



## HARDCORE CULTURE AND ERGOPHOBIA OF EMPLOYEES IN CHEMICAL INDUSTRY

**Dr.K.Jawaharrani<sup>1</sup>, Dr.R.S.Lekshmi<sup>2</sup>, Dr.J.Srilekha<sup>3</sup>,  
Dr.Vijayakanthan<sup>4</sup>, Dr. R.Muzhumathi <sup>5</sup>, Dr.A.Nirmalraj<sup>6</sup>**

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### Abstract

People spend roughly one-third of their full-blown life at work, which makes ergophobia a prevalent cause of hard core culture and, in turn, affects employee performance. There will always be tension and problems at work since no company can have everyone's jobs, expectations, and personalities match perfectly. In the past three decades, there has been a deeper understanding of the prevalence and detrimental effects of workplace issues, as evidenced by extended and enhanced research, increasing public awareness initiatives, and changes in legislation and policy, notably in India. Chemical businesses feel that cost-cutting measures will save billions of dollars in a highly competitive global business environment, which might enhance their profit and help them achieve their organisational goals in the current engineering world.

**Key words:** hard core culture, ergophobia, Role conflict, Organisational Politics

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<sup>1,2</sup>Professor, St. Joseph's College of Engineering, OMR, Chennai.

<sup>3</sup>Assistant Professor, Ethiraj College for Women, Chennai.

<sup>4</sup>Assistant Professor, SRM Institute of Science and Technology, Chennai.

<sup>5</sup>Assistant Professor, Velammal Engineering College, Chennai.

<sup>6</sup>Professor, Velammal Engineering College, Chennai.

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## 1. INTRODUCTION

Workplace troubles are a major source of stress for many because people spend roughly one-third of their full-blown life at work. It is difficult to create a workplace where everyone gets along well and there is no friction between their positions, expectations, and personalities. As a result, certain hard core cultures may result in unpleasant psychological effects. A higher incidence of mental health conditions including depression and anxiety has been linked to perceived stress at work, according to research. Employees can discover that speaking with a qualified mental health practitioner about their job stress or difficulties benefits them both emotionally and professionally.

Employees with assorted personalities, communication manners, and worldviews continually interact in the workplace. These discrepancies are one possible source of workplace problems that can eventually base for stress and tension for people engaged by challenging the organization's basic values. While it is everyone's right to be treated fairly and feel comfortable at work, some employees do encounter bullying, harassment, or discrimination. Hard core culture can result in meagre performance or productivity, loss of employment, lower happiness or satisfaction, stress, and a host of other mental health conditions.

### **Hard core culture**

Recent years have seen an increase in the number of firms balancing the costs of managing hard core culture ineffectively against its advantages. Hard core culture, as used in human resource management, refers to problems with the workplace, organisational politics, employee behaviour, communication, role conflicts, employee appointment & termination, and employee development that have an impact on an organization's general performance, stability, and culture. Hard core culture management, in its broadest sense, refers to

the management of problems that the human race currently faces in organisational and societal affairs. Due to the importance of reducing and managing human activity in hard core culture, the current research study must concentrate on hard core culture's long-term effects on work performance. Only a small number of scholars have thoroughly examined all of the aforementioned hard core cultures. For this reason, the researcher is concentrating more on the hard core cultures' key concerns, which have received less attention from researchers. Role conflict, difficulties connected to the work environment, and organisational politics are assessed by the hard core culture research framework employed in the study.

When someone is required to perform two conflicting responsibilities, role conflicts result. Role conflicts can arise when a person is expected to fulfil various tasks inside the same company or when they are requested to perform roles for distinct organisations. A worker is more likely to experience stress at work if there is more role conflict. Role conflict in the workplace is measured using the following variables: inter-role distance, self-role distance, role stagnation, role overload, and resource insufficiency.

The surroundings in which a person works are referred to as the "work environment." The actual surroundings of the workplace, such the temperature of the office, or the tools used, like computers, may make up the working environment. It may also be connected to elements like work processes or protocols.

Organizational politics refers to casual, unauthorised, and occasionally secret actions taken to advance ideas, influence organisations, consolidate power, or accomplish other specific goals. Organizational politics denotes to a wide range of actions linked to the employment of influence techniques to advance specific

or group objectives. Politically minded people do better than their politically illiterate counterparts in terms of earning greater personal authority as well as handling stress and job expectations, according to studies. They also have a bigger influence on organisational results.

### **Ergophobia**

Ergophobia is a special phobia linked to the workplace and an anxiety condition. Ergophobia is the term used to indicate a severe anxiety reaction to thoughts of or events in the job. The most severe type of anxiety connected to the workplace is ergophobia. The following is a definition of it: Ergophobia is recognized by a typical phobic anxiety response to the jobs stimulus. When approaching or thinking about the job, it manifests as a panic-like reaction with physiological arousal. The individual clearly avoids the workplace by acting in this way. There must be significant subjective distress and/or impairment in performing regular job activities as a result of the symptoms. Though the origin is not fully known, there are many different causes of ergophobia.

Ergophobia can result from prior unpleasant job experiences like bullying or intimidation, as well as from mental conditions that may be difficult for people to conceal given the social and continual nature of the workplace. Ergophobia therapy is problematic because one of the most effective phobia therapies, delayed habituation that leads to desensitization, is tough since the workplace cannot be artificially replicated, thus the patient must get treatment in a public setting. Based on this, the corporation may concentrate on the welfare of its workers and lessen workplace concerns like role conflict and organisational politics. Organizations might emphasis avoiding the strict core cultural behaviours in order to prevent this fear.

### **REVIEW OF LITERATURE**

Every single employee spends close to one-third of their full-blown life at work. Ergophobia affects many working-class people's daily lives (Mucci et al., 2016), and one-third of this group suffers from distressing mental illnesses (Wittchen, et al., 2011). For many workers, the main source of stress is problems at work. There is no such thing as a problem-free workplace where everyone's responsibilities, ambitions, and traits mesh together without any conflicts. According to the ADAA's (Anxiety Disorders Association of America) report, stress and anxiety at work may be associated. According to Muschalla (2009), avoidance of the workplace and its symptoms might hinder one's ability to carry out everyday tasks at work or cause great subjective pain. Swarnalatha (2013) has documented a variety of behaviours that disrupt the atmosphere of workplace tranquilly. The degree of management, age, characteristics related to family, detachment from one's job, and involvement in categorisation are all impacted negatively by significant disparities in roles. Work is becoming increasingly time-constrained, socially and technologically dependent, and intellectually challenging. Muschalla and M. Linden (2016) highlighted that employees with workplace fear had taken longer sick leaves than patients without such phobia. Literature indicates that workplace design may influence organisational and employee outcomes, including improved communication, collaboration, innovation, and increased employee engagement, happiness, well-being, performance, and staff retention. Beate & Michael (2014) calculated the overall prevalence of the common workplace phobia and the relative phobia as well as its context-related characteristics.

### **OBJECTIVES OF THE STUDY**

- To identify the main issues with hard core culture that affect workers in the chemical industry.

- To examine how demographic factors affect ergophobia and hard core culture.
- To examine how ergophobia is impacted by hard core culture

### SCOPE OF THE STUDY

The researcher tried to assess the hard core culture and its effect on ergophobia in the chosen chemical enterprises in Chennai in this study. Due to the abundance of significant industrial facilities and related businesses in and around the city, Chennai has been dubbed the "Detroit of Asia." Therefore, it appears that this title has a larger scope for the research in the location (Chennai) that was chosen to conduct the study. In addition to offering trade union recognition, gratuity payments, incentives, rights to collective bargaining, and termination or suspension of employees from work for violating company policies and codes of behaviour, two of the chemical

companies in Chennai were the subjects of the research.

## 2. RESEARCH METHODOLOGY

The target audience for this study was the workers from two chemical companies in Chennai. It uses a descriptive research approach. A well-constructed questionnaire was used to gather information from 408 respondents. In order to analyse the collected data, SPSS is employed. The data were analysed using the statistical techniques of percentage, ANOVA, Independent t-Test, and Regression analysis.

## 3. RESULT AND DISCUSSION

### Profile of Sampled Employees from Chemical Sector

**Table 1 Profile of sampled employees from chemical sector**

Categories	Attributes	Per cent
Age Group	20-35 Years	54.7
	36 - 50 Years	33.6
	51 - 60 Years	11.8
Marital Status	Single	26.0
	Married	74.0
Educational Qualification	Up to 12th Std.	27.7
	ITI/ Diploma	53.4
	Undergraduate	18.9
Annual Income	Less than 2 Lakhs	36.0
	2 Lakhs - 4 Lakhs	50.5
	More than 4 Lakhs	13.5
Work Place	Shop floor	86.0
	Admin Office	14.0
Category of Employment	Apprenticeship/ Training	15.7
	Temporary /Contract	42.4
	Permanent	41.9
Experience in the current Organization	Less than 5 Years	45.3
	6 - 10 years	21.1
	11 - 15 years	24.3
	More than 15 years	9.3

The following inferences were made from the Table 1. From the percentage analysis it found that majority (54.7%) of the sampled

employees belong to the age group of 20-35 years, 33.6% of the employees fall under the category of 36-50 years of age category

and only 11.8 % of the sampled employees are in the age category of 51- 60 years.

It is also figured out that most (74.0%) of the sampled employees working in the chosen chemical company are married and only one-fourth (26.0%) of them are single in their personal life which includes bachelors, divorced/ separated, and widowers.

With respect to their educational qualification, the result of the analysis show that 53.4% of them are qualified with technical education such as ITI/ Diploma, 27.7% of them are completed their educational qualification only up to 12<sup>th</sup> and 18.9% of them have completed their undergraduate in various arts & science, and engineering courses.

The analysis also narrates about the annual income earned by the sampled employees where 50.5% of them earn a yearly income of 2 to 4 lakhs, around one-third (36.0%) of the sampled employees earn less than 2 lakhs in a year and only 13.5% of them found to be drawing an annual income of more than 4 Lakhs per year.

With regards to the work place of the employees, it is resulted out that most (86.0%) of the sampled employees are working in shop floor and 14.0% of them work in the administration office.

42.4% of the sampled employees have their category of employment as temporary or contract basis, 41.9% of them are found to be permanent employees with regards to the type of employment and 15.7% are doing apprenticeship or undergoing their educational training at chemical organizations.

According to the data, 45.3% of the sampled respondents had fewer than five years of experience in the present chemical organisation, and 24.3% have between six and eleven years of experience. Similarly, 21.1% of the employees have six to ten years of experience in the current organization and 9.3% of them are found to have above fifteen years of experience.

#### **T Test for Marital Status and Workplace on Hard Core Culture & Ergophobia**

**H<sub>01</sub>:** No significant mean difference is found between marital status and workplace of employees with respect to the hard core culture and ergophobia in the chemical organizations.

**H<sub>a1</sub>:** Significant mean difference is found between marital status and workplace of employees with respect to the hard core culture and ergophobia in the chemical organizations

**Table 2 T test for marital status and workplace on hard core culture and ergophobia**

Factors of hard core culture & Ergophobia		Frequency	Mean	SD	T value	P value	Result
Hard core culture	Marital	Single	106	64.9	24.217	-	
		Married	302	73.65	20.515	3.601	0
Ergophobia	Marital	Single	106	25.13	8.823		
		Married	302	28.48	8.959	-3.33	0.001
Hard core culture	Work place	Shop floor	351	74.28	24.35		
		Admin Office	57	66.77	19.096	3.63	0.004
Ergophobia	Work place	Shop floor	351	27.99	9.299		
		Admin Office	57	24.24	9.05	3.566	0.003

The above table display the outcome of T test analysis carried out between marital status of the employees and Hard core culture s. From the analysis it is discovered that the significance value of all the three types of Hard core culture such as role conflict, work environment, organizational politics and overall score of Hard core culture are found to be less than 0.01, therefore we reject null hypothesis ( $H_{01}$ ), and accept alternate hypothesis ( $H_{a1}$ ), which proves that significant difference exists between single and married employees with respect to their opinion towards all the three types of Hard core culture s. Therefore the outcome of the assessment narrates that married employees feel more Hard core culture while compared to the single employees with a total mean score value of 73.65 and standard deviation is 20.51.

Generally, married employees may face more problems in their personal life. If they even problems or issues in Hard core culture s, they find very difficult to handle it and exaggerate even some petty issues in their personal and/or work life, whereas the employees who are not married have less burden in their personal life, and they take it is easy when they face problems in their work life, and able to resolve the issues and adopt to the flaws in the system without having more negative feeling towards their job and the organization.

The Table also exhibits the outcome of T test analysis carried out between marital status and outcome variables of the research. From the analysis, it is discovered that the significance value of Ergophobia is less than 0.01, which discards the null hypothesis ( $H_{02}$ ), and confirms the alternate hypothesis ( $H_{a2}$ ). Henceforth, it is declared that significant difference is found between single and married employees with respect to Ergophobia in the chemical organizations. Moreover the married employees perceive higher level of Ergophobia while compared to single employees with the mean score value of 28.48 and standard deviation is 8.959. The

married employees those who perceive more issues at their workplace have exhibited higher level of ergophobia.

The outcome T test analysis carried out between wok place and Hard core culture is also shown in Table 2. From the above results, it is exposed that the significance value of role conflict, work environment, organizational politics and overall score of Hard core culture are below 0.01. Hence from the T test analysis it is attested that null hypothesis ( $H_{01}$ ) is discarded with regards to all the three types of Hard core culture and alternate hypothesis ( $H_{a1}$ ) is acknowledged. Furthermore the test also shows that the employees working in shop floor and administration office significantly varies with respect to their views about the issues at workplace. Therefore it is declared that the employees working in shop floor perceive comparatively more role conflict, and work environment related issues, whereas the employees working in administration office perceive more politics in their workplace. However, overall the shop floor employees perceive more issues at their workplace with a total mean score value of 74.28 and standard deviation is 24.350.

The category of employment, work environment, educational qualification and family background of the employees may significantly vary from the employees those who are working in shop floor from the employees working in administration office, so consequently the kind of Hard core culture they face in the workplace also may be different.

From the analysis it is discovered that the significance value of the outcome variables Ergophobia is below 0.01 level significant. Hence from the T test analysis it is attested that null hypothesis ( $H_{01}$ ) is not accepted and alternate hypothesis ( $H_{a1}$ ) is accepted, therefore it is concluded that significant difference is resulted between employees working in shop floor and administration office with respect to ergophobia. The results further explores that the employees working in shop floor have exhibited



comparatively higher level of Ergophobia with a total mean score value of 27.99 and standard deviation is 9.299.

### Anova on Age Category, designation and experience vs. Hard core culture & Ergophobia

H<sub>02</sub>:Age Category, designation and experience of the employee is not having

noteworthy impact on their opinion towards the various Hard core culture and Ergophobia

Ha<sub>2</sub>:Age Category, designation and experience of the employee is having noteworthy impact on their opinion towards the various Hard core culture and Ergophobia

**Table 3 ANOVA: Age Category, designation and experience vs. hard core culture and ergophobia**

Factors of hard core culture			Samples	Mean	SD	F value	P value
Hard core culture	Age	25 – 35Years	223	65.34 b	26.67	10.973	<0.001 Significant
		36 - 50 Years	137	65.54 b	24.26		
		51 - 60 Years	48	48.31 a	25.08		
Ergophobia		25 – 35Years	223	26.73b	10.985	14.112	<0.001 Significant
		36 - 50 Years	137	30.41c	9.614		
		51 - 60 Years	48	21.22a	11.4		
Hard core culture	Designation	Apprentice/Helper	60	68.11b	27.439	10.455	0.001 Significant
		Technician	288	72.52b	29.922		
		Clerk/Accountant/ Admin	33	51.12a	30.197		
		Others	27	45.11a	28.001		
Ergophobia		Apprentice/Helper	60	27.81b	10.406	11.868	0.001 Significant
		Technician	288	29.11b	12.845		
		Clerk/Accountant/ Admin	33	19.24a	13.5		
		Others	27	15.59a	13.362		
Hard core culture	Experience	Less than 5 Years	185	75.70 b	27.843	12.949	<0.001 Significant
		6 - 10 years	86	74.98 b	32.842		
		11 - 15 years	99	58.24 a	30.114		
		More than 15 years	38	51.92 a	28.387		
Ergophobia		Less than 5 Years	185	27.40b	11.858	6.213	<0.001 Significant
		6 - 10 years	86	27.19b	14.125		
		11 - 15 years	99	22.90a	13.449		
		More than 15 years	38	19.18a	13.298		

\*Note: The significance among subgroups of age categories are specified through the different letters a, b.

The results of one-way ANOVA between age category of the employees and their

perception towards various Hard core culture in chemical sector are exposed in

Table 3. Various types of hard core culture examined under this research are having significant value less than 0.01, which confirms alternate hypothesis (Ha2), and leads to the conclusion of age Category of the employee is having noteworthy impact on their opinion towards the various Hard core culture at selected chemical sectors from Chennai city.

The researcher adopted Duncan Multiple Range Test (DMRT) post-hoc test to further explore the significance difference among the subgroups, and the existence of significant difference among the different subgroups based on age categories are represented through letters a, and b. The employees aged 51-60 years significantly differ from the employees aged up to 50 years (i.e. 25-35 years, and 35-50 years) with respect to their perception towards role conflict, and organizational politics, however there is no significant difference exists between the employees aged 25-35 years, and 35-50 years with regards to role conflict, and organizational politics. In case of the issues related to work environment the employees aged above 35 years (i.e. 36-50 years, 51-60 years) significantly differ from the employees aged 25-35 years.

Overall, the employees aged 51-60 years perceived least level of Hard core culture in their chemical organization with the mean score of 48.31 and SD of 25.081, and the highest level of Hard core culture are perceived by the employees aged (65.54), and followed by 25-35 years (65.34).

The employees aged 25-35 years have perceived highest level of role conflict in the workplace, because they are in the entry level, and they are learning their organization practices, procedures, work styles. During this period there may be mismatch between their individual goals and organizational goals, and their expectations and assumption about the organization and their roles & responsibilities may become disappointment in the reality. Similarly, the employees aged 36-50 years also perceived more issue on role clarity due to improper

balance between work and family interface, lack of clarity in their roles & responsibilities, etc. The employees aged 51-60 years are almost in the end of their career life, and their focus would be more on personal life rather than professional life. These employees should have accustomed to Hard core culture and also know how to handle those issues, so they will not give more importance to these issues. Ergophobia analyzed under this research are having significant value less than 0.01, which confirms alternate hypothesis (Ha2), and leads to the conclusion of Age Category of the employee is having noteworthy impact on their perception towards the Ergophobia at selected chemical organizations from Chennai city.

The researcher adopted Duncan Multiple Range Test (DMRT) post-hoc test to further explore the significance difference among the subgroups, and the existence of significant difference among the different subgroups based on age categories are represented through letters a, and b. The employees aged 51-60 years significantly differ from the employees aged up to 50 years (i.e. 25-35 years, and 35-50 years) with respect to their perception towards ergophobia; however there is a significant difference exists between the employees aged 25-35 years, and 35-50 years with regards to ergophobia.

The employees aged 51-60 years have perceived least level of ergophobia, while compared to the employees aged 36-50 years those who have recorded the highest level of ergophobia, which is followed by the employees aged 25-35 years.

The employees aged 36-50 years have lot of personal commitments, such as children's education, younger siblings marriage, parents health issues, etc., They also are in the mid of their professional life, so they want to put their maximum efforts to grow in their career, but the interference of personal life in to career, and interference of work life in to personal life would be more in this age category, so therefore



facing more issues at workplace may easily create Ergophobia in this age category, whereas the employees aged 25-35 would more focus on work life to have growth in their career, whereas 51-60 years would give priority to personal life rather than to the career because they are in the end of their professional life. Therefore, they are least affected with ergophobia.

Various types of Hard core culture surveyed under this research are having significance value less than 0.01, which confirms alternate hypothesis (Ha2), and leads to the conclusion of designation of the employee is having noteworthy impact on their perception towards the various Hard core culture at selected chemical sectors from Chennai city.

The employees working as technicians, and Apprentice/Helper significantly differ from the employees designated as Clerk/ Accountant/ Admin, and other categories (supervisors/ store in-charge, etc.) with respect to their perception towards role conflict, work environment and organizational politics, however there is no significant difference exists between the technicians, and Apprentice /Helper. Overall, the employees working as technicians perceived highest level of Hard core culture in the chemical organization with the mean score of 72.52 and SD of 29.922, and the least level of Hard core culture are perceived by the other category employees (45.11), and followed by Clerk/ Accountant/ Admin (51.12), and Apprentice /Helper (68.11).

Ergophobia are having significance value less than 0.01, which confirms alternate hypothesis (Ha10), and leads to the conclusion of designation of the employees are having noteworthy impact on their perception towards the Ergophobia at selected chemical organizations from Chennai city. The employees working as technicians, and Apprentice /Helpers significantly differ from the employees working as Clerk/ Accountant/ Admin, and other category employees with regards to their perception towards Ergophobia and

job performance, however there is a significant difference exists between the employees technicians, and Apprentice /Helpers, and also between Clerk/ Accountant/ Admin, and other category employees with regards to ergophobia, and job performance.

The employees working as technicians have demonstrated highest level of ergophobia, while compared to the Apprentice /Helpers, Clerk/ Accountant/ Admin, and others category. The employees working as more occupational stress to meet their work targets, and they face issues such as lack of cooperation and team work, poor job fit, job insecurity, poor work environment, discrimination by the supervisor/ manager, etc., which creates Ergophobia in this category of the employees.

Ergophobia analyzed under this research are having significance value less than 0.01, which confirms alternate hypothesis (Ha2), and leads to the conclusion of designation of the employees are having noteworthy impact on their perception towards the Ergophobia at selected chemical organizations from Chennai city.

The employees having less than 10 years of experience (i.e. less than 5 years, and 6-10 years) significantly differ from the employees having more than 10 years (i.e. 11-15 years, and more than 15 years) of experience with respect to their perception towards ergophobia. The employees having more than 15 years of experience in the present organization have shown least level of ergophobia, while compared to the employees having less than 15 years of experience (i.e. less than 5 years, 6-10 years, 11-15 years). The employees having more number of years of experience in the present organization learns how to handle the issues at workplace, and/ or getting adopted to such environment, whereas the employees who has less experience in the present organization may struggle to handle few unique issues at the workplace.

**Regression Analysis on Effect of Role Conflict, Work Environment, and**

### Organizational Politics on Hard core culture

Hard core culture (Y) is the dependent variable, and Role Conflict (X<sub>1</sub>), Work Environment (X<sub>2</sub>), and Organizational Politics (X<sub>3</sub>) act as independent variables. The multiple R value is 0.811, R square value is 0.672, adjusted R square is 0.611, F value is 12.675, and significance value of the model is <0.001.

The adjusted R –square value is closer to R-square value, which indicates that all the independent variables are having significant effect on dependent variable. According to Adjusted R-square value 0.611, 61.1% of the variance in Hard core culture (dependent variable) is explained by the independent variables (role conflict, work environment, and organizational politics).

**Table 4 Hard core culture Estimates**

Variables	Un standardized Estimates	Standardized Estimates	t value	P value
Constant	3.376	-	10.843	<0.001**
Role Conflict(X <sub>1</sub> )	0.727	0.454	15.732	<0.001**
Work Environment(X <sub>2</sub> )	0.694	0.326	11.532	<0.001**
Organizational Politics(X <sub>3</sub> )	0.783	0.463	18.223	<0.001**

Note:\*\* significant at 1% level.

Table 4 displays that multiple correlation coefficient is 0.811 which indicates the degree of relationship among the actual and predicted values of Hard core culture s. In this analysis the predicted values are computed by linear combination of the variables such as Role Conflict(X<sub>1</sub>), Work Environment(X<sub>2</sub>), and Organizational Politics(X<sub>3</sub>) the coefficient value of 0.811 which denotes that the relationship among Hard core culture and the three independent variables (i.e. types of Hard core culture s) are optimistic.

The goodness-of-fit of the regression model is assessed through R Square value (i.e. coefficient of determination), which explains estimated SRP in terms of the proportion of the variation in the dependent variables described by the fitted sample regression equation.

It is exposed form the analysis that the 0.672 is the value of R-square, which represent 67% of the variation in Hard core culture is described by the estimated SRP that uses the Independent Variables such as role conflict, work environment and organizational politics.

Equation of Multiple Regression is presented below:

$$Y = 3.376 + 0.454X_1 + 0.326X_2 + 0.463X_3$$

The effect of independent variables on dependent variable specified through the above mentioned regression equation. From the above equation, it is interpreted that one unit of rise in role conflict has 0.454 unit of rise in Hard core culture s, whereas one unit of increase in work environment related issues has 0.324 unit of increase in Hard core culture s, and one unit of rise in organizational politics has 0.463 unit of rise in Hard core culture s, without changing other independent variables of the research and all these coefficients are positive and significant at 1% level.

Among the three different types of issues, organizational politics has the major impact on Hard core culture construct. The above investigation proves that organizational politics is the prime factor for Hard core culture in the chosen chemical companies.

### Regression Analysis on Effect of Role Conflict, Work Environment, and Organizational Politics on Ergophobia

Ergophobia(Y) is the dependent variable, and Role Conflict (X<sub>1</sub>), Work Environment (X<sub>2</sub>), and Organizational Politics (X<sub>3</sub>) act as independent variables. The multiple R value is 0.681, R square value is 0.522, adjusted R square 0.516, F value is 46.407,

and significance value of the model is  $<0.001$ .

In this regression analysis, the adjusted R – square value is closer to R-square value, which indicates that all the independent variables are having significant effect on

dependent variable. According to Adjusted R-square value 0.516, 51.6% of the variance in Ergophobia(dependent variable) is explained by the independent variables (role conflict, work environment, and organizational politics).

**Table 5 Ergophobia– Regression Estimates**

Variables	Unstandardized Estimates	Standardized Estimates	t value	P value
Constant	8.573	-	10.314	$<0.001^{**}$
Role Conflict ( $X_1$ )	0.327	0.339	4.156	$<0.001^{**}$
Work Environment ( $X_2$ )	0.443	0.391	4.674	$<0.001^{**}$
Organizational Politics( $X_3$ )	0.605	0.462	8.647	$<0.001^{**}$

Note:  $^{**}$  significant at 1% level.

Table 5 displays that multiple correlation coefficient is 0.681 which indicates the degree of relationship among the actual and forecasted values of ergophobia. In this analysis the forecasted values are computed by linear combination of the variables such as Role Conflict ( $X_1$ ), Work Environment( $X_2$ ), and Organizational Politics ( $X_3$ ) the coefficient value of 0.681 which denotes that the relationship among Ergophobia and the three independent variables (i.e. types of Hard core culture s) are optimistic.

It is exposed form the analysis that the 0.522 is the value of R-square, which represent 52% of the variation in Ergophobia are described by the estimated SRP that uses the independent variables such as role conflict, work environment and organizational politics.

Equation for Multiple Regression Equation:

$$Y = 8.573 + 0.339X_1 + 0.491X_2 + 0.662X_3$$

The effect of independent variables on dependent variable specified through the above mentioned regression equation. From the above equation, it is interpreted that one unit of rise in role conflict has 0.339 unit of rise in ergophobia, whereas one unit of rise in work environment related issues has 0.391 unit of increase in ergophobia, and one unit of rise in organizational politics has 0.462 unit of rise in ergophobia, without changing other independent variables of the

research and all these coefficients are positive and significant at 1% level.

Among the three different types of issues, organizational politics has the major impact on ergophobia. The above investigation proves that organizational politics is the key factor which has major effect on Ergophobia in the chemical organizations.

#### 4. CONCLUSION

This study focused on ergophobic issues, which are costly, have negative effects on occupational health, and which need more research. The findings of our study revealed that ergophobia is both a novel idea and a significant problem in the workplace. Absenteeism and organisational expenses are connected to employee health. Ergophobia should be recognised by upper- and middle-level management, especially when employees often take extended sick leaves. This study expands on our knowledge of the value of employees' psychological well-being at work and demonstrates how risk factors for disability, including ergophobia, may be reduced.

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