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## Socio-Cultural Psychology in Reading Behavior of Employees and Determining Organization Culture

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### Abstract

In the present diverse Organization culture, every Management need to determine motivational factors, policies, events and provide culture-based targets to lead the organization to achieve goals. In this journey every organization should understand the behavioral factors of their workforce. Psychology, on the other hand is a study of mind and behavior of human beings. This study considers important elements of psychology to study behavior of human at a said time to identify factors which motivates employees at workplace and improve efficiency. Understanding employee's behavior also poses useful to set acceptable policies and work culture to the employees. This study also includes how behavior and thinking vary across situations and cultures, how it affects human behavior and thinking. A Likert scale is constructed based on important elements of psychology, the scores are analyzed to examine which point gets high score, further descriptive statistics was calculated to examine its variability and Reliability test on the construct was conducted to check whether the construct is reliable to the study are not.

Key words: Organization Culture, Behavioral Factors, Psychological Factors, Workplace Culture.

### INTRODUCTION

Psychology is a systematic, disciplined form of knowledge, when the question of psychology arises in relation to human behavior it has to approach its subject matter, in this complexity it is not an easy task to draw demarcation line among behavior of people belonging to one kind of behavior. Every human is tending to change with the matter of time and changes in environment and surroundings. If psychology proves a behavioral result today, tomorrow same set of people may show change in their behavior in another result. From research it is proved that culture and behavior of people remains constant only when connected to social- culture and customs. Socio-cultural on the other hand is one of the modern theories in psychology which studies about the contribution of society to individual growth and development by examining the



rules of social groups and subgroups. Socio cultural psychology is about influence of cultural and social environment on behavior of humans who follow customs beliefs and language and to examine whether that behavior is appropriate or inappropriate. Important principles of Socio-cultural Psychology include Humans are social beings thus should develop belongingness, their culture influence their behavior, all humans have social -self and people views of the world are resistant to change and development by the community and culture. People employed in one organization or the other, working as employees throughout the world constitute 59.7 percent as per (Bureau of Labor Statistics, 2016). An average person spends 90,000 hours at the workplace over lifetime, (Writer Annie Dillard). Thus, a major portion of one's life time is spent in workplace, the organizations decide to adopt many practices based on socio-cultural behavior of humans to keep them updated with outside world. There is a need for a common ground to understand what common culture can prove to be successful for any work environment. This study establishes a multidisciplinary study between Socio-cultural Psychology and Organization culture based on human behavior which is one of the important aspects of Human resource management.

Organization culture is the way every employee behaves in an environment of shared beliefs and values established by leaders which are reinforced through various methods, ultimately shaping employee's behavior and understandings in an organization. Organization culture are based on founders' values and preferences, demands and goals. It is maintained through proper selection of culture, leadership styles, human resource strategies, reward systems, activities based on preferences of employees etc. These elements of culture changes from organization to organization.

The 9 elements of psychological behavior include social cognition, Attitudes, prejudice and Interpersonal relationships of employee behavior in the workplace, expectations, motivation, social and cultural behavior and discriminations. This study focuses on three major areas of occupation they are Educational Institutions, IT Industries and Small and Medium enterprises and others are grouped separately. The main focus of sociocultural psychology is to analyze and describe human behavior which occurs in a given situation between the mental state and social factors. Thus, the goal of sociocultural psychology is to examine various factors which make an individual behave in a certain way, this approach is to explain how a specific set of workforces in an organization behave and how to interpret the information of their behavior, thoughts and feelings.

Organizational culture is different and unique in each individual organization. The values and behavior contribute to the unique social and psychological environment within the organization. For an organization to explore and extract efficient work it needs to study its employees' behavioral pattern and plan policies and procedures. Psychology explores mental process and behavior including perception, emotion,



intelligence, cognition, subjective experiences, motivation, brain functioning and personality. This leads to interaction between interpersonal relations, family and psychological resilience. The very characteristics of psychology is to study behavior and provide solution to problems, increase job satisfaction, and improve workplace dynamics.

Workplace culture mainly constitutes layout of the place, access to certain things which are custom based or culture-based encouragements, celebrations, events, setting targets based on seasonal and cultural backgrounds etc. However, this study focuses on motivation and productivity in workplace by adopting suitable organizational culture. The tactics like contests, sales quotas, personal appraisal, commission improves motivation. A construct based on these elements is developed to determine and design policies and practices to improve productivity, a questionnaire with statements on Likert scale is constructed. In the process of this study an attempt is made to determine the factors for developing work culture and how thinking and behavior vary across situations in day to day working of the organization. An empirical study choosing limited respondents from various workplaces to understand their behavior and thinking in given normal situation is conducted in the study. The respondents from the field of employees working in education sector, IT, Small and medium industries with an open-end category are considered to conduct a survey through a questionnaire based on Likert scale. This construct is tested for reliability using internal consistency test under Cronbach Alpha test.

## LITERATURE REVIEW

This part of the content includes discussion of aspects of Sociocultural psychology and description and findings of other authors in their study regarding behavior of employees for the elements selected for the study. Firstly, authors who have listed elements of psychology to identify human behavior is discussed and secondly, discussions related to elements included in the study is reviewed, authors who have discussed these elements and their findings are considered.

A soviet psychologist Lev Semyonovich Vygotsky (1896-1934), proposed that what children learn and perceive change from culture to culture and specific to each individual society. While cognitive process may mostly remain same while passing from generation to generation. Social psychology topics includes the social cognition, attribution theory, social influence, prejudice and discrimination, interpersonal processes, aggression, attitudes etc. (Saul McLeod, 2007).

Behavioral factors which are actually useful for performance management of employees are evaluation and reward system, structural, behavioral, cultural influencing the performance of workforce, these are not taken into effect enough to determine performance management system (André A. de Waal, 2006).



There are appropriate employer and employee behavior, the expected behavior of employee from employer and from employer on employee contributes to the entire company culture or work culture and also integral to the success of the organization culture (Laura Berlinsky-Schine).

Socio cultural theory is an emerging theory in Psychology, it stresses the interaction between developing people and the culture in which they live (Kendra Cherry, 2019).

Understanding business psychology leads to improved solutions. Many business organization see the tool of psychology to understand an individual's behavior within a group, and social psychology may be the tool that can lead to even more efficient, adaptive, and innovative practices (Corinne McGinley).

Employee behavior is an employee's reaction to a particular situation at workplace. They need to behave sensibly and gain appreciation and respect from others. Employees need to maintain healthy work culture and follow all rules and regulations at workplace behave sensibly at workplace not only to gain appreciation and respect from others but also to maintain a healthy work culture.

### **Objectives and Methodology**

The present globalization culture in organizations have brought all culture and religion together irrespective of color or creed. Workforce who come together to work for common goal should also coordinate with each other with the culture and practices or organization in workplace. Organization culture has to be set by the employer, the employer should determine workplace culture based on external and internal environment and mainly based on requirements of employees. To understand what kind of common requirement employees, have in a certain workplace is attempted to understand through this study.

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The objective of the study is as follows

1. To determine factors for developing organization work culture
2. To examine whether there is change in behavior of employees in a given work culture

### **Methodology:**

#### **Primary data:**

Data collection was concentrated only in Bangalore city, Karnataka state, India. The residential location of the researchers of the authors was considered for the study.

Survey: Important elements of psychology considered for understanding workplace behavior of employee's social cognition, Attitudes, prejudice and Interpersonal relationships of employee behavior in the work place, expectations, motivation, social and cultural and discrimination based on which an employee



perform. Even though there are many issues related to each element only behavior constraint to their occupation and commonly observed questions are framed in questionnaire in the format of Likert scale to obtain responses. Three sectors of occupation, employees working in Educational institutions, Information technology Industry, Small and Medium scale Industry are considered as our respondents.

Descriptive statistics: Likert type data, needs descriptive statistics with median, mode for central tendency, frequencies or standard deviation for variability, skewness kurtosis range is also observed. An analysis is drafted for the same with inference.

The points of interest is covered in the likert scale a reliability test on the construct is conducted using internal consistency test for which Cronbach Alpha test is carried out to test the reliability of the construct. If the Alpha values are  $>$  and equal to 0.9 the internal consistency is considered as excellent.

**Secondary data:** Articles from various journals National and International, books on psychology, and books based on sociology, print and e format materials are referred to draw literature and conduct the study.

### Limitations of the study

There is no authentic information on population of the study a random sampling method is used and nearly 900 respondents were contracted through mails but, only 43 responses have been received till date.

1. One of the major limitations faced is responses from employees were very poor. Time period considered for the study is also limited.
2. The authors were able to reach to the respondents within the city of their residence and within their contact within this short period of time after conceptualizing the topic for research.
3. Authors themselves had the fear from their own employer for the type of questions and statements drafted in the questionnaire to be answered among the employees in the organization they work.
4. Constraint of time period of the study
5. Population selected were not interested in filling the google form
6. Personally contacting the population for filling the questionnaire was not possible due to the present COVID pandemic crisis.

### DATA ANALYSIS

The moral responsibility of all employees is to abide by the organizations policies. To give attendance, whatever maybe one's problem, to follow the timing of organization with no foolish excuse of traffic and transportation, timings are same to every person in the organization irrespective of level and hierarchy. Female counterparts need to be treated with respect and who ever ill-treats female employees uses abusive



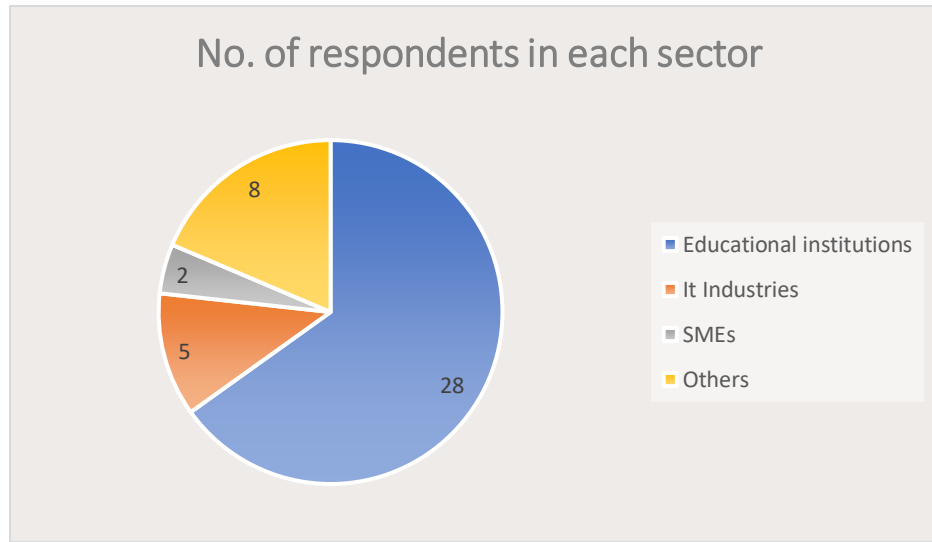
and obscene remarks are not at all acceptable at workplace. It is a crime to damage or misuse properties of the organization; every employee is capable of buying a pen or any stationery instead of carrying away things belonging to office. Speaking loudly over phone is not acceptable at workplace, talking with high voice whether it is from employer to employee or vice versa is not acceptable. Internal strategies and plans of the organization must not be disclosed to outsiders and it is unethical to break your higher authority's trust. Information tampering is a crime, recording one's conversation without the other persons permission is a crime. Everyone needs to respect the organization to expect the same in return. Thus, setting a right organization culture becomes a necessity to every organization to give standard behavior model to all employees which not only maintains harmony but also motivates the employees at their work. To develop this model factors influencing the human behavior have to be determined. Human factors differ from each individual and it becomes difficult to set different organization culture to each one's behavior. Every organization can adopt an organization culture of its own on set standards of behavior. The survey conducted helps in determining few factors which provide for developing a common organization culture. Further this survey also provides to the question whether the behavior of employees change in a given work culture.

Firstly, the survey data is classified based on its score to examine which point scores how much on each point and examine which sector employees agree and strongly agree to which point on Likert scale highly. Only 43 respondents submitted the google form(limitations)

Table1. Table showing number of respondents for each sector

Sectors	No. of Respondents
Educational Institutions	28
IT Industries	05
SMEs	02
Others	08
Total	43





**Figure 1**

Number of respondents from educational institutions are 28 and respondents from IT industry are 5 and from SMEs are 2 and other sectors 8 responses.

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### **Analysis of survey data**

The questionnaire survey data was tabulated and frequency of 5 points on scale 1 and 2 and their scores among each sector is drafted on separate statements (Appendix I)

The inferences are as follows:

Responses from employees of Educational institutions: -

Scale 1: All 10 questions have highest number of respondents with agree and strongly agree answers, for statement No.1, 2,3, 4, 6,7,8 which are conscious behavior with boss, recognition to ones work in team, motivation due to informal organization structure and highest no. of employees strongly agree for performance-based promotion for high productivity in an organization.

Scale 2: Highest number of respondents agree that their salary is in constraint with their expectations, and highest number of employees agree that socializing increases belongingness towards the organization, and highest number of employees agree that there should be common work culture in all organizations.

Responses from IT industry employees: -

Scale 1: Highest number of respondents agree with statement No. 1,2,4, 6,7 which after conscious behavior with boss, recognition to their work, Informal gathering, and organization structure motivates develops belongingness.



Scale 2: Highest number of employees either disagree or neutral about salary, match with remuneration and work, gender discrimination is demotivating highest number employees. There is neutral response for performance-based promotion is increasing productivity

Responses from SMEs employees: -

Scale 1: All employees agree on all points of this scale

Scale 2: employees agree or strongly agree on all points

Responses from employees working in other sectors:-

Scale 1: The responses are highest with socializing, performance-based promotion to increase productivity, recognition of ones works among peers

Scale 2: There are highest number of respondents who agree with socializing, common culture and more socializing events

Conclusion: From the above inference it indicates that There is high score for recognition, informal organization structure for Motivation, Performance based promotion from scale 1. The responses from scale 2, commonly agreed with high score is socializing and common work culture.

### **Descriptive statistics**

The scores of the likert scale (Appendix 1), for each scale 1 &2 is drafted separately. The descriptive statistics for likert scale mainly should measure Median and mode and frequency. Appendix I

From the data set in Table ,2,3,4 &5 in (Appendix 1) the descriptive statistics of each sector based on survey scale 1 and 2 is as follows:

### **Educational Institutions Scale 1 &2**

The construct on likert scale includes variables of interest of the study like Social cognition, Attitudes, prejudice and Interpersonal relationships of employee behavior in the work place, expectations, motivation, social and cultural and discrimination based on which an employee perform (Appendix II). The inference of descriptive statistics of the likert scale is as follows:

Scale 1 which states about social cognition, attitude, prejudice and interpersonal relationships tend to show high mean ranging from 2.3 to 10.3, median ranging 2.5 to 10.5 and mode 2 to 12 which specifically high with strongly agree point and standard deviation ranges from .8 to 3.6 again with strongly agree point to mean that scores are near to mean, and minimum score is low and maximum score is high indicating that all statements in scale has high level of agree points than other points.





Scale 2 which states about expectation, motivation, social and cultural and gender discrimination shows the response with mean ranging from and very high standard deviation indicating spread of scores over a wide range. Median has high value and mode also with high level indicating that respondents are more inclined towards accepting or agreeing to all points in scale 2.

### **Information technology industries**

Scale 1 The mean value is ranging from 0 to 1.3 and median is 0 to 1 and mode is 0 to 1 and standard deviation is low with very near to mean value showing high correlation with agree point for all statements  
Scale 2 responses also shows similar calculations with mean below 1 and standard deviation below one and median as 2 showing high level for agreeing point.

### **SMEs**

Scale 1 the standard deviation is below 1 indicating near to mean range indicating more supportive to the statements

Scale 2 also indicates SD with in the range of mean to show more agreeing points for all statements

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### **Others**

Scale 1 Mean value ranges from 0 to 1 and standard deviation less than 1 positive values indicating close relationship with mean value and median with 1 and mode with 1 indicating more accepting range of statements. And similar with scale 2.

Conclusion: High standard deviation from mean indicates high variability between opinions of the employees of Educational institutions. The difference between mean and SD for IT sector is not so very high, this indicates the opinion are not more variable from the construct. The difference between mean and SD is moderate thus there is no much variability. In case of other sectors the variability is low.

For example one table of descriptive statistics on responses of employees of educational Institutions is added.



Table 2: Table showing descriptive statistics of responses from employees of educational institutions for scale 1 and 2( AppendixII)

Strongly disagree		Disagree		Neither agree nor disagree		Strongly agree		Agree	
Mean	2.7	Mean	2.9	Mean	3.6	Mean	8.5	Mean	10.3
Standard Error	0.260342	Standard Error	0.481894	Standard Error	0.635959	Standard Error	1.166667	Standard Error	0.597216
Median	2.5	Median	2.5	Median	4	Median	8	Median	10.5
Mode	2	Mode	2	Mode	4	Mode	12	Mode	10
Standard Deviation	0.823273	Standard Deviation	1.523884	Standard Deviation	2.01108	Standard Deviation	3.689324	Standard Deviation	1.888562
Sample Variance	0.677778	Sample Variance	2.322222	Sample Variance	4.044444	Sample Variance	13.61111	Sample Variance	3.566667
Kurtosis	-1.0435	Kurtosis	0.819153	Kurtosis	0.305476	Kurtosis	-0.30951	Kurtosis	-0.56861
Skewness	0.686982	Skewness	1.149166	Skewness	-0.02869	Skewness	0.265521	Skewness	-0.41568
Range	2	Range	5	Range	7	Range	12	Range	6
Minimum	2	Minimum	1	Minimum	0	Minimum	3	Minimum	7
Maximum	4	Maximum	6	Maximum	7	Maximum	15	Maximum	13
Sum	27	Sum	29	Sum	36	Sum	85	Sum	103
Count	10	Count	10	Count	10	Count	10	Count	10

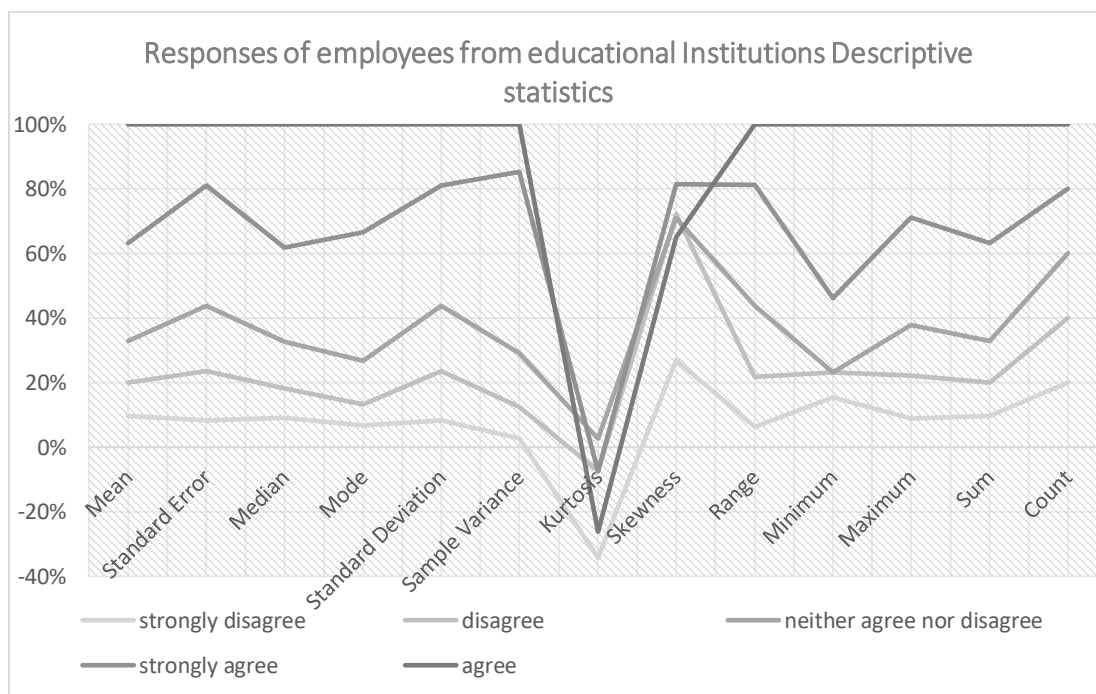


Figure 2

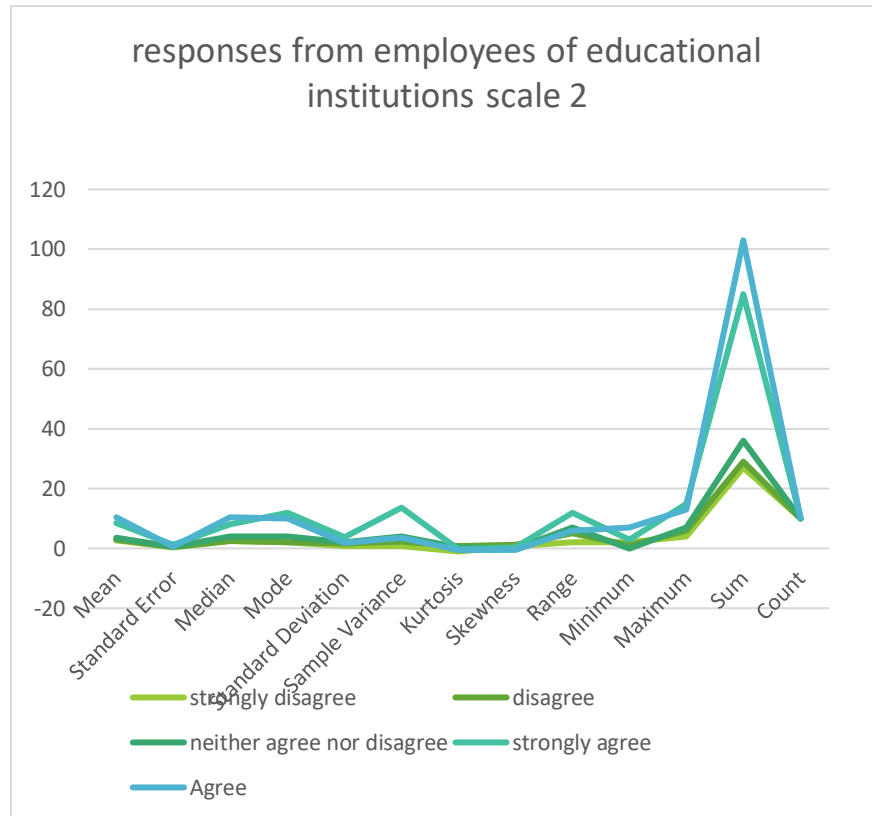
The level of agreeing to the points is high than their disagreement



## Scale 2

	Disagree		Neither agree nor disagree		Strongly agree		Agree		
Mean	2.7	Mean	2.9	Mean	3.6	Mean	8.5	Mean	10.3
Standard Error	0.260342	Standard Error	0.481894	Standard Error	0.635959	Standard Error	1.166667	Standard Error	0.597216
Median	2.5	Median	2.5	Median	4	Median	8	Median	10.5
Mode	2	Mode	2	Mode	4	Mode	12	Mode	10
Standard Deviation	0.823273	Standard Deviation	1.523884	Standard Deviation	2.01108	Standard Deviation	3.689324	Standard Deviation	1.888562
Sample Variance	0.677778	Sample Variance	2.322222	Sample Variance	4.044444	Sample Variance	13.61111	Sample Variance	3.566667
Kurtosis	-1.0435	Kurtosis	0.819153	Kurtosis	0.305476	Kurtosis	-0.30951	Kurtosis	-0.56861
Skewness	0.686982	Skewness	1.149166	Skewness	-0.02869	Skewness	0.265521	Skewness	-0.41568
Range	2	Range	5	Range	7	Range	12	Range	6
Minimum	2	Minimum	1	Minimum	0	Minimum	3	Minimum	7
Maximum	4	Maximum	6	Maximum	7	Maximum	15	Maximum	13
Sum	27	Sum	29	Sum	36	Sum	85	Sum	103
Count	10	Count	10	Count	10	Count	10	Count	10





**Figure 3**

On scale 2 all responses have high strongly agree points and agree points.

### Reliability Test

To measure the internal consistency of the construct of likert scale, the widely used measure is Cronbach's Alpha  $\alpha$ . This type of tests to see if multiple questions on likerrt scale survey are reliable. This test will tell if the test youhave designed is accurately measuring the variable of Psychological behaviour of workforce.

Cronbach Alpha Formula used is:

$$\alpha = \frac{N \cdot c}{V + (N-1) \cdot c}$$

Where N=number of items

C= average covariance between item pairs

V= average variance

Table 3: Table showing Cronbach Alpha scores for likert scale 1 &amp; 2

Sectors	Cronbach alpha values
Educational institutions	0.930
IT Industry	1.04
SMEs	1.05
others	0.69

$\alpha \geq 0.9$  is excellent. All Cronbach alpha values are above 0.9 with all sectors thus the likert scale construct is Reliable. The Cronbach Apha value for educational institutions is 0.93 and for It industry it is 1.04 and for SMEs is 1.05 and others .69 which are more than  $\alpha \geq 0.9$  thus, the construct used for the study is reliable.

### Findings & Conclusions

The respondents to the survey are fewer and even then, the opinion of the respondents is valuable to this study. The employees from educational institutions have responded in large numbers then IT and SMEs. All respondents agree to the statements based on salary, socializing and promotions and events. The descriptive statistics indicates there is close relationship between expected scores and actual scores. The model developed from the scores of the responses gives way for further studies on building organization culture common to all workforce. The factors to determine organization work culture finally are

1. Recognition at workplace
2. Gatherings with peer members
3. Performance based promotions
4. Incentives for higher performance
5. Appreciation awards and certificates
6. Organizing More socializing events

The productivity and sustainability is closely related to the attributes derived from the study. Thus, employees belonging to which ever sector expect salary in constraint to their job and recognition, socializing and rewards are commonly agreed and strongly agreed points on the scale. If the work culture changes based on gender discrimination and promotions the workforce show change in the behavior by showing disagreement in their responses. The construct of likert scale set organization cultural. The list is not exhaustive, this study gives way for further research to explore more attributes for setting organization culture.



The reliability test using Cronbach Alpha test proves that the construct of questions and statements in likert scale is reliable based on alpha values. Thus every organization may decide culture based on the points used for obtaining responses through the construct.

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## APPENDIX I

**Table 2: Table showing responses for scale 1 & 2 on 5 points from employees working in Educational Institutions**

scale I Questi on Nos.	strong ly disagr ee	disagr ee	neithe r agree nor disagr ee	strong ly agree	Agr ee	Scale 2 questi on Nos.	Strong ly disagr ee	disagr ee	Neithe r agree not disagr ee	strong ly agree	Agr ee
I1	3	3	0	62	42	II 1	4	4	6	3	10
I2	2	2	2	12	10	II 2	1	8	6	4	9
I3	3	2	4	4	12	II 3	4	3	11	7	6
I4	3	3	7	7	11	II 4	2	3	6	9	8
I5	4	6	6	3	9	II 5	2	7	10	2	7
I6	2	3	3	8	12	II 6	2	2	5	4	14
I7	2	2	4	7	13	II 7	3	2	7	5	11
I8	2	2	4	9	11	II 8	4	1	6	9	8
I9	4	5	4	8	7	II 9	2	2	4	10	10
I10	2	1	2	15	8	II 10	1	1	7	10	9

Scale 1: All 10 questions have highest number of respondents with agree and strongly agree answers, for statement No.1, 2,3, 4, 6,7,8 which are conscious behavior with boss, recognition to ones work in team, motivation due to informal organization structure and highest no. of employees strongly agree for performance-based promotion for high productivity in an organization.

Scale 2: Highest number of respondents agree that their salary is in constraint with their expectations, and highest number of employees agree that socializing increases belongingness towards the organization, and highest number of employees agree that there should be common work culture in all organizations.



**Table 3: Table showing Reponses for scale 1 &2 on 5 points from employees working in Information Technology industry**

Scale 1 Question Nos.	strongly disagree	disagree	neither agree nor disagree	strongly agree	Agree	Scale 2 Question Nos.	Strongly disagree	disagree	Neither agree not disagree	strongly agree	Agree
I1	0	0	0	3	1	II 1	1	2	0	0	1
I2	0	0	2	0	2	II 2	1	1	1	0	1
I3	0	2	2	0	0	II 3	1	0	2	0	1
I4	0	0	0	0	4	II 4	0	2	1	0	1
I5	1	0	1	1	1	II 5	1	0	3	0	0
I6	0	0	1	0	3	II 6	1	1	0	1	1
I7	0	0	1	0	3	II 7	1	0	1	0	2
I8	1	1	1	1	1	II 8	0	0	1	1	2
I9	0	0	1	1	1	II 9	0	1	1	0	2
I10	0	0	2	1	1	II 10	0	0	1	1	2

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**Table 4: Table showing responses for scale 1&2 on 5 points from employees of Small and Medium Enterprises**

Scale 1 Question Nos.	strongly disagree	disagree	neither agree nor disagree	strongly agree	Agree	Scale 2 Question Nos.	Strongly disagree	disagree	Neither agree not disagree	strongly agree	Agree
I1	0	0	0	1	0	II 1	0	0	0	1	1
I2	0	0	0	0	1	II 2	0	0	0	0	1
I3	0	0	0	1	0	II 3	0	0	0	1	0
I4	0	0	0	0	1	II 4	0	0	0	0	1
I5	0	0	0	0	1	II 5	0	0	0	0	1
I6	0	0	0	0	1	II 6	0	0	0	0	1



I7	0	0	0	1	0	II 7	0	0	0	1	0
I8	0	0	0	0	1	II 8	0	0	0	0	1
I9	0	0	1	0	0	II 9	0	0	0	1	0
I10	0	0	0	0	1	II 10	0	0	0	0	1

Scale 1: mostly All employees agree on all points of this scale

Scale 2: mostly employees agree or strongly agree on all points

Table 5: Table showing responses of scale 1 & 2 on 5 points from employees of other sectors who responded to our survey

Scale 1 Question Nos.	strongly disagree	disagree	neither agree nor disagree	strongly agree	Agree	Scale 2 Question Nos.	Strongly disagree	disagree	Neither agree not disagree	strongly agree	Agree
I1	0	0	2	4	2	II 1	0	1	2	0	5
I2	0	1	0	5	2	II 2	0	1	2	2	2
I3	0	1	3	2	2	II 3	0	1	2	2	2
I4	0	0	2	3	3	II 4	0	1	2	1	3
I5	0	2	3	0	2	II 5	0	2	0	1	4
I6	0	1	2	1	4	II 6	0	0	1	2	4
I7	0	1	0	4	2	II 7	0	1	1	1	3
I8	0	0	3	0	5	II 8	1	1	1	1	3
I9	0	0	1	4	2	II 9	0	0	0	1	3
I10	0	0	2	1	4	II 10	0	0	0	1	6



## Appendix II

Table 6: Table showing descriptive statistics of responses from employees of educational institutions for scale 1 and 2

Strongly disagree		disagree		neither agree nor disagree		strongly agree		Agree	
Mean	4.6	Mean	6.2	Mean	13	Mean	12.3	Mean	17.4
Standard Error	2.291045	Standard Error	3.072458	Standard Error	6.14817	Standard Error	5.703897	Standard Error	8.318921
Median	2	Median	2.5	Median	6.5	Median	8	Median	9
Mode	2	Mode	2	Mode	6	Mode	4	Mode	9
Standard Deviation	7.244922	Standard Deviation	9.715966	Standard Deviation	19.44222	Standard Deviation	18.03731	Standard Deviation	26.30674
Sample Variance	52.48889	Sample Variance	94.4	Sample Variance	378	Sample Variance	325.3444	Sample Variance	692.0444
Kurtosis	9.422155	Kurtosis	8.359275	Kurtosis	9.669596	Kurtosis	9.33566	Kurtosis	9.801568 <b>528</b>
Skewness	3.039269	Skewness	2.82963	Skewness	3.09253	Skewness	3.016504	Skewness	3.120263
Range	24	Range	32	Range	64	Range	61	Range	86
Minimum	1	Minimum	1	Minimum	4	Minimum	2	Minimum	6
Maximum	25	Maximum	33	Maximum	68	Maximum	63	Maximum	92
Sum	46	Sum	62	Sum	130	Sum	123	Sum	174
Count	10	Count	10	Count	10	Count	10	Count	10
Confidence Level(95.0%)	5.182705	Confidence Level(95.0%)	6.950384	Confidence Level(95.0%)	13.90813	Confidence Level(95.0%)	12.90311	Confidence Level(95.0%)	18.81871



Table 6: Table showing descriptive statistics for scale 1 of responses from Educational Institution

Scale 2

	Disagree		Neither agree nor disagree		Strongly agree		Agree		
Mean	2.7	Mean	2.9	Mean	3.6	Mean	8.5	Mean	10.3
Standard Error	0.260342	Standard Error	0.481894	Standard Error	0.635959	Standard Error	1.166667	Standard Error	0.597216
Median	2.5	Median	2.5	Median	4	Median	8	Median	10.5
Mode	2	Mode	2	Mode	4	Mode	12	Mode	10
Standard Deviation	0.823273	Standard Deviation	1.523884	Standard Deviation	2.01108	Standard Deviation	3.689324	Standard Deviation	1.888562
Sample Variance	0.677778	Sample Variance	2.322222	Sample Variance	4.044444	Sample Variance	13.611111	Sample Variance	3.566667
Kurtosis	-1.0435	Kurtosis	0.819153	Kurtosis	0.305476	Kurtosis	-0.30951	Kurtosis	-0.56861
Skewness	0.686982	Skewness	1.149166	Skewness	-0.02869	Skewness	0.265521	Skewness	-0.41568
Range	2	Range	5	Range	7	Range	12	Range	6
Minimum	2	Minimum	1	Minimum	0	Minimum	3	Minimum	7
Maximum	4	Maximum	6	Maximum	7	Maximum	15	Maximum	13
Sum	27	Sum	29	Sum	36	Sum	85	Sum	103
Count	10	Count	10	Count	10	Count	10	Count	10



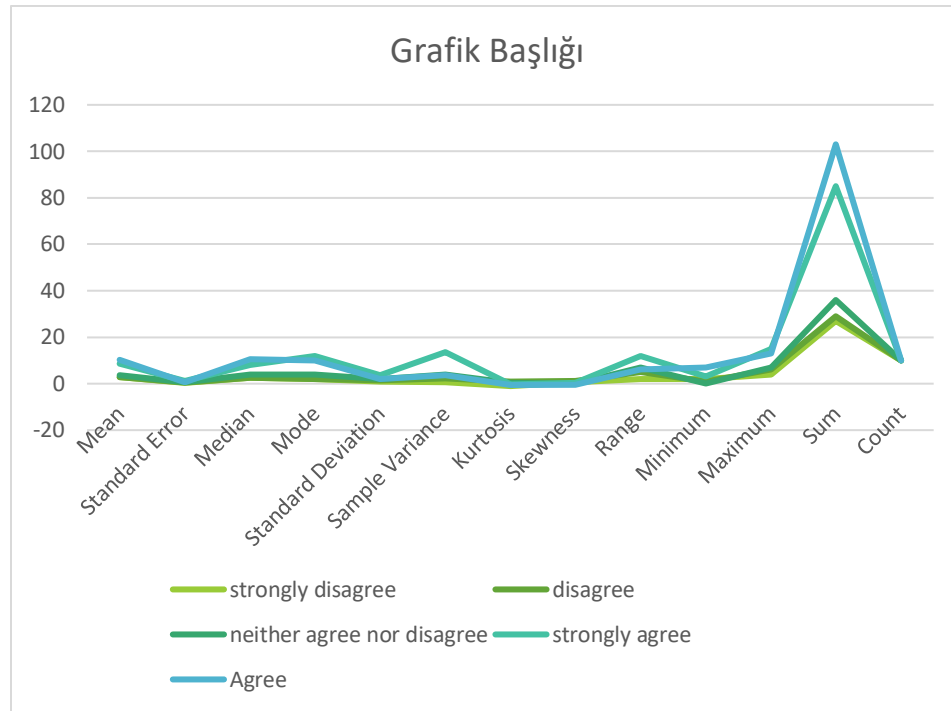


Table 7: Table showing descriptive statics for scale 1 and 2 for IT industry respondents

Strongly disagree	disagree	neither agree nor disagree	strongly agree	Agree
Mean	0.22	Mean	0.33	Mean
Standard Error	0.14	Standard Error	0.23	Standard Error
Median	0	Median	0	Median
Mode	0	Mode	0	Mode
Standard Deviation	0.44	Standard Deviation	0.70	Standard Deviation
Sample Variance	0.19	Sample Variance	0.5	Sample Variance
Kurtosis	0.73	Kurtosis	4	Kurtosis
Skewness	1.61	Skewness	2.12	Skewness
Range	1	Range	2	Range
Minimum	0	Minimum	0	Minimum

Maximum	1	Maximum	2	Maximum	2	Maximum	1	Maximum	4
Sum	2	Sum	3	Sum	11	Sum	4	Sum	16
Count	9	Count	9	Count	9	Count	9	Count	9
Confidence Level(95.0%)	0.338951	Confidence Level(95.0%)	0.54353	Confidence Level(95.0%)	0.512445	Confidence Level(95.0%)	0.405124	Confidence Level(95.0%)	1.000582

Scale 2									
strongly disagree		disagree		neither agree nor disagree		strongly agree		agree	
Mean	0.555556	Mean	0.555556	Mean	1.222222	Mean	0.333333	Mean	1.333333
Standard Error	0.175682	Standard Error	0.242161	Standard Error	0.277778	Standard Error	0.166667	Standard Error	0.235702
Median	1	Median	0	Median	1	Median	0	Median	1
Mode	1	Mode	0	Mode	1	Mode	0	Mode	1
Standard Deviation	0.527046	Standard Deviation	0.726483	Standard Deviation	0.833333	Standard Deviation	0.5	Standard Deviation	0.707107
Sample Variance	0.277778	Sample Variance	0.527778	Sample Variance	0.694444	Sample Variance	0.25	Sample Variance	0.5
Kurtosis	-2.57143	Kurtosis	0.1852	Kurtosis	2.427429	Kurtosis	-1.71429	Kurtosis	-0.28571
Skewness	-0.27105	Skewness	1.014259	Skewness	1.165714	Skewness	0.857143	Skewness	-0.60609
Range	1	Range	2	Range	3	Range	1	Range	2
Minimum	0	Minimum	0	Minimum	0	Minimum	0	Minimum	0
Maximum	1	Maximum	2	Maximum	3	Maximum	1	Maximum	2
Sum	5	Sum	5	Sum	11	Sum	3	Sum	12
Count	9	Count	9	Count	9	Count	9	Count	9
Confidence Level(95.0%)	0.405124	Confidence Level(95.0%)	0.558424	Confidence Level(95.0%)	0.640557	Confidence Level(95.0%)	0.384334	Confidence Level(95.0%)	0.54353



Table 8: Table showing descriptive statistics for scale 1 &amp;2 for SME repondents

0		0		0		1		0	
Mean	0	Mean	0	Mean	0.11 111 1	Mean	0.22 222 2	Mean	0.66 666 7
Standard Error	0	Standard Error	0	Standard Error	0.11 111 1	Standard Error	0.14 698 6	Standard Error	0.16 666 7
Median	0	Median	0	Median	0	Median	0	Median	1
Mode	0	Mode	0	Mode	0	Mode	0	Mode	1
Standard Deviation	0	Standard Deviation	0	Standard Deviation	0.33 333 3	Standard Deviation	0.44 095 9	Standard Deviation	0.5
Sample Variance	0	Sample Variance	0	Sample Variance	0.11 111 1	Sample Variance	0.19 444 4	Sample Variance	0.25
Kurtosis	#DI V/0!	Kurtosis	#DI V/0!	Kurtosis	9	Kurtosis	0.73 469 4	Kurtosis	- 1.71 429
Skewness	#DI V/0!	Skewness	#DI V/0!	Skewness	3	Skewness	1.61 984 8	Skewness	- 0.85 714
Range	0	Range	0	Range	1	Range	1	Range	1
Minimum	0	Minimum	0	Minimum	0	Minimum	0	Minimum	0
Maximum	0	Maximum	0	Maximum	1	Maximum	1	Maximum	1
Sum	0	Sum	0	Sum	1	Sum	2	Sum	6
Count	9	Count	9	Count	9	Count	9	Count	9
Confidence Level(95.0% )	0	Confidence Level(95.0% )	0	Confidence Level(95.0% )	0.25 622 3	Confidence Level(95.0% )	0.33 895 1	Confidence Level(95.0% )	0.38 433 4

0		0		0		1		1	
Mean	0	Mean	0	Mean	0	Mean	0.33 333 3	Mean	0.66 666 7
Standard Error	0	Standard Error	0	Standard Error	0	Standard Error	0.16 666 7	Standard Error	0.16 666 7
Median	0	Median	0	Median	0	Median	0	Median	1
Mode	0	Mode	0	Mode	0	Mode	0	Mode	1
Standard Deviation	0	Standard Deviation	0	Standard Deviation	0	Standard Deviation	0.5	Standard Deviation	0.5
Sample Variance	0	Sample Variance	0	Sample Variance	0	Sample Variance	0.25	Sample Variance	0.25



Kurtosis	#DI V/0!	Kurtosis	#DI V/0!	Kurtosis	#DI V/0!	Kurtosis	- 1.71 429	Kurtosis	- 1.71 429
Skewness	#DI V/0!	Skewness	#DI V/0!	Skewness	#DI V/0!	Skewness	0.85 714 3	Skewness	- 0.85 714
Range	0	Range	0	Range	0	Range	1	Range	1
Minimum	0	Minimum	0	Minimum	0	Minimum	0	Minimum	0
Maximum	0	Maximum	0	Maximum	0	Maximum	1	Maximum	1
Sum	0	Sum	0	Sum	0	Sum	3	Sum	6
Count	9	Count	9	Count	9	Count	9	Count	9
Confidence Level(95.0% )	0	Confidence Level(95.0% )	0	Confidence Level(95.0% )	0	Confidence Level(95.0% )	0.38 433 4	Confidence Level(95.0% )	0.38 433 4

Table 9 Table showing descriptive statistics for scale 1 and 2 for Other sectors

SG		Dis		NAND		SA		A	
Mean	0	Mean	0.66 666 7	Mean	1.77 777 8	Mean	2.22 222 2	Mean	2.88 888 9
Standard Error	0	Standard Error	0.23 570 2	Standard Error	0.40 061 7	Standard Error	0.61 864	Standard Error	0.38 888 9
Median	0	Median	1	Median	2	Median	2	Median	2
Mode	0	Mode	1	Mode	3	Mode	0	Mode	2
Standard Deviation	0	Standard Deviation	0.70 710 7	Standard Deviation	1.20 185	Standard Deviation	1.85 592 1	Standard Deviation	1.16 666 7
Sample Variance	0	Sample Variance	0.5	Sample Variance	1.44 444 4	Sample Variance	3.44 444 4	Sample Variance	1.36 111 1
Kurtosis	#DI V/0 !	Kurtosis	- 0.28 571	Kurtosis	- 1.09 932	Kurtosis	- 1.56 6	Kurtosis	- 0.80 752
Skewness	#DI V/0 !	Skewness	0.60 609 2	Skewness	- 0.57 375	Skewness	0.18 933	Skewness	0.87 463 6
Range	0	Range	2	Range	3	Range	5	Range	3
Minimum	0	Minimum	0	Minimum	0	Minimum	0	Minimum	2
Maximum	0	Maximum	2	Maximum	3	Maximum	5	Maximum	5
Sum	0	Sum	6	Sum	16	Sum	20	Sum	26
Count	9	Count	9	Count	9	Count	9	Count	9



Confidence Level(95.0 %)	0	Confidence Level(95.0 %)	0.54 353	Confidence Level(95.0 %)	0.92 382 4	Confidence Level(95.0 %)	1.42 658 8	Confidence Level(95.0 %)	0.89 677 9
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SD		Dis		NAND		SA		A	
Mean	0.11 111 1	Mean	0.77 777 8	Mean	1	Mean	1.33 333 3	Mean	3.33 333 3
Standard Error	0.11 111 1	Standard Error	0.22 222 2	Standard Error	0.28 867 5	Standard Error	0.16 666 7	Standard Error	0.40 824 8
Median	0	Median	1	Median	1	Median	1	Median	3
Mode	0	Mode	1	Mode	2	Mode	1	Mode	3
Standard Deviation	0.33 333 3	Standard Deviation	0.66 666 7	Standard Deviation	0.86 602 5	Standard Deviation	0.5	Standard Deviation	1.22 474 5
Sample Variance	0.11 111 1	Sample Variance	0.44 444 4	Sample Variance	0.75	Sample Variance	0.25	Sample Variance	1.5
Kurtosis	9	Kurtosis	- 0.04 018	Kurtosis	- 1.71 429	Kurtosis	- 1.71 429	Kurtosis	2.25 396 8
Skewness	3	Skewness	0.25 446 4	Skewness	7.14 E-17	Skewness	0.85 714 3	Skewness	1.28 306 6
Range	1	Range	2	Range	2	Range	1	Range	4
Minimum	0	Minimum	0	Minimum	0	Minimum	1	Minimum	2
Maximum	1	Maximum	2	Maximum	2	Maximum	2	Maximum	6
Sum	1	Sum	7	Sum	9	Sum	12	Sum	30
Count	9	Count	9	Count	9	Count	9	Count	9
Confidence Level(95.0% )	0.25 622 3	Confidence Level(95.0% )	0.51 244 5	Confidence Level(95.0% )	0.66 568 6	Confidence Level(95.0% )	0.38 433 4	Confidence Level(95.0% )	0.94 142 2

