable pressure causes stress. Stress may harm workers and businesses. Poor work organization, design, management, working conditions, and support from co-workers and supervisors can lead to work-related stress. Research shows that employment with excessive expectations and pressures that are not suited to employees' knowledge and skills, little choice or control, and minimal support is the most stressful. When work demands and pressures match their knowledge and abilities, they can control their work and how they do it, supervisors and colleagues support them, and they can participate in job decisions, workers are less likely to experience work-related stress. (World Health Organization 2020.)

According to the definition provided by the Health and Safety Executive (HSE), stress is "the adverse reaction people have to excessive pressures or other types of demand placed on them." When employees are unable to successfully deal with the many challenges and demands they face, they experience stress. Employers should ensure that the skills and knowledge required are met by their workforce. For instance, employees are more likely to experience stress if they have the perception that they lack the necessary abilities or sufficient time to achieve stringent deadlines. It is possible to alleviate pressure and lower levels of stress by providing planning, training, and support. People react differently to the

same amount of stress; what bothers one person may not stress another. It's possible that a worker's capacity to deal might be affected by things like their age, their impairment, their age, and their abilities. There are six primary aspects of job design that have the potential to influence levels of stress. The following categories are included: demands, control, support, relationships, role, and change. Workers may complain, for instance, that they are unable to meet the requirements of their jobs; that they are unable to control the manner in which they perform their work; that they do not receive sufficient information and support; that they are having trouble with relationships at work, or that they are being bullied; that they do not fully understand their role and responsibilities; and that they are not engaged when a company is going through a period of change. People react differently to the same amount of stress; what bothers one person may not stress another. Age, infirmity, and abilities may limit a worker's ability to cope. (Health and Safety Executive 2021).

3.3 Workplace stress causes and effects

Work environment is much more important for employees. And this environment affects their productivity, motivation, and decision-making. There are two types of workplace environments, collaborative workplace environment and toxic workplace environment. The collaborative workplace environment helps to increase the productivity of the employees by developing the psychological world. In contrast, depression, health problems, absenteeism, contrary work behaviours are seen in employees living in the toxic workplace environment. In this environment, the upper-class workers engage in threatening, threatening and harassing others along with greed. As a result of this, the productivity of the employees continued to decline gradually. (Anjum & Ming, 2018.) The environment in which there is a plethora of negative work elements is referred to as a toxic work environment. In this environment, employees are constantly subjected to negative behaviour by their co-workers, managers, supervisors, and the company's culture. As a result, it becomes difficult for them to work to achieve the goals of the organization. (Luintel 2022.)

A person who is subjected to the severe kind of rejection known as ostracism is ostracized and disregarded while in the company of others. The practice of ostracism may have devastating repercussions on a person's mental health and can be damaging to their functioning in a variety of areas of their lives. A loss in fulfilment of four essential human needs—belonging, control, self-esteem, and meaningful existence—is one of the specific repercussions of social isolation. Other implications include melan-

choly, wounded sentiments, and changes in social perception (such as an increased probability of misinterpreting ambiguous circumstances as potentially dangerous). Ostracism seems to stimulate the anterior cingulate cortex, the same region of the brain that is involved in the experience of both physical and psychological pain, according to evidence gleaned from studies conducted on both humans and animals that are not humans. (APA Dictionary of Psychology 2023.) The creation of interpersonal tensions is one of the ways that ostracism leads to an unhealthy atmosphere at work. When it is prevalent in the workplace, the majority of employees are ignored by their co-workers. People's psychological needs may be better met when they engage in meaningful social engagement. When someone is ostracized, their possibilities for social connection are severely restricted. Ostracism in the workplace may have negative effects, both mentally and physically, on the people who are subjected to it. The contribution that workers provide to the workplace is diminished as a result of this. A person going through this will have some unfavourable experiences, which will ultimately lead to mental disturbances on his part. Ostracism, in general, generates tension in the workplace, which, in turn, makes it more difficult for workers to do their jobs each day. As a direct consequence of this, companies and their individual members see a decline in production. (Anjum & Ming 2018.)

When employees behave in an impolite manner toward one another at work, a hostile atmosphere is produced there. Because of the natural tendencies that people possess, they like communicating with one another, and the workplace is not an exception to this rule. In this scenario, an individual's behaviour may either be beneficial or bad depending on how it is interpreted. Incivility in the workplace is a term used to describe situations in which undesirable behaviour is detected in the communication that takes place between workers in the workplace. When employees in the workplace engage in behaviour of this low quality toward one another, it lowers both interest and performance levels among the remaining workers. Employees at any level of the business are capable of engaging in behaviour of this kind. As a direct consequence of this, workers experience both mental and physical stress. Incivility in the workplace causes workers to experience increased emotional anxiety, which has a detrimental impact on the employees' self-esteem, level of satisfaction, and productivity. (Anjum & Ming 2018.)

The poisonous nature of the working environment has been exacerbated by the presence of bullying. Employees' mental health might be negatively impacted when they are subjected to bullying in the job. Employees are subjected to bullying in the workplace when they are given a certain amount of time and then pressured to do the more unfavourable job within that period of time. It is difficult to exact retribution or organize a resistance movement when there is no check or balance of official or informal authority. It has been determined that workplace bullying is a significant issue that has to be addressed.

For instance, among employees in Europe, its influence is seen at a rate of 5 to 10 percent. The percentage ranges from 10 to 14 percent in the United States. It's a problem all throughout the world: bullying. The victim's mental health may be put in jeopardy as a result of the three to four percent rate that almost every company has. In the workplace, not only is there a lack of safety, but there are also many other kinds of issues that may be detected as a consequence of bullying. One of them is the lack of safety. Depression may develop when an individual is subjected to a wide variety of stresses relating to their place of employment and when they experience a disruption in their sentiments, trust, beliefs, interests, and worries. The number of studies conducted on bullying in the workplace has decreased in non-Western nations. (Jalali, Jaafar & Hidzir 2020.)

Harassment in the workplace occurs when an offensive word or behaviour is directed against an individual without that person's knowledge. Nevertheless, in many nations, people are hesitant to report harassment that occurs in the job. The workers' mental and physical health are both impacted when they are subjected to the type of stress that is caused by the harassing actions. Anxiety, depression, post-traumatic stress disorder, sleeplessness, work-related suicide, musculoskeletal diseases, and coronary heart disease are the sorts of ailments that workers might suffer from. Behaviour that constitutes harassment in the workplace has an effect not just on the employee but also on their family and the organization they work for. As a direct consequence of this, there is a rise in intra-organizational friction, employee absenteeism, and staff turnover. Those who are witnesses to harassing behaviour in the workplace are subjected to a greater quantity of stress and have a greater variety of health issues. (Anjum & Ming 2018.)

A toxic atmosphere is produced inside the business as a result of abusive supervision in the workplace as well as deviance in the workplace. These questions have been at the centre of debate on the institution's studies for the last quarter of a century. Abusive supervision has a number of negative consequences on the work environment, including lower levels of job satisfaction, commitment, loss of citizenship, perceptions of fairness, greater levels of employee turnover, readiness to change employment, and other willingness to change in addition to psychological suffering. (Faldetta 2021.)

For a very long time, epidemiologists have been aware of the fact that social and environmental variables may play a role in the development of many different human illnesses. Work is the single activity that takes up the majority of people's waking time, therefore it should come as no surprise that the pressures, strains, and tensions that occur inside the workplace have been highlighted as being a poten-

tially key health issue. There are many different hypotheses that have been created from a broad variety of points of view, and all of them currently postulate that there is a direct connection between organizational or workplace stress and wellness. There is an increasing body of research suggesting that the present trends in work circumstances may be directly harmful to the physical and mental health of employees, which may be leading to lower levels of job satisfaction. The nature of many different employments is shifting as a result of new working methods and fast technology advancements. Due to the difficulty that businesses have in meeting stringent deadlines and objectives, employees are sometimes obliged to work considerably beyond the hours that are specified in their contracts, even when they may not choose to do so. Employees are gaining less and less control over their workloads as a direct result of workplace practices that are becoming more automated and less flexible. Increased emotions of job insecurity are a direct result of the trend among many businesses to cut down on their permanent personnel in favour of a culture that emphasizes short-term contracts or "outsourcing." These developments have unquestionably played a significant role in the creation of a "workaholic" culture throughout the UK and Europe. This atmosphere is having a detrimental influence on the levels of happiness and satisfaction that workers get from their work. (Faragher, Cass & Cooper 2005.)

The nature of work and work in Europe, like other continents of the world, is constantly changing to survive with competition in the era of globalization. There has been a decline in workers for full-time work as there has been an increase in the tendency to join people in part-time work, temporary employment, and secondary work. The number of self-employed workers in EU countries is constantly changing. European workers have long been diverse in terms of gender and ethnicity. The tendency to work at a fast pace, to work within a certain time, and not to give enough time to complete the scheduled tasks – these factors are creating psychosocial health problems through the health problems of the employees which have become a growing phenomenon. It has an impact on more than 40 million people in the EU. (Zwetsloot, van Scheppingen, Dijkman, Heinrich & den Besten 2010.)

Toxic work environments contribute to hampering the professional growth of employees. The professional development of employees suffers when employees are heard or humiliated negatively through high-level, responsible employees in the organization. Employees cannot evolve when they do not get credit for their work through professional growth or promotion. (Luintel 2022.)

An unhealthy work environment lowers the confidence rate of employees. There is a tendency among the people working in such an environment, through which the person constantly speaks negatively about himself and the organization. This results in the employee treating himself and others negatively.

When such negative behaviour arises in the employee, he expresses dramatic behaviour. When this perception is born in the employees, that it is not possible for them to work according to the standards of the manager and the organization, then their lack of confidence is seen. This deficiency affects them physically and mentally. (Luintel 2022.)

An unhealthy work environment is responsible for the physical and mental illness of employees. As a result, employees in this environment face many serious illnesses that are mentioned here. Insomnia is one of the most common problems faced by employees in a toxic work environment. And this prevents employees from leading a normal life. When a person cannot get enough sleep due to depression, anxiety, fear and stress, he suffers from a variety of psychological issues. Many times, employees drink and smoke to stay away from stress; When employees work long hours, there is an outbreak of high blood pressure-related diseases in them. For example, heart damage, stroke, kidney failure, etc.; An unhealthy work environment causes fatigue among employees. While fatigue is mainly related to mental difficulties, it also causes physical problems. As a result, the difficulties that employees suffer from are memory loss, indecision, loss of cautious approach, decreased concentration and heart-related diseases; Toxic work environments increase the risk of developing diabetes in employees. And the factors that are responsible for the emergence of it are depression, anxiety, stress. The body of people who are under excessive workload cannot release the necessary insulin. As a result, the level of glucose in the blood automatically increases, which is the cause of diabetes. (Luintel 2022.)

4 ORGANIZATIONAL CULTURE AND PSYCHOLOGICAL DISTRESS

This chapter discusses various issues of organizational culture. How an organizational culture creates psychological distress at work is discussed. This decreases the productivity of employees and workplaces. This chapter further discussed how unhealthy work environments are being created in the workplace and how it is affecting the performance and qualities of employees.

4.1 Role ambiguity and role conflict

It has been shown that both role conflict and role ambiguity may have substantial implications on the results for both the individual and the organization. The degree to which a person sees contradictory or mutually exclusive expectations or inadequate expectations (respectively) about his or her job function is what is measured by the widely established metrics of role conflict and role ambiguity. (Siegall 2000.) It has been recognized for a long time that complex organizations with fewer officially specified function descriptions tend to have a greater prevalence of role ambiguity, and multiple studies imply that the implications of role ambiguity are mostly negative. In particular, a number of meta-analyses have arrived at the conclusion that job ambiguity is adversely correlated with performance, organizational citizenship behaviour, satisfaction, and commitment. Additionally, it has a favourable correlation with stress, absenteeism, and plans to leave the company. (Hill, Chenevert & Poitras 2015.)

Employees often have conflicting job requirements. Intra-role conflict occurs when the needs of a single role clash with one another. Inter-role conflict, on the other hand, relates to the several roles that workers play; in this case, it might be challenging to determine which function they are required to play. A straightforward illustration is when an employee is required to act one way in one capacity and then acts very differently in another one. Role conflict emerges from such inconsistent conduct, which is anticipated. In front of their superiors, executives are expected to act one way, while acting otherwise in front of their employees. Executives are aware of the required behaviours they are supposed to exhibit; thus, this kind of role conflict is not a concern. Another form of role conflict is when employees have conflicting roles at work and at home. This is known as work-family conflict. Employees anticipate some degree of role conflict in companies. Role conflict may become an issue and a cause of stress if it persists beyond what is intended. According to organizational role theory (ORT), conflicts

develop when expectations, rules, and norms are contradictory and employee responsibilities are governed by a well-defined set of guidelines. When personnel must fulfil numerous jobs, adherence to one duty makes adherence to another position challenging. Employees are often unclear about the function that they are expected to play. Role ambiguity, which includes competing supervisory expectations, uncertainty in the description of duties, and a lack of distinct responsibilities for carrying out tasks, is one of the effects of role conflict. It helps to grasp these obligations from tacit knowledge. Role conflict and role ambiguity are positively correlated, according to various research in the literature on organizational learning. Role ambiguity occurs when managers are unable to define tasks and responsibilities clearly or when they lack the knowledge necessary to identify, choose, and allocate workers to effective positions. According to some academics, role ambiguity occurs when the knowledge needed to do a task and the information accessible are incompatible. Role ambiguity makes it more difficult for employees to complete their assigned responsibilities, which hinders their effectiveness on the job. Role ambiguity has been linked to poorer productivity, higher stress, anxiety, fear, and anger, and a decline in work satisfaction and confidence. Role ambiguity is later linked to poor performance, according to a meta-analysis of over 96 research. Role ambiguity and performance have been shown to have an inverted-U connection by several researchers. Role ambiguity causes performance to suffer, which is then mediated by emotional tiredness. (Parayitam, Usman, Namasivvayam & Naina 2021.)

4.2 Leadership style and psychological distress

Leaders play an essential role in the process of developing and altering the culture of a business. There is a one-to-one relationship between the manner in which a leader operates and the culture of a company. For instance, when executives excite workers by providing them with inspiration, the culture of the company has a tendency to become more supportive and people-oriented. The business culture has a tendency to become more performance-oriented and competitive when executives inspire employees by making incentives reliant on performance. The actions of leaders directly impact the cultures of their companies in a variety of ways, including these and many more. The leader's ability to impact culture includes the ability to provide an example for followers to follow. Numerous studies have shown that leader conduct, the congruence between organizational policy and leader actions, and leader role modelling are significant factors in determining the extent to which an organization's culture places an emphasis on ethics. The actions that the leader does themselves will indicate to the others what kinds of behaviours are acceptable and what kinds of behaviours are not acceptable. A culture that emphasizes teamwork is more likely to develop in a company whose upper-level managers make

an effort to consult with and include other employees in decision-making processes, as well as to solicit their feedback. The norms and values that are expected to govern the conduct of the organization's members are signalled to the organization by the leaders who serve as role models for the members of the organization. (Powers 2019.)

Contact with toxic leaders over an extended period of time and on a regular basis causes stress and a reduction in well-being among their subordinates. Those subordinates who worked under toxic leaders for an extended length of time had low levels of self-worth and lower levels of self-efficacy. When toxic leaders shout, criticize, and ridicule their subordinates, it instantly lowers their sense of self-confidence, self-worth, and self-efficacy. This is because these behaviours wear people down. Negative psychological effects, including as animosity, anxiety, and sadness, may emerge when subordinates have the feeling that they are being mistreated. There is a correlation between abusive supervision and emotional tiredness in subordinates, but it works in the other direction. The high degree of disengagement in subordinates is also positively associated to toxic leadership, which is a contributing factor. A high degree of detachment inside oneself, sadness, pessimism, and separation from job and duty were mentioned by subordinates. Loss of self-worth, agitated behaviour, and withdrawal are the three most significant results in terms of psychological discomfort that may be attributed to toxic leadership. (Bhandarker & Rai 2019.)

Leaders that are toxic attempt to bring others to tears. They prioritize engaging in greater conflict and yelling at one another above concentrating on elevating their followers. It is not only seen in corporations but also in academic institutions, where it leads to emotional problems, a decline in performances, and the development of anti-social behaviour on the part of academics. It is also claimed that hierarchical structures and fee environments also contribute to the creation of toxic leadership, which manifests itself in unjust treatment of staff members during performance reviews. The staff's professional advancement is stifled by tyranny, and employees are forced to do tasks that are outside of their areas of expertise. This is tied to the narcissism that exists among the leadership of the organization. Toxic leadership is an ineffective method, and a high destructive leadership style has a negative impact on staff creativity, excitement, innovation, and morale. This is because toxic leadership is a detrimental strategy. Selfishness is the driving force behind the activities of toxic leaders, and this trait has the potential to be a silent assassin, making it possible to damage and remove individuals who challenge authority and control. These executives have a pattern of publicly humiliating their staff, shouting at them, making excessive demands, using harsh language, and throwing tantrums when they become an-

gry. An employee may have psychological impacts such as anxiety, rage, memory loss, and an inability to focus as a result of the presence of toxins in an organization. These effects may be shown in the workplace. Because of the poisonous work culture, situational dynamics may quickly escalate to levels of harassment, prejudice, and ethical breaches, leading to negative consequences. (Tiwari & Jha 2022.)

4.3 Poor management support and psychological distress

Supervisor support refers to the assistance supervisors provide to employees in managing the challenges of balancing work and family responsibilities. It involves both emotional and practical support to help employees cope effectively. On the other hand, management support refers to how employees perceive the organization's commitment to their well-being and the value it places on their contributions. It encompasses employees' views on the organization's concern for their welfare. Supervisor social support encompasses four crucial psychosocial aspects: emotional support, which includes elements like encouragement, dependability, empathy, attentiveness, and understanding; appraisal support, which involves affirmation, feedback, and social comparison; informational support, which includes advice, suggestions, guidance, and sharing relevant information; and physical support, which involves tangible assistance such as resources, financial aid, time-off, labor assistance, and modifications in the work environment. (Achour, Khalil, Ahmed, Nor & Yusoff 2017.) Managerial support refers to the perception employees have regarding how sensitive and accommodating management, including supervisors, middle managers, and executives, is towards their family-related needs. It encompasses the belief that management genuinely cares about the well-being of their subordinates, recognizes and values their contributions, and provides overall support. This support can manifest in various ways, such as understanding work-life balance, offering flexibility, demonstrating empathy, and fostering a positive and supportive work environment. (Agarwala, Arizkuren, Castillo & Muniz 2020.)

Through supervisor support and work-family culture, literature has operationalized informal organizational assistance. Employee affective commitments (AC) is specifically explained by how much each manager shows care for their subordinates' emotions and attention for their family requirements. Studies have mostly shown that management support improves AC. Since managers are thought of as the organization's representatives, a favourable organizational attitude is likely to come from perceived management support. The growth of AC is aided by perceived organizational support and, in turn, management support, which makes employees feel obligated to the company. Studies have shown a

favourable relationship between management support and AC. There is a significant correlation between affective and normative commitment (NC), thus the mindsets of desire (affective) and responsibility (normative) may co-occur; the obligation to reciprocate may really produce normative and not AC. (Agarwala et al. 2020.)

Uncivil conduct is low-intensity behaviour with uncertain intent to injure the target, violating workplace standards for mutual respect. It is impolite and disrespectful. Supervisor incivility includes demeaning people, insulting them, dismissing their viewpoints, and excluding them from social activities. Workplace incivility includes hidden threats, furious emails, nasty glances, and the quiet treatment. Incivility differs from workplace abuse like aggressiveness and violence due to its uncertain purpose to damage, reduced intensity, and norm breaches. The conservation of resources hypothesis states that people lose control of their stress when they run out of resources to handle stressful events. Supervisor incivility is a workplace stressor that harms employees' well-being, physical and mental health, and psychological resources, regardless of intent. Supervisor incivility causes worry, dread, uneasiness, melancholy, and emotional tiredness, depleting psychological resources. Supervisor incivility reduces psychological resources, making it harder to handle stress and lead to psychological suffering. Thus, when bosses unfairly criticize, bully, put down, or treat workers condescendingly, they are more likely to feel stressed, sad, and depressed at work due to a lack of psychological resources and energy. (Dedahanov, Fayzullaev & Abdurazzakov 2022.)

4.4 Performance expectations and psychological distress

The term "fatigue" refers to the results or after-effects of a variety of activities, such as spending a busy day at work, traveling on a long trip, or even focusing for a short period of time on very demanding physical exercises. Fatigue may be caused by any of these situations. It's possible that the phrases "workload" and "job demands" might be used interchangeably in the context of occupational weariness. A heavy workload may be one of the factors that leads to the development of exhaustion, sickness, and other problems, all of which may lead to a decline in performance. It was believed that high job demands were a predictor of weariness, with a larger workload leading to greater subjective exhaustion. There is a possibility that the connection between workload and weariness is a dynamic one, and that the amount of effort that is ideal may shift over time. Impairments in performance may occur in everyday work as a consequence of both a heavy workload and exhaustion. There is a correlation between the fit or gap between the demands of the job and people's capabilities, which results in a high

workload. Examining nine exams every day would be considered to have a high workload, whereas analysing seven tests would be considered to have a light burden. There are three interconnected aspects that make up workload: the input load, the effort put in by the operator, and the performance (or outcome) achieved. The operator effort is reflective of the subject's internal response to the input load, such as the subject's internal objectives, motivation, and task criteria that have been adopted, while the input load is composed of the external elements like the work time and workload. When it comes to estimating the amount of labour involved, the level of effort put out is perhaps one of the most crucial factors. The combination of the two aspects described above results in the performance. (Fan & Smith 2017.)

Work-life balance and happiness are remained understudied despite growing academic interest. Employees work a lot. Work stress might cause employee misbehaviour. In fact, task failure, turnover, and absenteeism are commonplace in the workplace, affecting organizational performance and growth. The company must recruit and retain healthy, well-trained, and competent workers. Employees must work hard and frequently work beyond hours to meet financial responsibilities, which creates a work-family conflict. Long working hours promote job-to-home spill over, which may damage employee performance and company earnings. Neurologists have linked job overload to migraine, which affects well-being and performance. Due to long hours and difficult tasks, today's worker is fatigued at the end of the day. For instance, 8am–5pm working hours have been linked to increased medical issues including diabetes, hypertension, psychological and attitude issues, aches and pains, and more. (Ukwadinamor & Oduguwa 2020.)

4.5 Organizational climate and psychological distress

In recent years, there has been a great deal of worry over the mental health of people working in health care organizations due to factors that are connected to their place of employment. Job demands (such as long hours, a heavy workload, and pressure), a lack of control over one's job, and inadequate assistance from supervisors are the three workplace characteristics that are most often related with psychological ill health. (Bronkhorst, Tummers, Bram & Vijverberg 2014.)

Employees' views of their workplace's relevance and purpose influence company atmosphere. Organizational atmosphere is often linked to employee behaviour. Employee perceptions of work settings are

quantitative, represent a common agreement, and predict many significant individual and organizational outcomes, according to research. Organizational culture and performance have been studied extensively. However, theory and research have increasingly stressed that organizational atmosphere affects employee health and well-being. Organizational environment predicts physical sickness and employee psychological well-being, notably anxiety and sadness. Poor employee mental health costs companies and increases the risk of physical sickness. Occupational stress may relate organizational atmosphere to mental health. Organizational climate stress is psychological and predicts stress-related health behaviours including distraction, impatience, and mistake proneness. (Arnetz, Lucas & Arnetz 2011.)

There are many various ways in which the idea of organizational climate (OC) has been described; nonetheless, there is substantial consensus about the difference between organizational climate and culture. Although there is some conceptual overlap between the notions, they may be distinguished from one another in the context of organizations. The implicit underlying values, beliefs, and assumptions that serve as the foundation for culture are what influence the conduct of workers. The concept of climate, on the other hand, refers to the significance that workers ascribe to the actual policies, practices, and procedures that they are exposed to in the course of their employment. OC may be characterized either in terms of organizational aspects that can be applied to any number of situations and sectors or in terms of particular traits that are related to the subject matter of interest. Both approaches have their merits and advantages. The first method is called the global approach to climate or the molar climates method. Both of these terms relate to the same thing. The second strategy is known as a domain-specific approach, or as a targeted climate, and it targets certain climates, such as the ethical climate, the safety climate, and the service climate. OC is a stressor at work that has an immediate and direct effect on the mental health of workers. There is a correlation between mental health and organizational characteristics such as interpersonal interactions at work, employee participation, and a culture of support, respect, and justice. The impacts of OC on job design, job futures, and psychological work adjustment are how this substance is connected to mental health. The ways in which employees perceive their working conditions shape their perspectives on their jobs and the opportunities available to them inside the firm. (Bronkhorst et al. 2014.)

4.6 Social dynamics and psychological distress

Mental health and behaviour are influenced by a wide range of social, cultural, and environmental occurrences and influences. These effects range from changes in social positions and status to various social settings, relationships, and demands. This includes competition for resources such as education, healthcare, and other social services, as well as rapid technological advancements and employment deadlines. The term "psychosocial factors" refers to any mental feelings or experiences that a person has in relation to their physical or social position. One example of a psychosocial aspect is the presence of a load, a feeling of strain, the assistance of others, a lack of control in the workplace, and a sense of accomplishment from one's work. When workers are exposed to psychosocial elements at work, it may have a significant negative impact on both their well-being and their health. Insomnia, irritability, anxiety, and sadness are just some of the side effects that may result from not getting enough sleep. The World Health Organization defines psychosocial factors at work as interactions between the work environment, job content, organizational conditions, and workers' capacities, needs, culture, and personal extra-job considerations that may affect health, work performance, and job satisfaction through perceptions and experience. Psychological support improves job attachment, commitment, satisfaction, participation, good work moods, retention, and organizational citizenship. However, without psychological assistance, absenteeism, conflict, productivity, and accidents rise. (Terraskills 2021.)

Social stresses have become one of the biggest workplace stressors in recent decades, affecting employee well-being. Recently, academics have examined how social and other professional pressures affect employee well-being. Research shows that social pressures harm employee well-being and mental detachment. Positive social interactions—both within and outside the workplace—are known to improve well-being and health. Workplace relationships may range from pleasant to conflict-filled. Social stresses include social animosities, co-worker and supervisor disputes, unjust behaviour, and a hostile group atmosphere. These features all break communication standards. Arousing and distracting deviations might cause negative activation and stress. It might also make one feel socially inferior. Social pressures may also disrupt people's status of belonging, violating their need to develop and sustain at least a few durable, pleasant, and meaningful connections. Thus, interpersonal connections need significant cognitive processing. Cognitive processing may occur during social interactions and outside of work as job-related thinking. This prevents psychological detachment from work, making it harder to recover after a socially stressful day. (Schulz, Schoellgen, Wendsche, Fay & Wegge 2020.)

5 RESEARCH METHODOLOGY

Research is a systematic and rational exploration aimed at acquiring fresh and relevant knowledge about a specific subject. It involves the objective and methodical analysis to seek answers to scientific and societal challenges. Research is driven by the quest for knowledge and the discovery of previously unknown facts. Knowledge, in this context, refers to information obtained from various sources such as personal experience, individuals, books, journals, or nature itself. Through research, new insights can be gained, expanding our existing body of knowledge. It is through research that progress is made in various fields. Research encompasses studies, experiments, observations, analyses, comparisons, and logical reasoning. In reality, research is ubiquitous and permeates our surroundings. More precisely, research seeks to identify patterns, correlations, and predictions about phenomena. The word "research" is formed by combining "re" which means again, and "search" which denotes inspection, examination, and investigation. It signifies a meticulous, methodical, and patient exploration of a particular topic to establish facts or principles. Research solves problems and generates knowledge that can be generalized, using scientific methods. Scientific procedures include data collection, observation, categorization, and interpretation. While our everyday generalizations may differ from scientific findings in terms of formality, rigor, verifiability, and broad applicability, research serves as a foundation for advancing our understanding of the world. (Goundar 2012.)

Basically, research is considered as the art of scientific inquiry. Generally speaking, research is the search for knowledge. Research is about discovering something new through research. The instinct to search instinctively works in humans. When something new comes up, we are surprised. And this sense of wonder makes us inquisitive, and we are interested in acquiring unknown knowledge. The method we follow to acquire this unknown knowledge is research. Research should be used in a technical sense, as it is academic work. Research is the verification of the accuracy of a hypothesis through a continuous method. For example, defining and redefining a problem, formulating a hypothesis or proposing a solution, evaluating it by collecting and organizing information, reaching conclusions by excluding unnecessary issues, and finally examining the decisions taken properly. In short, research is an objective and systematic method by which knowledge is acquired through the solution of an issue. The main goal of the research is to discover the unexpressed truth. The purpose of each study varies depending on the content. Based on the content and usefulness, research is done through several methods, descriptive, analytical, applied, fundamental, quantitative, qualitative, conceptual, and empirical. (Kothari 2004.)

A research methodology is a systematic and logical approach that researchers use to guide their investigation. It serves as a framework to describe how the study will be conducted in order to obtain accurate and valid data that align with the research goals and objectives. The methodology outlines the data that will be collected, the sources from which it will be obtained, the methods employed to gather it, and the techniques used to analyse and evaluate it. By employing a well-defined research methodology, the study gains credibility and produces reliable scientific findings. Furthermore, it provides a comprehensive plan that helps researchers stay focused and ensures a streamlined, efficient, and manageable process. Understanding the researcher's methodology allows the reader to grasp the overall strategy and procedures employed to arrive at the study's results. A researcher must make various choices while developing a study approach. One of the most crucial decisions is whether to employ qualitative, quantitative, or a mix of the two data methodologies. The information acquired will always be in the form of numbers or descriptions, and researchers may choose to concentrate on gathering either words, numbers, or both. (Indeed Editorial Team 2022.)

Quantitative methods and qualitative methods are the two basic methods of research. The main purpose of quantitative research is to create a database. Through this, the characteristics or relationships of the population are estimated. On the other hand, the main purpose of the qualitative approach is to evaluate people's attitudes, opinions, and behaviours. In this type of study, the researcher presents his insights and impressions. The results of qualitative research are not published in quantitative form. (Kothari, 2004.) The method that is adopted to solve the problems caused during research is the research methodology. It is considered a science to study research scientifically. Through this, a researcher tries to solve the problems found in his research with appropriate reasoning through various steps. While doing research, a researcher needs to study the technique as well as have knowledge about the research methods. (Kothari 2004.)

The methodological part of the research will be discussed in this chapter. This section will highlight what methods the research will be used. This section will explain how the sample selection, data collection, and data will be analysed. In the end, the reliability, and validity of the collected data will be discussed.

5.1 Qualitative research

Qualitative research methods play a crucial role in advancing new areas of research. These methods encompass various approaches, including case studies, grounded theory, and ethnography. Qualitative research allows for the detailed description and classification of new phenomena through the process of identification. It also facilitates the introduction and clarification of new theoretical constructs, enhancing our understanding of the subject under investigation. Through qualitative research, observations are made, and theoretical explanations are developed, contributing to the expansion of knowledge in the respective field. These methods provide valuable insights into complex social, cultural, and psychological aspects that quantitative approaches may not capture fully. By delving into the richness of human experiences and perspectives, qualitative research adds depth and context to our understanding of the world. (Valtakoski 2020.) Qualitative research focuses on exploring phenomena or occurrences that are related to quality or type. It also encompasses attitude and opinion research, which aims to understand people's feelings and beliefs about specific topics or organizations. Qualitative research is grounded in interpretivism and constructivism, which recognize that reality is subjective and socially constructed. It acknowledges that there are multiple realities or truths depending on individual perspectives. Reality is constantly evolving and shaped by our thoughts and interpretations. There is no objective external reference point against which truth claims can be measured. In qualitative research, the investigator and the object of study are dynamically connected, and discoveries are developed within the specific context of the inquiry. Sound qualitative research offers several advantages, including flexibility, focused exploration, and the ability to produce tangible and relatable results for readers. It is designed to be completed efficiently, providing valuable insights into the subject matter. (Goundar 2012.)

What is well gathered qualitative data important? The fact that they concentrate on organically occurring, everyday activities in undeveloped areas gives viewers a sense of what actual life is like. Qualitative data also have a richness and holistic nature that have a significant potential to reveal complexity. These facts provide rich, vivid, and believable descriptions that are rooted in actual events. Additionally, the strength of such qualitative data for studying any process comes from the fact that it is typically gathered over a protracted period. Further assurance that what has been happening is actually understood comes from the inherent flexibility of qualitative studies. Due to their focus on people's actual experiences, qualitative data are inherently well suited for identifying and relating peoples' "perceptions, assumptions, prejudgments, and presuppositions" to the social context in which they live. Three more assertions are made about the strength of qualitative evidence. They have often been promoted as

the ideal method for discovery, examining new territory, and formulating ideas. They also have a great capacity for testing theories by evaluating the accuracy of certain forecasts. Qualitative data may also be helpful when quantitative data from the same situation has to be added to, validated, explained, illuminated, or reinterpreted. (Amaratunga, Baldry, Sarshar & Newton 2002.)

Qualitative data provides detailed, localized explanations of processes. Qualitative data preserves chronological flow, shows which events caused which outcomes, and yields valuable explanations. Qualitative research has hundreds of methods, many with extensive histories. Ethnography, field techniques, qualitative inquiry, participant observation, case study, naturalistic methods, and responsive assessment are now synonymous. Qualitative research interviews are versatile and provide deep data. The qualitative research interview gathers details of the interviewee's life and interpretation of the occurrences mentioned. Thus, any qualitative research interview seeks to understand the interviewee's perspective on the research topic and how they arrived at it. (Amaratunga, Baldry, Sarshar & Newton 2002.)

This research was conducted using the qualitative research method, which was deemed appropriate for the subject of the study. Through this method, participants in the interviews were able to spontaneously express their experiences and opinions in their own language. The interviews allowed participants to highlight their experience, facilitating the researcher's investigation of the issues.

5.2 Sample group

The focus group for the study consisted of international employees who were living in Finland. The selection criteria included individuals with previous working experience in another country and current work experience in Finland. The purpose of including international employees was to gather relevant and valuable information for the research. Measures were taken to ensure the confidentiality of the information obtained from the interviewees, and they were given assurance in this regard. For the interviews, a total of 9 interviewees were selected. These participants expressed their interest in participating in the interview voluntarily. The age range of the interviewees was between 30 to 45 years.

5.3 Data collection

Conducting interviews to conduct research in a qualitative manner should not be viewed on a small scale. For this, careful planning has to be done, for which preparation has to be adequate. To gather appropriate information through interviews, researchers have to be well aware of the subject of the research. They can ask questions based on skills. A rich set of information can be created by following a well-planned interview method. The interview requires listening carefully and understanding what the interviewees are saying, as well as having a respectful and curious view of their words. While real understanding is occasionally elusive, interviews are a useful tool for researchers to understand the world of others. Even though it seems that the interviewer and the interviewee are using the same terminology, their words may indicate something quite different in their own cultures. Therefore, it is more challenging to communicate when people hold different worldviews. But when used carefully, a well-planned interview approach can produce a wealth of information. (Qu & Dumay 2011.)

There are certain reasons why the semi-structured interview method is popular. For example, its flexibility, accessibility, and understanding. More importantly, it reveals the hidden aspects of human and organizational culture. Being an effective and convenient method, it is easy to collect information through it. In this method, interviewees can express attitudes on their terms, thoughts, and language. The guidelines of such an interview are that the questions are understandable to the interviewees, and the interviewer has to show a sensitive approach to understanding the interviewee's global perception. (Qu & Dumay 2011.) Semi-structured interviews are often used to study information practices. Document studies and participant observations have been used alongside semi-structured interviews. Semi-structured interviews provide rich descriptions of participants' experiences. Theoretical grounds for investigating practices argue that interviewees' sayings might reveal bundles of behaviours. Semi-structured interview exploratory investigations have shown that small sample numbers limit generalizability. Interviews offer the researcher authority over the subject, which may lead to power imbalances. Semi-structured interviews may examine information practices in technology-driven contexts by focusing on subjective perspectives. Focusing on related tasks highlights routines, standards, and conventions. (Ekstrom 2022.)

Known individuals were selected as interviewees for the research. Prior to the interviews, a message was sent to each interviewee to provide a brief overview of the research content. In the message, they were asked about their leisure time and availability, so that the interview could be scheduled according to their convenience. The interviews were conducted in accordance with the prescribed interview

guidelines. Depending on the individual's schedule and circumstances, the interviews were conducted live. A time frame of 20 to 30 minutes was allocated for each interview. Prior consent was obtained from the interviewees regarding the recording and transcription of the interview. The interviewer ensured that no specific details about the interviewees themselves were mentioned. The focus of the interview was on gathering results without specifying individual characteristics. A brief orientation was provided to the interviewees, explaining the purpose, objectives, and expectations of the interview, as well as how the results would be utilized. The importance of maintaining anonymity when presenting the study's findings was emphasized before the interviews commenced. This approach created a comfortable environment for the interviewees to express their thoughts openly and honestly.

The use of semi-structured interviews allowed the interviewer to guide the respondents toward the study goals while yet giving them space to express their ideas and emotions freely. All interviews were conducted in a straightforward and concise manner using the same methodology. The respondents had a common understanding of the workplace despite their varied ages, educational levels, and cultural origins. Many of those interviewed had common sentiments and perspectives on a wide range of issues. The interviewer was able to reach a common understanding, which aided in the compilation of data. Therefore, the study's findings are consistent and straightforward.

The majority of the questions asked throughout the interview were closed-ended inquiries, which provided an opportunity for the interviewee to elaborate on their thoughts and the experiences they have had in relation to certain issues. The interviewers were pointed in the direction of certain subjects of conversation by these questions, and they were encouraged to provide a succinct assessment that was supported by a short explanation. This strategy's goals were to give a thorough awareness of a variety of areas and contribute to a better image of the situation as a whole.

5.4 Data analysis

In this qualitative study, the answers and notes from the interviews were looked at using content-based data analysis and given content getting from theoretical part and interviews. Qualitative research is meant to present the study case and conduct a content-based data analysis made it possible to give a full account of all the cases that were important to the research goals.

After all of the interviews were done, enough information and answers were gathered. The researcher reviewed the recorded interviews thoroughly more than once to understand and put together what each subject said and thought. Different speakers' similar words and answers were found by reading and judging them over and over again. Using the ideas talked about in earlier chapters, the researcher was able to figure out the themes that came up in each interview. These themes came from either the academic theory or what the subjects said about them directly.

Because the conversations were semi-structured, the people being interviewed were able to openly share their thoughts and point out what they thought was important or interesting for the study. By looking at the recordings for words that were used more than once and for common ideas, codes were made. These codes showed the most important parts of the study because they were linked to the research themes and often fit into more than one subject.

6 FINDINGS AND ANALYSIS

The primary goals of the interview were to provide answers to research questions and get a better understanding of the participants' respective workplace cultures. A methodology known as theme analysis, which is regarded as a core technique for qualitative studies, was used. In-depth analysis of the interviews was done with a focus on certain themes that showed up in the data. The respondents were frank in sharing their thoughts and sentiments from their own points of view. But using the analysis, I was able to find and talk about recurring themes in the interviews.

6.1 Job performance and satisfaction

Job expectations always positively impact on employees and act as a driver towards their professional development. Most of the interviewees experienced that uncertain work expectations and duties can lead to mistakes, missed deadlines and a decline in workers overall job performance. Uncertainty over positions sometimes leads to assumptions and misconceptions, particularly in important circumstances, which may lead to bad results and miscommunication. Employees may struggle to prioritize activities, make educated judgments, and satisfy customer demands without clear direction. Interviewees also discussed that lack of clarity may limit productivity, miss deadlines, and increase errors. They also explained that uncertain expectations might also lower work satisfaction. When unaware about their roles and influence, employees may feel irritated, worried, and underappreciated. This may lower work satisfaction, engagement, and motivation.

Unclear job expectations can also contribute to a sense of dissatisfaction. When I am uncertain about my role and responsibilities, I feel frustrated, anxious, or undervalued. This can negatively impact my motivation, engagement, and overall job satisfaction. Without a clear understanding of what is expected of me, I may struggle to find a sense of purpose or accomplishment in my work. (Interviewee 4)

Lack of defined roles and duties may also disrupt workplace dynamics, generating dysfunctional group interactions and perhaps leading to employee turnover. Most of the interviewees think that clear conversation and understanding of each person's job are key to working well as a team. Open dialogue between managers and employees, detailed job descriptions, and clear expectations promote understanding. An interviewee explained his thought about job expectations and responsibilities below:

To my understanding, it is important to promote clear communication and role clarity. This can be achieved through open and transparent dialogue between managers and employees. Providing detailed job descriptions, conducting regular check-ins, and setting clear expectations can help employees understand their roles and responsibilities. Promoting teamwork and collaboration can minimise role conflicts and encourage a cohesive work environment. Regular feedback and performance evaluations can also help identify and address any issues related to job expectations. (Interview 1)

Most of the interviewees believe that teamwork and collaboration minimize role conflicts, while feedback and evaluations address job-related issues. To avoid confusion, clearly state job expectations, discuss them in interviews, include them in contracts, and revisit them in regular meetings. These practices improve communication, clarify roles, and enhance team effectiveness.

6.2 Role of leadership

In a worker's life leadership plays an important role, because leadership can promote a healthy work culture. Effective communication is essential for both leadership and subordinates in an organization. It ensures that everyone is aware of the organizational goals and understands how to achieve them through clear visions and actions. About leadership role, interviewees' opinions were that transparency and awareness create a trustworthy environment, making it easier for leaders to communicate with employees. Participants discussed their work experience that if leaders fail to communicate clearly, employees may feel confused and disconnected from the organization's direction. Without a clear vision and goals, employees struggle to understand their purpose and contribution. Failure to communicate effectively can result in unclear expectations, increased stress and workload, misunderstandings, conflicts, and decreased work motivation. About the leadership role a well-experienced employee's statement was as below:

Communication is very important, both leadership and subordinates need to be educated on this front. It's very important that everyone is aware of organizational goals and how to achieve them with clear visions and a set of actions. Awareness and transparency of the system help the leadership team to have maintain a trustworthy environment in an organization and it becomes easier to communicate with employees. (Interviewee 9)

Well experienced interviewees believe that teamwork and leadership build trust and confidence. It's crucial to listen to and prioritize workers' issues and create a welcoming workplace where everyone

can speak freely. Healthy work cultures promote work-life balance, seamless communication, and understanding for workers' personal and professional problems. They focused that good leadership promotes employee well-being through fostering transparency, rapport, wellness resources, and recognition. Work-life balance, open communication, mental health assistance, breaks, physical exercise, and a favourable work environment promote well-being. A worker shared the relationship between leadership role and well-being work culture below:

I believe that prioritize work-life balance, foster open communication, provide mental health support, encourage regular break and physical activity, foster a positive work environment, etc. (Interviewee 7)

6.3 Open and effective communication

Open and effective communication was one of the themes that emerged from the interview analysis. Communication is a crucial part for a positive working environment. From interviewees previous experience they importantly discussed that the morale, output, and success of a business may all take a hit when employees feel they can't voice their concerns or get answers in a timely manner. Employees who are dissatisfied with their work environment may seek outplacement if they believe their issues and suggestions are not being heard. Because of this, cooperation suffers, innovation dies, and morale plummets in the workplace. Interviewees experienced that for lack of communication people to lose faith in one another, get disinterested in working together, let problems fester, feel overwhelmed, and miss out on potential growth and development chances. Poor decision-making and a lack of forward momentum in the workplace are the results. The result is lower morale, lower output, damaged trust, and more friction in the workplace. One experienced worker's statement was:

Where open communication is not encouraged and employees lack accessible channels to communicate their concerns and feedback, the consequences include decreased trust, disengagement, unresolved issues, reduced collaboration, increased stress, and missed opportunities for improvement. It hampers effective teamwork, stifles creativity, and creates a negative work atmosphere. (Interviewee 6)

All employees strongly believe that team meetings, one-on-ones, and clear procedures may improve workplace communication. Team meetings allow employees to discuss their experiences and collaborate. One-on-one conversations allow leaders to provide important information and resolve problems.

Open-door policies encourage staff to speak freely. They think that these communication skills are essential for developing connections, resolving issues, and creating a productive, happy workplace.

6.4 Balanced work environment

For stress reduction, learning, and work-life balance, a flexible and balanced workplace is essential. Work-life balance programs boost workplace satisfaction and retain experienced workers. About workload one interviewee 's statement was:

The workload should be within comfortable limit (not too stressful and not too boring), it can be sometimes more than 100% but if it goes above, it on consistently basis then difficult to maintain healthy personal life. On the other hand, when someone is very less than 100% then it may create frustration. (Interviewee 6)

Workloads should be comfortable—not too hard or boring—to avoid tension and dissatisfaction. Work-life balance improves well-being, stress, mental health, motivation, engagement, loyalty, and commitment for people and companies. Another worker's discussion was about work-life balance as below:

To achieve a better work-life balance in an organisation, measures can include implementing flexible work arrangements, clear communication of expectations, encouraging time off, supporting wellness initiatives, role modelling work-life balance by leaders, establishing boundaries, providing training and education, and conducting regular feedback and check-ins. (Interviewee 1)

Positive work cultures attract top talent, boost morale, and boost performance. Team-building and paid holidays promote work-life balance. Flexibility and breaks help achieve work-life balance.

6.5 Employees' well-being

Employees' well-being is another theme on this analysis. Respondents discussed that an organization should give more concentration on employee well-being. Most of them think that organizations have a significant impact on the mental health of their workforce. Employees may have access to expert help and direction when required by providing access to counselling services and assistance programs. By fostering an atmosphere of open and honest communication, employers may encourage their staff to

express their worries and experience less stress. About employees' well-being, a well experienced interviewee's opinion is as below:

Among other things, an organization can take the following measures to cope up workers with work stress and maintain good mental health. Firstly, the flexible working environment help workers to reduce work load, though the work is hard. Secondly, easy and quick communication channel to immediate boss help workers to reduce their psychological distress. Thirdly, several wellness programs can create an atmosphere, where workers feel valued. (Interviewee 8)

Interviewees also think that participating in events, trainings, and seminars may provide employees access to useful tools and resources for managing mental health. Implementing flexible work schedules also lessens burdens and encourages a better work-life balance. Organizations may establish a supportive and caring atmosphere for their workers by putting a high priority on stress management programs, mental health education, and developing a feeling of worth and well-being.

6.6 Social support and interpersonal connection

Social support influence employee's productivity and well-being. Positive social interactions within and outside the workplace improve employee well-being, mental health, job satisfaction and collaboration. In this point of view employees think that positive social relationships are essential for employee wellbeing, job happiness, and productivity, both within and outside of the office. They foster empowering connections, helpful criticism, and a feeling of community. Interviewees also discussed that negative social contacts, on the other hand, including arguments or strained relationships, may cause stress, anxiety, and a decline in work satisfaction. About this one employee's opinion was:

All sorts of interactions, whether it is positive or negative, whether it is at working place or outside the working place, have influence on work and productivity. As mentioned previously that functional communication among workers and the higher authority increase worker's motivation and productivity. On the other hand, fragile and vague interaction have negative impacts on work motivation and productivity. A worker is also a human being, the experience of negative interaction outside working place also affects him/her physically and mentally. Negative interactions, such as conflicts with colleagues, or different stances with a boss, can lead to increased and continual stress and anxiety. (Interviewee 1)

They undermine productivity and create a toxic work atmosphere. Negative contacts outside of the workplace may also have an effect on a worker's general well-being and productivity.

It is crucial for both individual and organizational performance to promote pleasant social connections and create a supportive work environment. Some well-experienced interviewees focused that team-building exercises and other alternative methods, such as retreats, social events, cross-department collaboration, mentoring programs, volunteer activities, and the promotion of open communication, can help an organization foster positive social interactions and improve interpersonal connections among its employees. Among them include the organization of group activities such as sports, picnics, holiday parties, and the like, as well as the organization of work-related counselling or mentorship programs in the absence of a supervisor. One senior interviewee added that non-formal activities such as coffee-table conversations, going out with the team for lunch events, and holding weekly online virtual meetings are all options that may be used. Finally, interviewees think that it is crucial for both individual and organizational performance to promote pleasant social connections and create a supportive work environment.

6.7 Working environment

The work environment is significant for the employees because the work environment of an organization directly and indirectly affects the growth of employees and organizations. On this theme interviewees gave fruitful opinions. From their point of view, they discussed that the integration of fairness, diversity, transparency, competition, and collaboration within the workplace is critical for achieving organizational success. From their present work experience, they think that fair evaluation and treatment based on performance establish a meritocratic culture that fosters employee engagement and enhances overall productivity. By embracing diversity, organizations tap into a diverse range of perspectives and experiences, promoting creativity and innovation. Employees believe that transparency is important because transparency cultivates trust and enables employees to concentrate on their assigned tasks, thereby improving their effectiveness. Introducing healthy competition stimulates performance and encourages individuals to push their boundaries, fostering innovation and productivity. At the same time, collaboration promotes teamwork and synergy, resulting in increased efficiency and collective achievement. Striking a delicate balance among these elements cultivates a positive work culture, ultimately leading to enhanced productivity, innovation, and overall success. An employee shared his opinion about the role of competition and collaboration in a workplace as below:

In my opinion, competition can drive performance and innovation, while collaboration promotes teamwork and efficiency. Striking a balance between the two enhances productivity and employee engagement in organizations. (Interviewee 5)

Another employee's opinion was about the above theme given as below:

I believe everyone should have clear role and expectations and the competition should be exceeding one's own expectations. The collaboration creates positive environment, strengthen each other and eventually help to achieve the organizational goal which consequently everyone should be equally benefited. However, there should be a process to identify if someone performing poorly (constructive feedback is needed to address such issues) and greatly and should be rewarded accordingly. (Interviewee 2)

From interviewees' previous experiences, they discussed that employee dissatisfaction and burnout have detrimental effects on organizational productivity and performance. Decreased motivation and engagement lead to reduced production and lower quality of work. Fatigue and loss of focus further diminish employees' effectiveness. Unhappy employees are more likely to experience turnover and prolonged sick leave, impacting the organization's manpower and productivity. Additionally, dissatisfaction hampers creativity and innovation, increases absenteeism, and damages the organization's reputation.

Interviewees think that an organization should give concern on few points to transform a negative work environment into a positive one. Leaders must foster open communication, listen to employee concerns, and address issues to create a pleasant workplace.

I think that any organization can be better if they always reach out to their employees and know their concerns and also hear out suggestions from them. Also, good benefits or incentives can always motivate and inspire any employee to do better in their respective jobs. (Interviewee 2)

Fostering collaboration, teamwork, and respect and appreciation is crucial. Work-life balance, professional development, and mental and physical health assistance are essential. Transparency, capable managers, effective communication channels, flexible working arrangements, diversity appreciation, recognition of creativity and good work, and employee feedback are needed to turn a negative work environment positive. Feedback tools may help identify and fix problems.

Listen to them, identify the issues, and create a set of actions. Some organizations can help to figure out such issues with feedback tools, processes etc. (Interviewee 8)

Leadership by example and this method may boost employee engagement, well-being, and organizational performance.

One interesting conclusion was that employee happiness was strongly influenced by open communication, transparency, and respect for workers' viewpoints. Furthermore, it was clear that the majority of respondents had great potential and were appreciative of their present employer because of the pleasant working environment. However, some people had unpleasant working environments in the past.

7 DISCUSSION AND RECOMMENDATIONS

The psychological well-being of workers must be studied and assessed in the workplace. The company's employees are its true engine. Therefore, their happiness is impacted in several ways. And the most important sources of these influences are the organization's leadership, management, co-workers, and external and internal environments. Any business that hopes to succeed in today's economy must strive for ongoing innovation. And this growth is only comprehensible inside a healthy work environment, which in turn has a good impact on personnel.

Nine foreign employees were interviewed to compile this study's data and 13 important questions were answered. Respondents emphasize the importance of open and transparent communication. This eliminates any possibility for confusion or disagreement among workers over roles and duties. Regular interaction promotes understanding between supervisors and workers. Without an open channel of communication, it is difficult for workers to learn their roles.

In this study, employees highlight the importance of leadership roles. They believe that a leader makes a significant contribution to the betterment of employees and organizations through his or her supportive leadership. Leadership is critical in many respects when it comes to ensuring the health and happiness of one's workforce. To begin, leader has the ability to foster an atmosphere of transparency and help workers when they face obstacles in their professional lives. A leader may establish a positive connection with workers, creating an atmosphere in which employees feel comfortable disclosing other aspects that may not be directly connected to the working environment but may in some way have an impact on the working life. Workers might benefit from their leader's assistance in establishing a healthy work-life balance. Leaders have the ability to establish a healthy culture of wellness in the workplace by providing employees with the training and tools necessary to support their mental and physical well-being. At the end, a leader may have a beneficial influence by demonstrating respect for, and acknowledgment of, the contributions made by workers. Few employees shared that leader's imprecise communication, lack of clear vision and objectives, and unjust and disorganized decision-making can cause employee distress by causing confusion, disengagement, and feelings of unfairness.

In line with the findings, work-life balance benefited both employees and the organisation as a whole. Interviewees believe that work-life balance increases the productivity of employees. This increases

employee satisfaction with work, relieves workload, keeps mental health healthy and increases motivation. At the same time, organisations benefit from promoting work-life balance as it contributes to positive work culture, attracts and retains top talent, enhances employee morale, and improves overall organisational performance and success. In order to promote a healthier work-life balance within an organization, several key measures can be taken. These measures include implementing flexible work arrangements to accommodate personal needs, ensuring expectations are clearly communicated to avoid ambiguity. Additionally, actively encouraging and supporting employees to take time off and utilize their entitled paid vacation days can contribute to a better work-life balance. Fostering a workplace culture that prioritizes wellness by offering initiatives such as wellness programs, fitness resources, and mental health support is also crucial. Moreover, leaders can lead by example and actively demonstrate and prioritize work-life balance. Establishing and respecting boundaries between work and personal life is important as well. Providing opportunities for employees to receive training and education on work-life balance strategies is beneficial. Lastly, conducting regular feedback and check-ins helps assess the effectiveness of implemented measures and address any concerns or areas for improvement.

When it comes to developing good sentiments among workers toward their employer, the culture of the firm plays a significant part. Every company works toward achieving particular objectives, and in order to do so, they engage in a variety of activities both within and outside the organization. The significance of this research is further emphasized by the fact that these activities are not only enjoyable for workers but also help to maintain a healthy environment. The results demonstrate that both a favourable and bad work environment may have an effect on employees as well as the organizations in which they are employed. Because workers who are dissatisfied with their working environment are more likely to often switch professions, take more day off for illness, contribute to an increase in employee turnover, reduce productivity and physical stability as well as bring reputational harm to the organization. In conclusion, the study reveals that the psychological well-being of workers is significantly impacted by a number of fundamental factors, including diversity appreciation, recognition of creativity and good work, flexible working arrangements, social support, transparency, capable management, effective communication channels and social interaction.

When selecting interviewees, this study had some limitations. In essence, they were chosen as interviewees because of their strong English language skills so that the interview query could be comprehended and answered with clarity and experience. The interviews were conducted with a few people in

a specific area of Finland. Future research should investigate what additional measures can be taken in various nations to establish an employee-friendly work environment.

8 CONCLUSION

Psychological suffering is linked to an organization's culture. This thesis focused on exploring the impact of organizational culture on psychological distress in the workplace and identifying ways to build a healthy and supportive culture for employees. The research used qualitative methods, including interviews with 9 international workers in Finland who had experience working in different countries. The study highlighted the importance of a healthy organizational culture in promoting employee satisfaction, productivity, and organizational commitment while reducing psychological distress. It examined the factors that contributed to a positive workplace environment and discussed the risks associated with a negative culture, such as decreased productivity and employee turnover. The research aimed to provide insights and recommendations for creating a future-oriented organizational culture that enhanced employee well-being and organizational performance.

Organizational culture is multifaceted and complicated. It includes employees' ideals, expectations, and behaviours. Organizational culture includes openness, flexibility, communication, competence, collaboration, accountability, appreciation, and risk-taking, according to research. Over time, organizational culture helps members address difficulties. Leadership, communication, and staff devotion influence an organization's culture, which affects its performance.

Psychological discomfort, encompassing anxiety, melancholy, and despair, can arise from trauma, abuse, and work stress. Signs such as disengagement, disinterest, and decreased creativity can hinder job performance and enjoyment. Overwork and understaffing can exacerbate mental health issues. Collaborative workspaces contribute to better employee health and productivity. Psychological distress has far-reaching impacts on individuals, families, and society.

The findings supported the theories discussed in the theoretical framework and were consistent with the theoretical foundation. The analysis of the interviews provided valuable insights into the workplace cultures of the participants and shed light on the factors that influence employee happiness and well-being. Open communication emerged as a key theme, emphasizing the importance of transparent and respectful dialogue within the organization. When employees have clarity about their job expectations and responsibilities, it leads to better performance and work satisfaction. Clear communication also promotes teamwork, minimizes role conflicts, and creates a cohesive work environment.

The role of leadership was also highlighted as crucial in promoting a healthy work culture. Effective leadership promotes employee well-being through transparency, rapport, wellness resources, and recognition. Study also shows that a balanced work environment with manageable workloads and work-life balance reduces stress and enhances overall well-being. Organizations can support employees' mental health through access to counselling services and assistance programs. Positive social interactions, fairness, diversity, and collaboration also contribute to job satisfaction and well-being.

Overall, the findings highlight the importance of creating a supportive and positive work environment to promote employee happiness and organizational success.

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SEMI-STRUCTURED INTERVIEW PLAN

1) Background information

Age

Gender

How long have you been working in Finland and what is your job situation?

Do you have previous working experience, if yes then how long and in which sector did you work?

2) Job expectations and responsibilities

Do you think unclear job expectations and responsibilities negatively impact job performance and satisfaction? Please explain the reasoning.

How can we make employees happier and more productive by fixing problems like unclear roles and tasks that overlap?

3) Role of leadership

Do you think a leader's failure to communicate clearly, establish a clear vision and goals, and make fair and transparent decisions can create distress in an employee? Please explain the reasoning.

What can leadership promote for a healthy well-being work environment?

4) Communication

What happens in a workplace when open communication is discouraged and people cannot voice their concerns?

Regular team meetings, one-on-one discussions, and open-door policies can promote open communication within an organization - what's your opinion?

5) Work-life balance

Do you think work-life balance helps workers and the company?

Can you quickly explain what steps an organization can take to improve the balance between work and life?

6) Employees well-being

How can an organization help employees to manage stress and keep their minds healthy?

7) Social support

Do you think that team-building activities or alternative approaches can promote workplace social interactions?

How do positive and negative social interactions within and outside the workplace impact employee well-being and health?

8) Organizational environment

How can fairness and diversity help an organization and their workers?

How do you think competition and cooperation affect organizational and individual productivity in the workplace?

What do you think are the risks to organizations when employees are unhappy or experience burn-out?

What steps can an organization take to transform a negative work environment into a positive one?