"Factors Responsible For Employee Stress in Seth and Multi-National Corporations in Pharmaceutical Industry"

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Abstract

Purpose: Studying the factors responsible for creating job stress has been an important research dimension of Human Resource (HR) managers. Job stress may cause negative impact on the employees which could in turn reduce the overall performance and productivity of the organization. Significant difference between the job stress levels have been seen in the employees of Seth organizations and Multi-National Corporations (MNCs). The purpose of the study is to undertake a comparative analysis between factors responsible for occupational stresses at Seth versus Multinational Organizations specifically in Pharmaceutical Industry.

Methodology/Sample: The data was collected from four Karachi based organizations and 72 employees participated in this study from various managerial levels. The hypotheses contained several important elements such as demand, role, the structure of organization and its environment.

Findings: The findings of the study revealed that Seth Pharmaceutical organizations contributed towards factors responsible for causing stress at workplace such as demand, control, relationships and support, while the multinational corporations aimed at reducing these once and for all. There was a positive correlation between identified factors responsible for causing stress in the employees and the stress levels.

Practical Implementation:

Key Words: Job Stress, demand, control, relationship, support.

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Chapter 1

INTRODUCTION

1.1 Background

Stress, most of the time, is associated with a sense of overload (Hans Seyle, 1956) and non-particular response to any demand; it can be categorized into two sections- language and organization.   In the context of language (Millward, 2005), it is associated with the Latin word "stringere" that means to increase tension or hardships. In terms of organizations, it reflects job stress and work stress (Abu Al Rub, 2004).

In Seth culture organization, work related stress has been quite normal in daily life of workers, there have been certain reasons for that, one reason being, employee's job does not match the needs of his self-fulfillment and wider concept of his life. In industrialized economies, this factor influences the overall performance of an individual.The people today are highly exposed to the risks associated with fear of job lost.

Depression and anxiety takes the brain's power when one is not self-fulfilled about his duties at workplace. Employee is constantly under threat from management for reacting bad and employees remain unheard due to rigid attitudes from management side. Only within United Kingdom, around some 369, 000 employees have been found mentally-stressed under various forms of anxieties, depressions and mental illness according to an international survey.

Work related stress is often associated with the adverse reaction and excessive work pressure from employer and senior management. High employee turnover, reduced job satisfaction and diminishing employee respect, abusive behavior from bosses, and threats to job security are the causes of workplace stress. It is also associated with the workplace harassment where an employee is threatened for physical abuse by one of the colleague or boss (Kinman & Jones, 2001; Spector et al., 2005).

In developing countries like Pakistan, The pharmaceutical domestic industry where private or domestic culture creates negative influence of work related stress always spill over to various domains and limit the opportunities that leads to various issues and creates threats consistently for long life health(Allen et al., 2000).The work related stress has reached to an alarming stage since the mid-1990s and it influenced the public sector and private sector organization. Education is the priority area for all organization working on stress to cope it with awareness programs for employers and employees (Tyers et al., 2009). Several studies have indicated that work-related stress has been widespread among educated class worldwide. Moreover, the European employees are inclined towards weak satisfaction at workplace (Savolainen, 2000).The academicians in Europe has indicated an alarming state where 61% senior academics and 56 % junior academics has indicated their work as the remarkable source of strain. The work related stress in Europe is often integrated to post job compulsory education (Policy Perspectives on Occupational Stress, 2014).The negative influence of stress at workplace spills across various domains and blocks the growth of employee while affecting his long-term productivity and health.

1.2 Problem Statement

The thesis deals with an analysis of the factors responsible for Seth organizations' stress in comparison to Multinational corporations where employees are treated with all their fundamental rights and values. The factors responsible, in the context of employees at Seth organizations, are multiple owing to many reasons such as the concern of the employer with his own status or values rather than the employees, at large. The hypothesis is drawn on the basis of apparent indication or reflection in the market about domestic pharmaceutical companies. The Seth pharmaceutical companies, where layer of managerial hierarchy is low and only two layers are found, are giving high stress workplace environment and an employee is engaged in stressed environment. On the other hand, the pharmaceutical Multinational corporations are striving hard to look after the employee needs and requirements on a daily basis, properly quantifying the needs of each employee, and evaluating the employees' feedback for improvement in the workplace culture and environment.

1.3 Aim of Study

The aim of the study is to explore the factors responsible for employee stress in Seth and Multi-National Corporations in pharmaceutical industry.

Following are the research objectives of this study:

- To understand the work related stress among employees of Seth Culture organizations.
- To examine the work related stress among employees of Multi-National Corporations.
- To analyse the impact of organizational factors (such as Demand, Control, Support, Relationships, Role and Change) on Employee Stress
- To compare the level of Stress among employees of Seth and Multi-National Corporations in Pharmaceutical Industry.

1.4 Research Variables

Dependent Variable: Employee Stress.
Independent Variables: Demand, Control, Support, Relationships, Role and Change.

1.5 Research Questions

The major questions raised in this study are as follows:

1. How do the employees fulfilment of job demand varies for those working at Seth organizations and MNC's?

2. What is the level of freedom of speech about their working ways in the Seth organizations versus MNC's?

3. How does the level of support an employee receives from the colleagues differ in the Seth organizations with that of MNC's?

4. What is the probability for involving an unacceptable behaviour for the employees of Seth Organization in comparison to that of MNC's?

5. How the understanding of job roles and responsibilities varies between the employees of Seth organizations and MNC's?

6. What is the level of engaging employees while going through the organizational change in the Seth organization as compared to MNC's?

1.6 Conceptual Framework
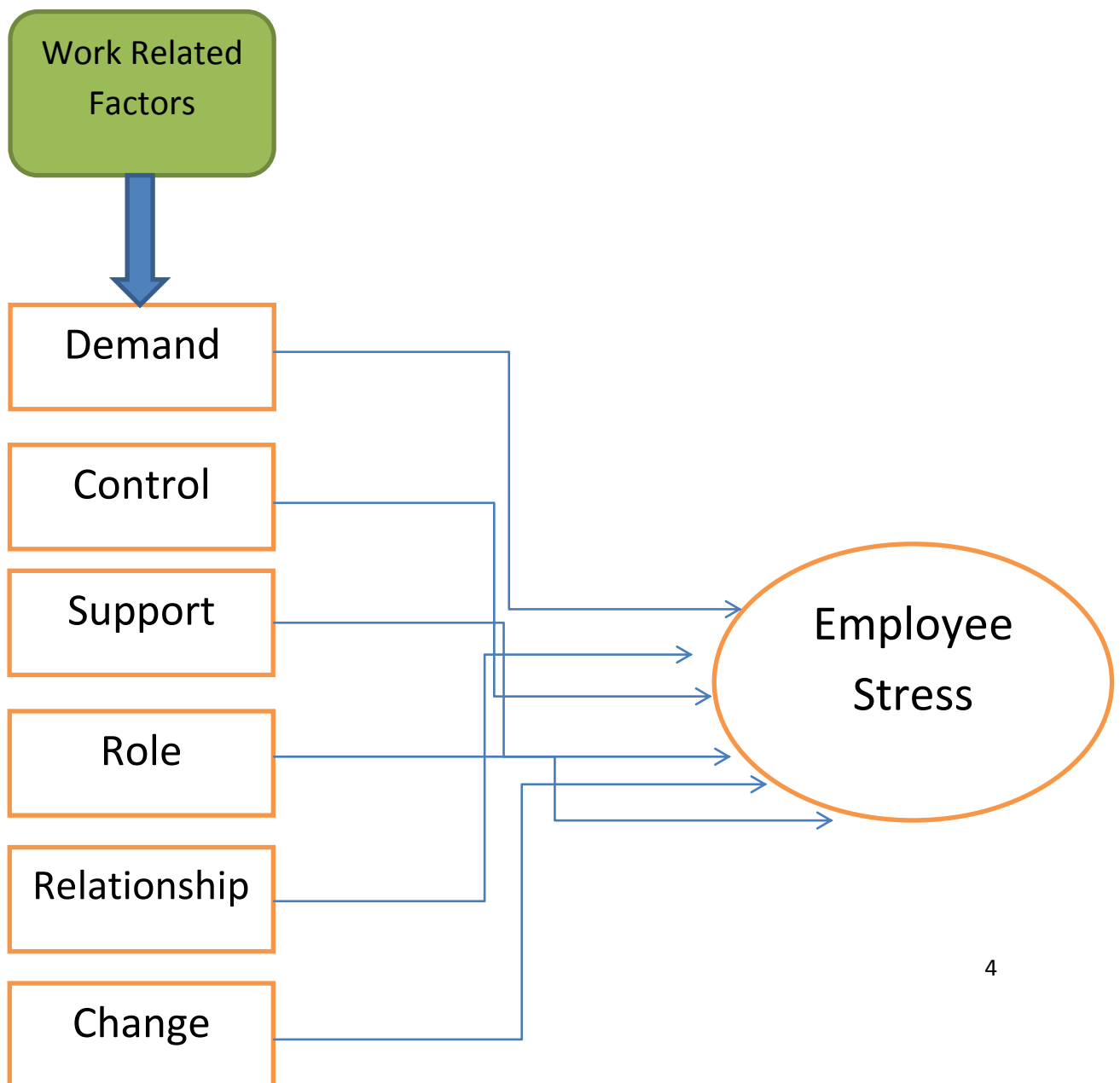
Chapter 2

LITERATURE REVIEW

Considerable research has been done to identify the factors that cause job stress in the employees (Roberts, 2012; Khan et al, 2014, Uddin and Tangem, 2014). Studying job stress has been considered as an important aspect for improving the employee loyalty, satisfaction and engagement all of which positively contribute to the organizational success. Most of the studies have been conducted in the developed countries, while the factors responsible for causing job stress in developing countries such as Pakistan can significantly be different due to the variations in the cultural settings, poverty conditions etc. (Kagitcibasi, 2013). This chapter presents brief survey of the literature found on the subject of job stress and the relevant factors, particularly focusing on the comparison between the Seth organizations and MNC's which is the domain of this study.

Occupational stress has become a grave concern for all as the countries that are operating in an environment of human rights violations, are unable to analyse human stress due to excessive work load and non-cooperative environment at workplace where the employer is the final authority over the employees (Lavan & Martin, 2007). The labour laws are less operative and few laws actually take this issue into account (Mitchell, n.d).

2.1 Employee Empowerment and Participation in Decision-making

The research conducted by the Management International Review in 2010 shows positive correlation as employees in MNCs are more able to influence the decision making process in any organization (Ambos & Mahnke, 2010). The organizational culture varies from one organization to other organization. The Multinational corporations specifically focus on organizational values and vision while the private sector family owned Seth organizations in Pakistan are reliant more on Seth's discretion (Taylor et.al, 2008). Multinational corporations in Pakistan recognise the worth of individual participation in the development of organization as opposed to Seth organizations where strict rules and regulations are applicable and distinct boundaries between employees and employer are

existent (Michailova & Minbaeva, 2012). Individual is only taken as the employee of Seth and decision making very centralized, Seth justifies it as the risk based decisions. The Seth's reliance on individual's strength is low while he relies more on many uninformed decisions. Employees in Multinational having more adequate information is not much supported by literature as many research elements indicates that employees within the Seth culture organization have more support base and knowledge due to small circle than in multinational corporations (Saliola & Zanfei, 2009).

2.2 Harassment and Physical Abuse

Reports from Seth organizations have indicated physical torture, hit by employer and colleagues, regular harassment, use of abusive language from bosses and similar kind of attitude which makes the time worst for employees and increased the stress (Stockdale et.al, 2014). Often it is seen that employees have been put under threat of job risks which lowered his self-confidence, losing trust on loved ones and leading the person towards organizational bad politics. Often, it is reported that, female employees are preferred in multinational corporations than male counterpart (Wu et.al, 2008). The reason of such a favour as per male counterpart was attributed to the sexual appeal of female employees. Although research has not designed any tool to test it yet it was an important element at workplace where gender-based discrimination is at peak (Sharma, 2012). This is a trend that seems to be in total negation with the phenomenon and working practices of multinational firms which have been described in the following passage.

2.3 Understanding Roles and Responsibilities

Many employees working at multinational corporations fully understood their roles and responsibilities (Viaman, Scullion & Collings, 2012). The duties were properly assigned to each employee and in rare circumstances it was the case that, employee has been overburdened with any unassigned tasks. He was fully illustrated before giving any tasks which he has not assumed while coming on job (Minbaeva, n.d). On the other hand, respondents from Seth organizations have reported that, they are not aware about their tasks as one respondent claimed that he had to perform the job of receptionist in case the

receptionist is not present at work. The respondent was working as Chief Financial Officer in Seth organization operating in pharmaceutical industry. Similarly, many employees claimed that when they were appointed in Seth organisation for job, they were told about their job responsibilities but later when they joined they were given the tasks of 3 people to each person. This unfair attitude cannot be reported anywhere as the Seth himself endorses this kind of attitude and he recognizes the immediate boss to do such kind of acts (Yamazaki & Yoon, 2015).

2.4 Rigidity and Organizational Change

The Seth represents the organizational cultural rigidity and weakness of organizational values, and this often led to organizational disaster. Seth mentality only work for the maximization of profits and the organization remains just on the discretion of Seth for all its tasks and major and minor decision making (Maffini & Mokkas, 2010). The Seth organization engages the employees fully in case of operational or structural changes in the organization. The Seth's culture is quite lower in the hierarchy and vertically the only two managerial layers are involved in it.

In multinational corporations, there are more than 20 layers for each department and in each layer, there are many layers, reaching to as many as 20 mangers doing similar tasks and reporting to more than two executive staff (Leeuwis & Aarts, 2011). This structure has led the Seth culture to keep their employees more informed than the multinational corporations. There are positive and negative consequences for organizational change in terms of keeping employees informed. In small organizations, employee's turnover is often high and employees are made redundant without even giving prior notice (Walumbwa & Hartnell, 2011). Informing employees about the change in organization may lower the employee's self-confidence of employee while it may also prepare employee for change happening in the within the structure of organization or operational changes are taking place in organization (Gond et.al, 2009).

2.5 Considerations for Human Rights

The Seth culture organisations are exploiting the individual's abilities and the less growth channels are provided to individual striving in a fearful environment. It has been found that employee places work place harassment as a top-most consideration while evaluating the strengths of a workplace in comparison with another (Minbaeva et.al, 2014). The behaviour of Seth is especially poor towards subordinates while he is working with the senior bosses, and this goes to a very high extent in the pharmaceutical industry. The rate of employee's stress is high during the Seth's anger period, or if senior bosses are having an argument with any employee.

In Pakistan, several labour laws have been made but unfortunately, they have not been place in practice unlike developed countries, where employee cannot be harassed at workplace due to protection under law (Van de Vliert et.al, 2013). Still, one cannot ensure behaviour change because the major influence on human is from feelings of other human. It is an uncontrollable factor until and unless other humans have less tolerance towards bad behaviour. The human rights do not work at workplace in developing countries environment as the developing countries the risk of unemployment and employees are treated like a rough beings and in environment of goodwill is weak. The employees remain at the risk of losing their jobs and face the pressures of working stagnantly with less advancement opportunities. The employees have to face multiple kind of crisis (Crawshaw, 2009). The economic well-being of an individual is totally based on the mercy of employer, and often the employee has no chance except to work for employer even in bad terms. In rural areas of Punjab, it is found that, Seths harass employees and at some places, it was indicated that employers threaten them for strict punishment in case the employee disclosed harassment and malfunctioning of workplace.

The Seth culture reflects cultural rigidity and weakness of organizational values; this often leads to the organizational disaster. Seth's mentality only work for the maximization of profits and the organization remains just on the discretion of Seth for all its tasks and major and minor decision making. Job insecurity also has been the major source of stress at workplace and studies indicate that considerable stress-related studies

have been examined where many university academicians took part in the research works.

2.6 Findings from Critical Review of Literature

A critical review of the literary findings revealed that there is an enormous difference between Seth companies and multinationals based on their treatment to employees, their endorsement of human rights, their understanding of different roles and responsibilities, their physical treatment with females and other sub-ordinates, their encouragement of employees in decision-making, and their general considerations towards employee rights. There has been a common observation that while Seth companies of Pakistan have been more rigid and tend to further their own personal goals through a rough treatment of their employees, Multinational companies are more systematic, organized and result-oriented.

2.7 Research Hypotheses

To understand the impact of organizational factors (such as Demand, Control, Support, Relationships, Role and Change) on Employee Stress in Seth organization, following alternate hypotheses are established.

- H1: Workplace Demand has a significant impact on Employee Stress in Seth Culture organization.

- H2: Workplace Control has a significant impact on Employee Stress in Seth Culture organization.

- H3: Workplace Support has a significant impact on Employee Stress in Seth Culture organization.

- H4: Workplace Relationships have a significant impact on Employee Stress in Seth Culture organization.

- H5: Workplace Roles have a significant impact on Employee Stress in Seth Culture organization.

- H6: Workplace Change has a significant impact on Employee Stress in Seth Culture organization.

To understand the impact of organizational factors (such as Demand, Control, Support, Relationships, Role and Change) on Employee Stress in Multi-National Corporations, following null hypotheses are established.

- H7: Workplace Demand does not have a significant impact on Employee Stress in Multi-National Corporations.

- H8: Workplace Control does not have a significant impact on Employee Stress in Multi-National Corporations.

- H9: Workplace Support does not have a significant impact on Employee Stress in Multi-National Corporations.

- H10: Workplace Relationships does not have a significant impact on Employee Stress in Multi-National Corporations.

- H11: Workplace Roles does not have a significant impact on Employee Stress in Multi-National Corporations.

- H12: Workplace Change does not have a significant impact on Employee Stress in Multi-National Corporations.

An empirical enquiry is thus, intended to shed critical light on the common stress factors involved in the global versus local leadership in organizations by exploring the modern and local cultural practices, which characterize what the researcher shall shortly define as the Pakistani Seth organization.

Chapter 3

RESEARCH METHODOLOGY

Based on the review of the literature, research hypotheses were developed in which Seth organizations will be compared with the MNCs on few distinctive aspects. The organizations will be taken from the pharmaceutical industry. The main objective of this research is to compare the employee stress as found in the Seth organizations and the MNCs and the comparison of factors responsible in both kinds of the organization, while extracting these organizations particularly from the pharmaceutical industry.

An important objective of the study was to identify the possible correlation of employee stress levels in Seth organizations and MNCs to find out methods of its management. The research was based on 12 hypotheses. Employee stress has been taken as a dependent variable while factors such as demand, control, support and relationships have been referred to as independent variables.

3.1 Questionnaire Surveys

A questionnaire-based survey was conducted over more than 72 participants; 36 each from Seth and Multinational corporations. These participants belonged to different hierarchical levels at each type of the organization. The questionnaire comprised of 30 questions in total out of which two are close-ended questions allowing the respondent to select an option from the given set of choices based on Likert's scale. Before conducting the survey, the researcher assured the participants that their involvement in the survey will remain confidential, which is the ethical requirement of conducting the research that involves human subjects. As a result, participants actively participated in the survey and provided their choices and opinions voluntarily.

3.2 Data Collection and Analysis Methods

Data was collected through adapted questionnaires from various organizational level employees (both males and females) from Seth and Multinational corporations (MNCs)

working in national and multinational pharmaceuticals companies based at Karachi, Pakistan. The total number of respondents was 72, which were collected through four organizations. The analysis of data was carried out in the light of the literature reviewed and the studied concepts. The target population for these 4 companies included several hundred employees out of which 72 were selected using the convenience sampling technique. It is a form of sampling in which the researcher avails the benefit of survey the respondent who agrees to participate easily.

In order to measure responses and their inclination for testing of hypotheses, a Likert-based scale was used. Likert scale allowed the respondents a choice to select a suitable option from a set of pre-defined choices including strongly disagree, disagree, neutral, agree, and strongly agree. This scale enabled the researcher in measuring frequencies and studying different response sets which further facilitated in testing the hypotheses. The hypotheses of this study were tested using correlation analysis through SPSS.

Chapter 4

RESEARCH FINDINGS

4.1 Survey Analysis

In this study the researcher conducted questionnaire surveys from employees of two Seth organizations and two Multi-national corporations. This section first analyses the responses from employees of Seth organizations. The questionnaire involved 30 questions and figure 1 presents the combined responses towards demand variable from both MNC and Seth organisation employees. From the responses it can be understood that majority of the employees believe that organisational factors, such as Demand, influences the stress level of employees working in Seth organizations; however, it does not influence stress level of employees working in MNC. See figure 1 below:

Figure 1: Demand in Seth and MNC organizations

From the responses it can be understood that majority of the employees believe that organisational factors, such as Control, influences the stress level of employees working in Seth organizations; however, it does not influence stress level of employees working in MNC. See figure 2 below:

Figure 2: Control in Seth and MNC organizations

From the responses it can be understood that majority of the employees believe that organisational factors, such as Support, influences the stress level of employees working in Seth organizations; however, it does not influence stress level of employees working in MNC. See figure 3 below:

Figure 3: Support in Seth and MNC organizations

From the responses it can be understood that majority of the employees believe
that organisational factors, such as Relationship, influences the stress level of employees
working in Seth organizations; however, it does not influence stress level of employees
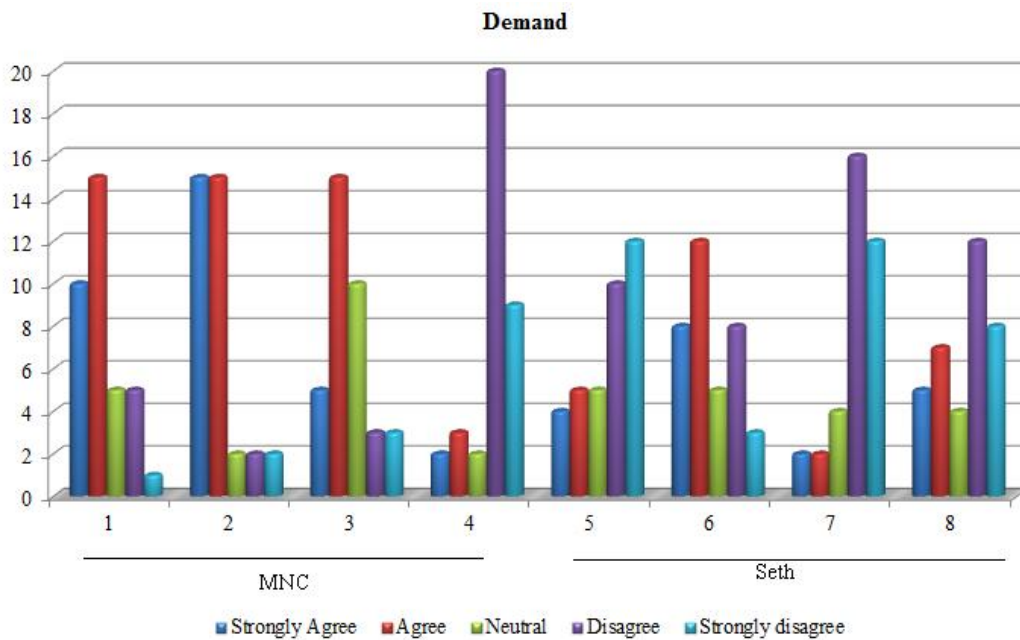working in MNC. See figure 4 below:

Figure 4: Relationship in Seth and MNC organizations

From the responses it can be understood that majority of the employees believe that organisational factors, such as Role, influences the stress level of employees working in Seth organizations; however, it does not influence stress level of employees working in MNC. See figure 5 below:
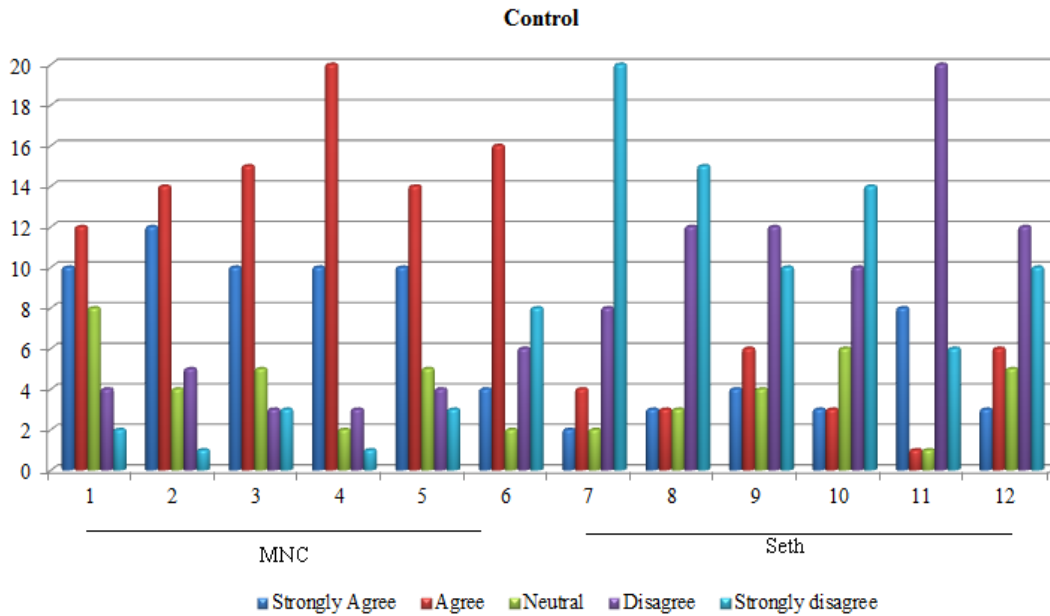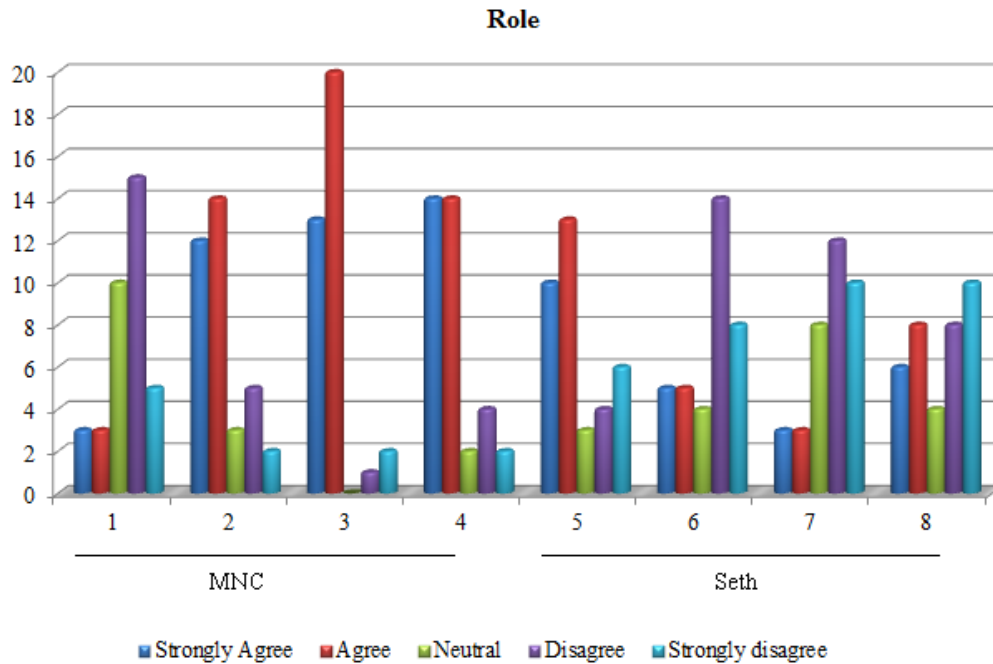

Figure 5: Role in Seth and MNC organizations

From the responses it can be understood that majority of the employees believe that organisational factors, such as Change, influences the stress level of employees working in Seth organizations; however, it does not influence stress level of employees working in MNC. See figure 6 below:
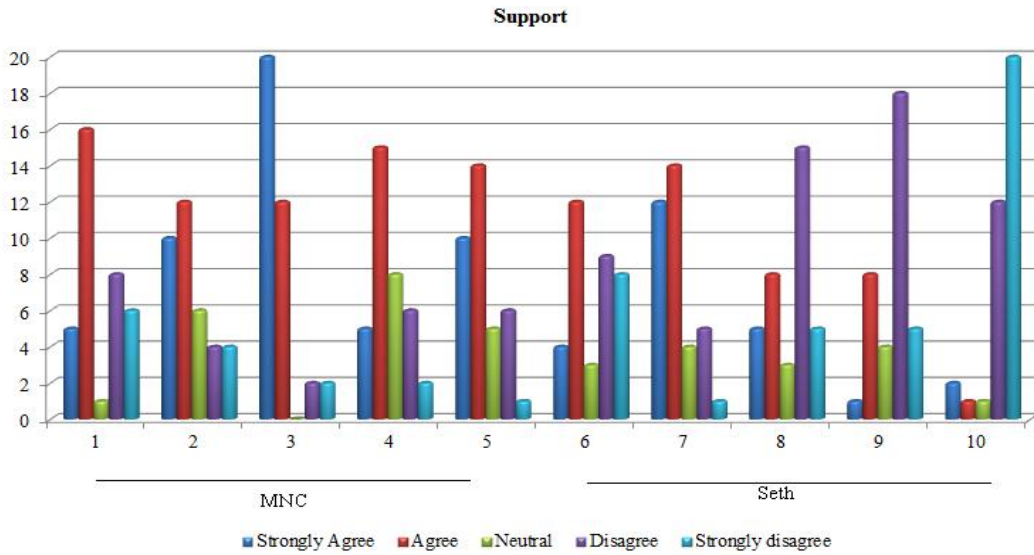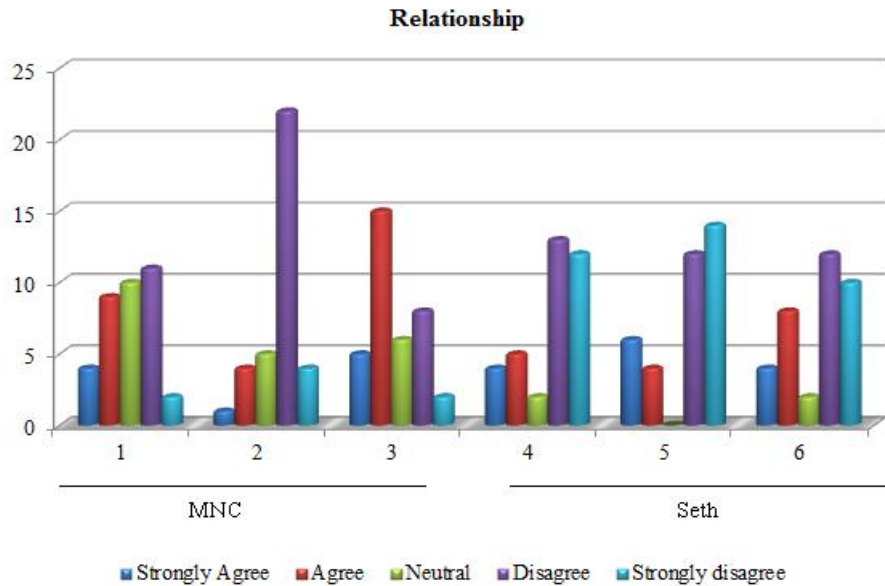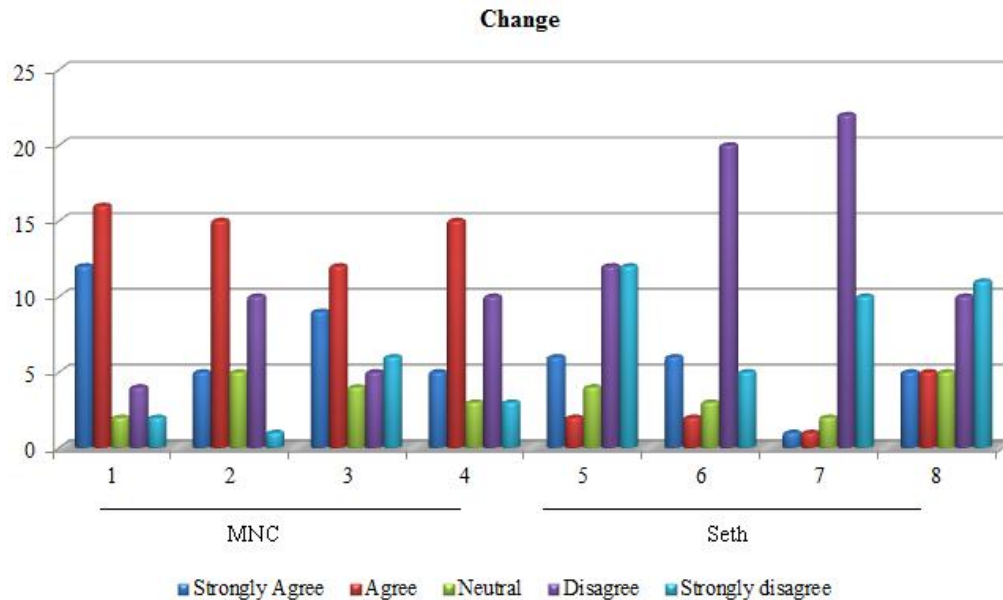
Figure 6: Change in Seth and MNC organizations

4.2 Linear Regression Analysis for Seth Organizations

Table 1 below presents the Linear Regression analysis for Seth Organization hypothesis, which is '*Workplace Demand, Control, Support, Relationship, Role and Change has a significant impact on Employee Stress in Seth Culture organization'*. The R value calculated from the data shows a figure of 0.987 which indicates a high degree of correlation.

The Anova model shows that the dependent variable is significant which is evident from the significant value which is less than 0.05. Therefore, the regression model shows that the result is statistically significant.

The linear regression model shows that two independent variables namely Demand and Role are the most significant contributors towards the employee stress levels since their

significant value is less than 0.005. The remaining independent variables are less

significant as their value is greater than 0.005.

Table 1: Linear Regression for Seth Organization Hypothesis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.987[a]	.973	.968	.23180

a. Predictors: (Constant), Change_Seth, Support_Seth, Role_Seth,

Relationship_Seth, Demand_Seth, Control_Seth

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	56.669	6	9.445	175.783	.000[b]
1	Residual	1.558	29	.054		
	Total	58.227	35			

a. Dependent Variable: Stress_Seth

b. Predictors: (Constant), Change_Seth, Support_Seth, Role_Seth, Relationship_Seth,

Demand_Seth, Control_Seth

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	-.023	.182		-.125	.902
	Demand_Seth	.973	.247	.932	3.941	.000
	Control_Seth	-.614	.270	-.607	-2.274	.031
1	Support_Seth	-.135	.182	-.117	-.742	.464
	Relationship_Seth	-.024	.206	-.026	-.117	.907
	Role_Seth	.802	.177	.825	4.538	.000
	Change_Seth	-.056	.275	-.051	-.202	.842

a. Dependent Variable: Stress_Seth

4.3 Linear Regression Analysis for Multi-National Corporations

Table 2 below presents the Linear Regression analysis for MNC Organization hypothesis, which is '*Workplace Demand, Control, Support, Relationship, Role and Change has a significant impact on Employee Stress inMultinational Culture organization'*. The R value calculated from the data shows a figure of 0.983 which indicates a high degree of correlation.

The Anova model shows that the dependent variable is significant which is evident from the significant value which is less than 0.05. Therefore, the regression model shows that the result is statistically significant.

The linear regression model shows that the only independent variable namely Relationship is the most significant contributors towards the employee stress levels since their significant value is less than 0.005, whereas, the independent variable that is Change has a significant value of 0.008 which is greater than but close to 0.005. The remaining independent variables are less significant as their value is greater than 0.005.

Table 2: Linear Regression for MNC Hypothesis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.983[a]	.966	.959	.26620

a. Predictors: (Constant), Change_MNC, Role_MNC,

Relationship_MNC, Demand_MNC, Control_MNC, Support_MNC

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.117	6	9.853	139.037	.000[b]
	Residual	2.055	29	.071		
	Total	61.172	35			

a. Dependent Variable: Stress_MNC

b. Predictors: (Constant), Change_MNC, Role_MNC, Relationship_MNC, Demand_MNC,

Control_MNC, Support_MNC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.404	.195		-2.075	.047
	Demand_MNC	-.050	.281	-.038	-.179	.859
	Control_MNC	.323	.324	.279	.994	.328
	Support_MNC	-.760	.325	-.667	-2.336	.027
	Relationship_MNC	.926	.183	.711	5.064	.000
	Role_MNC	-.137	.215	-.109	-.638	.528
	Change_MNC	.889	.314	.805	2.833	.008

a. Dependent Variable: Stress_MNC

Chapter 5

DISCUSSIONS

In the light of the aim of this research, the study investigated the factors of demand, control, support and relationships that were responsible for employee stress levels at two different types of organizations; Seth and MNCs. The findings of the questionnaire-based survey reflected that the levels of work and job stress at Seth organizations were remarkably higher than that of MNCs. It has been observed through the research findings that organizational stress was not a phenomenon practised by an individual or boss but rather it is integrated in a culture within an entire type of organisation (Viaman, Scullion & Collings, 2012). Based on the responses from questionnaire surveys and correlation analysis of research hypotheses, it can be seen that the organizational factors, such as demand, control, support, roles, change and relationship, affects employees' stress levels in Seth companies while in Multi-national corporations, organizational factors of demand, control, support, roles, change and relationship have little effect on employees' stress levels.

- *Objective 1: To understand work-related stress among employees of Seth Culture organizations.*

The first objective of the study was achieved by reviewing different literary accounts as well as the research findings, which portrayed that a high level of stress is existent within Seth-culture organization employees as compared to the stress levels in the employees of multi-national corporations.

- *Objective 2: To examine work-related stress among employees of Multi-National Corporations.*

Different literary accounts as well as the research findings showed that in multinational corporations, the level of stress amongst employees is relatively low since these employees are energetically involved in the organization, and feel comfortable under

different working practices that provides a means of advancement, learning and cooperation.

- *Objective 3: To analyse the impact of organizational factors (such as Demand, Control, Support, Relationships, Role and Change) on Employee Stress*

Demand, control, support, relationships, role and change have a positive effect on multinational employees' stress levels since they are highly involved in the job, feel empowered and supported, maintain sustained relationships and have an in-depth understanding of the demands of their roles and needed changes in the organization as resulted in questionnaire survey. On the other hand, such factors are deeply adverse within Seth-culture settings where employees in turn, feel stressed out and heavily overloaded.

- *Objective 4: To compare the level of Stress among employees of Seth and Multi-National Corporations in Pharmaceutical Industry.*

A comparison of stress level amongst employees belonging to Seth and multinational corporations in the pharmaceutical industry indicated that stress levels are higher in Seth companies than multinational corporations as identified in primary questionnaire survey and literature review.

Chapter 6

CONCLUSION AND RECOMMENDATIONS

Regarding demand factors, Seth company respondents were primarily of the view that there had been limited opportunities in the face of rigid working policies; while the respondents were also of the view that sufficient training methods and materials were significantly lacking. In the absence of a systematic working environment, Seth companies were characterized by harassment and physical and verbal abuse which promoted a devastating working culture for the employees and suppressed them altogether. On the other hand, Multinational corporations were operating on the basis of a well-formulated vision and standard values; therefore, it was observed that employees, from top to bottom, are excited to work with a multinational organization in the long-term. It was also found that employees at Multinational corporations maintain their genuinty and competence in the eyes of the employer, more confidently than in a Seth-culture organization. The Seth-culture organizations were operating with a continuous pressure on employees which was why the employees disregarded them and appeared to be thoroughly frustrating.

Recommendations

There is a need for structural changes in Seth cultures organizations and some legislation should support mental health of the employees and aim to reduce workplace stress at Seth organizations. Seth organisations need to take some steps for the improvement in the workplace culture which ensures the basic rights of every individual at workplace.

Seth organizations need to realize that fear and rigidity are not motivating factors and they cannot help employers within a Seth culture in any way. The mental capacity of the employees will suffer as a result of frightening them or treating them strictly; therefore, in order to reduce their stress; employers should stop finding faults in them and instead, must make efforts towards appreciating them.

The Seth culture may prove to be regressive if it continues in a similar manner; the Seth would not be able to survive commercially as core competency has been shifted from machines to individuals. Innovation is no more machine-centric, but is based on collaboration, cooperation and an integrated work environment. There is a need to realize the factors that sustain employer-employee relationships, so that employers make concerted efforts towards motivating them.

Moreover, employees should be informed about the changes that are going to take place within the organization; positive communication and regular feedback are measures that can help in developing smooth relationships between employers and employees in any type of organization (Gond et.al, 2009).

Future Research

Future research avenues should likely be addressed towards the issues of Seth-culture as seen from the legal eye of Human Rights Commissions for Asia. The context of the research can further be taken towards other Asian countries, and a comparison needs to be built upon the companies exercising best practices. Emerging economies' selection of employees, their recruitment, compensation and appraisal should further be investigated based on other sectors such as telecommunications, medicine and banking other than only in the pharmaceutical sectors.

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APPENDICES

Work Related Stress Questionnaire

Respondent's Name: _____

Respondent's Designation: _____

Organization Name: _____

Instructions

a. Please fill-out the questionnaire and kindly **check** ☑ the appropriate box where it
    deems necessary.

b. In advance we are highly indebted for your full cooperation and professional
    support in filling-out this questionnaire.

	QUESTIONNAIRE SURVEY					
	Questions	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
	DEMAND					
1	You have just the right amount of work to do with in your working hours?					
2	You are able to fulfil the tasks and responsibilities of your job?					

3	You had sufficient training to do your job?				
4	There any excessive problems in your work environment? (Example: noise, temperature, etc.)				
CONTROL					
5	You feel you have control over your pace of work				
6	You are adequate extent in decision making which impact in your working practices and priorities				
7	You feel you are using your skills to full effect				
8	You encouraged to use your own initiative				
9	Your manager encourage you to take on new, challenging work				
10	Your manager allows you to work flexibly as possible, especially in times of workload pressure (E.g. in terms of working time,				

	taking breaks, working from home where appropriate, etc.)				
SUPPORT					
11	You feel you get enough support from your manager				
12	You feel you get enough support from your colleagues				
13	Your training and development needs are assessed at least once a year				
14	You feel your manager is accessible and approachable, especially if you have any work related issues				
15	You receive regular feedback with regard to your work objectives				
RELATIONSHIP					
16	You get affected by any conflict e.g. with your colleagues or manager at work				

17	You are subjected to bullying, harassment or other scenarios at work				
18	You feel you can talk to your colleagues about any work related problems				
ROLE					
19	You feel that you have any conflicting responsibilities in your job				
20	You understand how your work fits into the overall aim of the organization				
21	You are clear what your responsibilities at work are?				
22	You feel you can approach your manager if you have any concerns about your responsibilities at work				
CHANGE					
23	When a change happens at work, you receive enough information about why and when the change is happening in time				

24	When changes are made at work, is it being made clear to you how they will impact your job?				
25	You feel you are given the opportunity to voice your opinion at times of change				
26	You feel you are being supported enough at work during times of change				
EMPLOYEE STRESS					
27	There is a high stress level in your organization				
28	The nature of your job is the major reason behind stress				
29	Lack of acknowledgment and appraisal results in work place stress				
30	Inappropriate attitude of the supervisors have direct impact on stress level				

Again, I extend my sincere thanks for enlightening me with your tremendous insight and experience that can help in my research.