EFFECTS ON ORGANISATIONAL CULTURE AND ITS IMPACT ON EMPLOYEE JOB PERFORMANCE WITH REFERENCE TO IT SECTOR

Dr. P. Lakshmi Prasanna

Associate Professor, School of Management, Presidency University,
Bangalore 500064

lakshmiprasanna2002@gmail.Com

Kiranmai Yanamala

Research Scholar, School of Management, Presidency University,
Bangalore 500064

Kiran_blr@hotmail.Com

Professor Gargi Gohel

Associate Professor, Department of English, Shree Umiya Arts and Commerce College, Sola,
Ahmedabad, Gujarat-380060, India

gargi.gohel@gmail.com

Dr. Monika

Assistant Professor, Department of computer science, PIGGCW,
Gohana Road Jind-126102

monikagrover86@gmail.com

Dr. J. Solomon Thangadurai

Assistant Professor, Commerce,

SRM Institute of Science and Technology, College of Science and Humanities, SRM Nagar,

Kattankulathur- 603203, chengalpattu District

solomonthangadurai@gmail.com

Dr. P. Sundharesalingam

Associate Professor, Department of Management Studies,

Kongu Engineering College, Perundurai, Erode -638060, Tamilnadu, India

sundharesalingam@gmail.com

Abstract

Organizational culture refers to the shared values, beliefs, attitudes, and behaviors that define an organization and shape the way its members behave and interact with one another. The way workers are expected to act and what is valued inside a company may have a major influence on their productivity on the job. Employees are more likely to be invested in their work, satisfied

753

with their positions, and motivated if they work in a business with a positive culture. But, the opposite is true: a toxic work environment characterized by poor morale, high turnover, and low productivity is the result of an organisation with a bad culture. The main objectives of the study is to find out the impact on employee job performance with reference to IT Sector. The study's aim is to assess how organisational culture affects employees' productivity in the IT industry. Performance thus serves as the dependent variable while culture serves as the independent variable. To determine the connection between employee performance and the culture of the chosen firm. The contributing company was chosen using a survey questionnaire based on its effective coverage and reasonable costs. 240 IT industry sample respondents were selected using a reasonable sampling technique. A well-designed questionnaire has been utilised to assess the impact.

Keywords: Organisational culture, employee job performance, IT Sector, Employee empowerment and engagement

Introduction

Culture in an organisation consists of the unspoken conventions, beliefs, and customs that determine how power, hierarchy, and decisions are made. It's a way of thinking, knowing, doing, and behaving in relation to a larger cultural context. Implicit, concealed, intrinsic, and formal knowledge of the organisation guide employee behaviour and determine the consequences for the business. Schiuma (2012) .The Company's culture determines the survival tactics that encourage individual success and group cohesion. There are several reasons to cultivate a company culture. Among these functions are i) distinguishing one organisation from another, (ii) providing employees with a sense of belonging, (iii) serving together by establishing fair expectations for all members, and (iv) providing a mechanism of "meaning and control" that guides and molds the organisation. Employees are valued for what they provide to the company. The firm would collapse without them. Yilmaz, C. and Ergun, E. (2008). They are active in the day-to-day running of the business. They are the main attraction since they are in charge of everything that makes the organisation function. They check to see whether the business is still operational.

Organizational culture and how it affects how well employees perform at work

Organizational culture contributes to the success of an enterprise by encouraging employees to value the same things and work together. Employees should be well-versed on the organization's mission and strategy, as well as their specific roles and responsibilities. When employees follow the norms established by the organization's culture, likely to be productive and successful. Management sets forward a set of guiding principles and values, which are subsequently communicated to and reinforced by employees via a number of channels in order to shape their outlooks, actions, and insights. A company's actions are guided by its organisational culture.

754
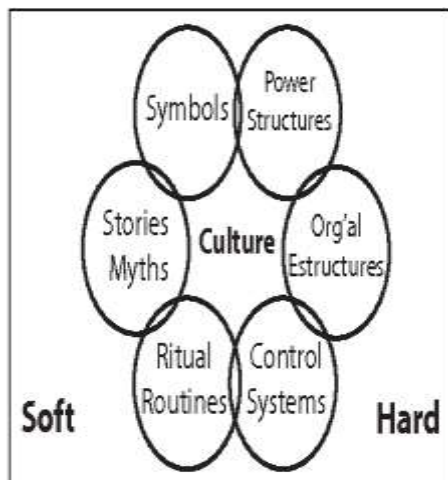
Organizational culture fosters a pleasant setting for employees to work in. Workers like working in fast-paced settings. This results in a clear outlook, which motivates the workforce to raise output. Because of this, they are able to accomplish their goals and boost the efficiency of their organisation. Some studies have shown a link between company culture and certain types of employee conduct. Many studies have shown a correlation between a company's culture and its workers' efficiency, effectiveness, and creativity on the job. The organisation has a robust and widespread culture that permeates all levels of operation. Yilmaz, C. and Ergun, E. (2008). It either facilitates progress or obstructs it. It may either be a factor in employees leaving or keeping them in the organisation. There is constant pressure on modern businesses to shift their organisational cultures in favour of certain processes or approaches.

The theoretical underpinning

The cultural norms and behavioural patterns of an organisation are what are meant by the word "culture." The employees are instructed on the proper and improper ways to behave, how to feel, what to believe, and what not to believe. Its deeds speak louder than its words. The attitudes and ideals of the company's upper management are reflected in the words and deeds of the quality control and production managers. The company culture should foster an environment in which all workers may provide their best efforts. Ahmad (2012). Factors that boost the organization's continued existence after its initial aims have been met are crucial to its development. As results improve, workers become more invested in the company. Every company should be based on a foundation of building a learning-centered, productive culture that significantly boosts employee output. Employee performance is considered essential since it contributes to the success of a business. Maintaining employee loyalty requires an understanding of the culture that underpins company behaviour. (Brooks, 2006).
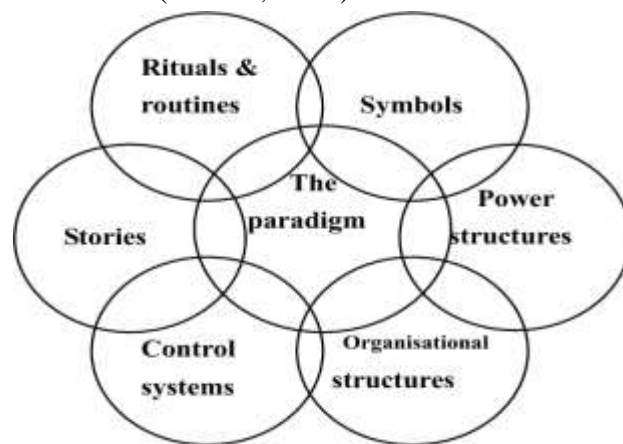
Hofstede organizational culture model

Values, in the Hofstede model diagram, stand in for the whole

755

organisational culture. Employee performance is significantly impacted by values.

1. The design of occasions that bring individuals together for basic familiarization and socializing, since this fosters good connections among the organization's staff, constitutes rituals. Effective organisational rituals reinforce desirable employee behaviour, which significantly and favourable affects workers' performance. Rituals aid workers in relaxing and sharpening their attention on the task at hand. Heroes are a group of employees that continuously carry out honorable acts for the business. For other employees, they function as role models. High performers who often earn praise are heroes. The heroes motivate many more workers to put in really hard effort for the organisation. Heroes have a profoundly favourable effect on employee productivity.

2. Symbols serve as a stand-in for administrative procedures. The behaviour might take the form of gestures, words, acts, and objectives that represent different things but have importance for a group of workers or a single employee. Symbols influence good attitudes, solidify relationships among colleagues, and promote harmony, all of which increase worker

productivity and aid in realizing corporate objectives. These are the telltale signs of organisational life that are visible, tangible, and detectable to those who work there. Symbols may be used to express a company's culture, which has an impact on staff performance. Symbols have a positive and substantial impact on how successfully workers perform.

3. The Schein model of corporate culture is one of the most often cited culture models. The model provides high degrees of abstraction and complexity reduction. Its three basic realms are artefacts, stated beliefs and aspirations, and underlying fundamental premises.
4. Artefacts, which include elements like the physical environment, language, technology, clothing, myths and legends, stated principles, rituals and ceremonies, etc., are the visible, tangible expressions of organisational culture. Espoused ideas and ideals, together with management-instilled strategies, objectives, common perceptions, shared assumptions, norms, and beliefs and values, comprise the next level of corporate culture. Organizational culture is built on the basic, widely held assumptions that are profoundly embedded, unconsciously held, and taken for granted. Every effort to challenge these assumptions sets up a

defensive and fearful response. The most prominent symbols shouldn't be the only ones used to understand culture because of how easily they may be misinterpreted. Focusing largely on external symbols results in a failure to comprehend the fundamental concepts that are necessary for comprehending the culture. Parallel to this, it's important to realize that, even when they are sincerely held, concepts and ideals can only accurately reflect a culture's aspirations, not its actuality. Some studies have shown that there may be a connection between business culture and workers' performance.

5. Company culture and organisational practices are intricately intertwined and influence employee performance. Employees' performance may be greatly enhanced if they are aware of the factors that promote the company culture. The organisational culture enables employees to learn about the company's history and present operational procedures, and this specific information provides them with guidance on future anticipated and acceptable organisational norms and behaviour. Every business has a distinctive method for carrying out tasks, distinctive management techniques for controlling the organisation, long-established conventions and procedures, and a

work environment that shapes the culture of the organisation.

Organisational culture and its impact on employee job performance

1. Relationships - In a company with a strong culture of relationships, managers and workers are better able to understand and interpret each other's views on the workplace by evaluating each other's strengths and weaknesses. When connections are strong, employees' conduct shifts from participation to engagement, and engaged employees have a stronger emotional bond with their work. Workers that take an active role in their job exhibit responsibility, which boosts their output and career advancement.

2. The mission's goal is to provide employees a sense of direction and purpose in their work. It is done to fulfil the need of carefully knowing organisational processes as well as researching and evaluating core values and vision statements. Another crucial element of the corporate culture is the development and ownership-based strategy. In order to exchange knowledge and gain from significant results as a consequence of their engagement, employees might be thought of as partners. This has a greater impact on employee productivity, which eventually results in organisational success and growth. Employees admire craftsmanship in their work when they respect the organization's vision and aim because they feel responsible for keeping to the timetable.

3.To accomplish intended employee performance within the allocated time, well-

757

crafted plans encourage employee interest and participation. Without desire and a defined goal, neither the people nor the business can develop and prosper. Making the right choice in advance and planning for the future of the business will prevent conflict and misunderstanding among the staff and the business as a whole. In the absence of planning, development, and ownership, employees and the organisation type of walking in circles and ultimately lose sight of their intended aim.

4. A socially moral workplace is promoted by the firm, where most of the workers' time is spent. Human resource management strategies and organisational culture can only ensure employee engagement. Several studies have also shown that providing workers more decision-making power increases their autonomy and control over their working life, which in turn increases their motivation and dedication to their professional responsibilities. The organisational culture must convey the work ethics via organisational ways. Where morality is found is in what management teaches. This social responsibility improves the interaction between management and the workforce or between two workers. In order to promote healthier connections, corporate culture seeks to increase workers' awareness of their moral and social responsibilities. This promotes the search for thoughtful, long-term solutions that are preferable to overcome opening and integrating problems.

5. Democratic behavioural approach – The most precious resource for a corporation is its workforce. Employees may think critically and creatively thanks to the corporate culture that promotes democratic behaviour, which improves their productivity and professional growth. A company's performance is enhanced when its culture is strong because it fosters an atmosphere where employees want to come to work. It must be accepted that, given the importance of organisational performance, democratic thinking at all levels, including the bottom, and rationalizing with thinking at all levels are necessary to achieve appropriateness in decision making.

6. Employee empowerment and engagement - In a workplace where workers feel empowered to influence choices that have an impact on their employment, they are motivated to do so. Office boredom vanishes, and it becomes enjoyable. The employees improve in responsibility, obedience, motivation, skill, capability, and knowledge as a consequence. The employees embrace analytical thinking, improve working practices, and function with confidence. In this atmosphere, employees may make up for their weaknesses by playing to their strengths. All of the staff members therefore show 100% engagement at work. The personnel develop themselves via new ideas. The employees are trustworthy and meticulous in their job.

7. Teamwork fosters the growth of team members' talents, knowledge, and skills, which enhances the efficiency and effectiveness of the business. Without a question, teamwork is an important organisational strategy. It makes the business function more efficiently.

8. Flexible and many work environments - A firm with flexible and numerous work

758

Eur. Chem. Bull. 2023,12(Special Issue 4), 753-764

environments will have employees that can function well in a range of environments. In such a culture, organisational management invests in the skill development of its people. These employees get the will to advance more rapidly and learn more. Employees are more motivated, engaged at work, and content with their employment when they have a diversity of skills. These people work harder and have more job satisfaction. They support the success of the company. A strategy for adjusting to changing circumstances and expectations at work is flexibility. In general, businesses value their workers more when they approach their job from a flexible viewpoint. Very competent and effective workers may be found in companies with many locations and flexible work conditions.

9. Employees at companies with this culture have access to learning and innovation opportunities, and they are more qualified, happy, and motivated, which leads to superior performance. The capacity of employees who work for companies with a learning and innovation culture to generate the results they genuinely desire may be continually improved.

Review of related literature

Organizational culture is essential for success inside a business. It's a standard indicator of how content and inspired your staff is in their tasks, as well as how stable your company claims to be. A stable, efficient, friendly, encouraging, and career-oriented workplace is crucial for the development, management, and maintenance of productive and competent employees, but businesses must be aware of

this fact. Adewunmi (2011). There is a relationship between an organization's culture, employee performance, and employee engagement. Corporate culture may affect productivity because of its effect on employees' willingness to be truthful at work. In 1958, Homans established the (SET) to identify and explain the connection between output, organisational culture, and dedication to one's job. Societies and economies are impacted by SET. Employees are more driven to excel when the company has the culture it wants. By encouraging communication between supervisors and employees, fair trade helps employees feel more emotionally invested in their occupations. It promotes cooperative working relationships between employees and management that are based on trust rather than legal obligations. As such, it has been suggested that the firm foster an effective and stable organisational culture that the workforce can respect in order to cultivate a wide range of exchange links that will be of mutual advantage to the business and its employees. Ahmad (2012), When a corporation provides for its employees' needs in a meaningful way, fostering a strong organisational culture that guides their work, the employees feel appreciated and are motivated to show their appreciation via positive work behaviour such as high performance, loyalty, and commitment.

The extent to which an employee feels respected, valued, and supported by their employer directly impacts their productivity. The Hofstede model of organisational culture states that culture is a kind of mental programming that classifies

759

employees into different groups. According to Hofstede, there are four tiers in the fashion industry: symbols, heroes, rituals, and ideals. It is difficult for managers in an organisation to implement the results on these four sections of the Hofstede model since they are the connecting thread that will lead to the achievement of the company's declared goal. Hofstede's onion model of organisational culture is a visual representation of paradigm. Hofstede's model of organisational culture.

Culture in an organisation consists of the unspoken conventions, beliefs, and customs that determine how power, hierarchy, and decisions are made. It's a way of thinking, knowing, doing, and behaving in relation to a larger cultural context. Implicit, covert, intrinsic, and informal knowledge of the organisation guide employee behaviour and determine the consequences for the business. Ahmad (2012).In the end, a company's culture is what dictates the way in which work is done. The company's culture determines the survival tactics that encourage individual success and group cohesion. There are

several reasons to cultivate a company culture. Some of these functions include I distinguishing one organisation from another, (ii) providing employees with a sense of belonging, (iii) encouraging the development of loyalty to goals beyond personal gain, (iv) serving as a unifying force within the organisation by establishing expectations for behaviour. Employees are valued for what they provide to the company. They are active in the day-to-day running of the business. Adewunmi (2011). They are the main attraction since they are in charge of everything that makes the organisation function. They check to see whether the business is still operational. The company's performance is directly proportional to the efficiency of its staff. Workers must be quick to act, alert to changes, and willing to put in long hours if the company wants to maintain its lead. Moreover, the amount of employee engagement and productivity directly affects the organization's bottom line. The efficiency with which staff members carry out their duties is one measure of their performance. Employee performance is evaluated based on how well they execute organisational goals. The employees' job is to push their performance to its boundaries, which are set by the achievement of a certain aim or purpose. To be competitive, the organisation need employees that regularly deliver above and beyond expectations. Because employees are the backbone of every business, and their productivity directly affects the company's bottom line. The organisation as a whole

760

Eur. Chem. Bull. 2023,12(Special Issue 4), 753-764

will feel the effects of the workforce's efficiency.

Objectives of the study

1. To find out the impact on employee job performance with reference to IT Sector
2. To understand the organisational culture and its impact on employee job performance
3. To outline the Hofstede organizational culture model.

Research Methodology

The study's aim is to assess how organisational culture affects employees' productivity in the IT industry. Performance thus serves as the dependent variable while culture serves as the independent variable. Ahmad (2012).To determine the connection between employee performance and the culture of the chosen firm. The contributing company was chosen using a survey questionnaire based on its effective coverage and reasonable costs. 240 IT industry sample respondents were selected using a reasonable sampling technique. A well-designed questionnaire has been utilised to assess the impact.

Analysis, findings and Discussion

Age

The age represents the young mind, energy, risk taking ability. The hypothesis is tested to measure the relationship between the age and its impact on employee job performance with reference to IT Sector.

Table 1

Age and its impact on employee job performance with reference to IT Sector

Reasons	Age group	N	Mean Rank	Chi-Square (df-2)	Sig.
Learning and innovation	Young	56	139.52	2.281	0.319
	Middle	104	120.31		
	Old	84	113.45		
	Total	240			
Flexible working hours	Young	56	117.69	1.069	0.584
	Middle	104	111.12		
	Old	84	124.65		
	Total	240			
Team work	Young	56	107.45	2.067	0.355
	Middle	104	122.24		
	Old	84	124.59		
	Total	240			
Employee involvement and empowerment	Young	56	124.21	0.861	0.649
	Middle	104	123.17		
	Old	84	114.87		
	Total	240			
Democratic behavioral orientation	Young	56	117.61	0.968	0.616
	Middle	104	125.25		
	Old	84	115.77		
	Total	240			
Socio-moral and employee supportive environment	Young	56	117.45	0.151	0.924
	Middle	104	120.84		
	Old	84	122.07		
	Total	240			
Multiple work places	Young	56	113.66	1.162	0.587
	Middle	104	119.89		
	Old	84	125.27		
	Total	240			

Table shows that young respondents had impact on employee job performance on learning and innovation (139.52) and employee involvement and empowerment (124.21), Flexible working hours (124.65).The middle age respondents prefer democratic behavioural orientation (125.25). The old age group respondents opined that socio-moral and employee supportive environment (122.07), Team work (124.59), and multiple work places (125.27) .The Chi-Square values for all the reasons as per the Kruskal Wallis test show that the difference in the mean ranks is not significant. The framed hypothesis is accepted.

Discussion

Strategic management of human resources relies heavily on understanding the

761

Eur. Chem. Bull. 2023,12(Special Issue 4), 753-764

correlation between business culture and employee output. A positive work environment is encouraged by an organization's culture. Employees like working in dynamic settings. This leads to happier workers, who are then inspired to increase their productivity. Yilmaz and Ergun. (2008). They achieve their goals and improve the efficiency of the organisation as a whole. Many studies have shown correlations between various types of organisational behaviour and culture. Many studies have shown that a company's culture has an effect on productivity, decision-making, and performance on the job.

Conclusion

The foundation of every successful organisation is its culture, which should be built on a set of deeply held and shared values and supported by the organization's management structure and an effective strategy. Yilmaz and Ergun. (2008). There are three outcomes when a company has a well-established culture. Workers feel certain that their anticipated answer is the best possible one, understand how the organisation wants them to respond, and are aware of the positive consequences of upholding the company's principles. Schiuma G (2012) .The success of a business may be attributed in large part to the company's culture, which fosters mutual respect and cooperation among workers. It is the responsibility of each employee to know not only what they are responsible for but also how to help the company achieve its goals. Staff members are able to improve their performance and meet their targets as a

result. Adewunmi (2011). Organizational culture defines what is expected of workers. Management develops a consensus on core values and beliefs, which is disseminated and reinforced via many channels to have an impact on employees' worldviews. The company's actions are governed by the company's culture.

Reference

1. Adewunmi O., I.,OmotuyoleI., A., and John O.Y., A.(2011). Job satisfaction and turnover among workers of small scale angro allied firms in Southwest Nigeria. Asian Journal of Businessand Management Sciences, 1 (4), 54- 62.
2. Adkins, B. and Caldwell, D. (2004). "Firm or subgroup culture: Where does fitting in matter most?" Journal of Organizational Behavior, 25(8) pp. 969–978
3. Ahmad, M.S. (2012), Impact of organizational culture on performance management practices in pakistan. Business Intelligence Journal, 5(1): 50-55.
4. Ahmed, M., Shafi q, S. (2014),The impact of organizational culture on organizational performance: A case study of telecom sector. Global Journal of Management and Business Research: Administration and Management, 4(3): 21-29.
5. Al-Qutob, M.A.Y. and Harrim, H. (2014), Spiritual organization: A path to organizational sustainable excellence. International Business Research, 7(8): 168-178.

762

Eur. Chem. Bull. 2023,12(Special Issue 4), 753-764

6. Aluko, M. A. (2013). The Impact of Culture on Organizational Performance, Delhi: Prentice Hall of India private Limited. Armstrong, Michael. (2010). A Handbook of Performance Management 4th edition. New Delhi: Kogan Page.

7. Ashipaoloye F. K., (2014) A Comparative Analysis of the Organizational Culture and Employee's Motivation of Selected Cities in Calabarzon: Basis for Employee's Motivation, Leadership and Innovative Management. APJMR 2: 54-63.

8. Awadh A. M. and Saad A. M. (2013), 'Impact of Organizational Culture on Employee Performance', International Review of Management and Business Research, vol. 2 no. 1,

9. Benedicta Appiah April, (2010), "The impact of training on employee performance: A Case Study of HFC Bank (GHANA) Ltd". Pp. 15-17.

10. Bigliardi B, Dormio AI, Galati F and Schiuma G (2012) The Impact of Organizational Culture on the Job Satisfaction of Knowledge Workers. VJIKMS 42: 36-51.

11. Brooks, I. (2006). Organizational Behavior: Individuals, Groups and Organization. Essex: Pearson Education Limited.

12. Bulach, C., Lunenburg, F. C., & Potter, L. (2012). Creating a Culture for high performing schools: A comprehensive approach to school reform. Lanham: Rowman&Littlefield.

13. Burri, G. J., and Helander, M. G. (2009). A field study of productivity improvements in the manufacturing of circuit boards. International Journal of Industrial Ergonomic, 7, 207-215.

14. Cascio, W. F. (2006) Managing Human Resources: Productivity, Quality of Life, Profits. McGrawHill Irwin.

15. Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organizations. International Journal of Enterprise Computing and Business System, 1(1), 1-20.

16. Chenhall, R.H. (2005). Integrative Strategic Performance Measurement System, Strategic Alignment of Manufacturing, Learning and Strategic outcomes: an exploratory study. Accounting, Organizations and Society, 30(5), 395-422.

17. Chin, S.T.S., Anantharaman, R.N., Tong, D.V.K. (2011), The roles of emotional intelligence and spiritual intelligence at workplace. Journal of Human Resource Management Research, 2011, 1-9.

18. Dasanayake, S. W. S. B and Mahakalanda, I. (2008). A Literature Survey on Organizational Culture and Innovation. Global Business and Management Research, Boca Raton, Florida 539-550

19. Denison, D. R. and Mishra, A. K. (2015). Toward a Theory of Organizational Culture and

763

Eur. Chem. Bull. 2023,12(Special Issue 4), 753-764

Effectiveness. Organization Science, 6(2), 204- 223

20. pakhotnik, M. S. and S. R. Tonette (2005) Organizational Culture: A Literature Review of the AHRD 1994-2005 Proceedings, Florida International University, USA.

21. Prajogo, D. I. (2007). The relationship between competitive strategies and product quality. Industrial Management and Data Systems, 107(1), 69–83.

22. Tsai, Ming-Ten and Shuang-Shii Chuang.” (2009). An Integrated Process Model of Communication Satisfaction and Organizational Outcomes.” Social Behavior and Personality

23. Uddin MJ, Luva, RH, and Hossian SMM (2012) Impact of Organizational Culture on Employee Performance and Productivity: A Case Study of Telecommunication Sector in Bangladesh. International Journal of Business and Management

24. Visveswaran, C. and Ones, D. S. (2000).Perspectives on models of job performance. International Journal ofSelection and Assessment, (8), 216-226.

25. Wong, W. P. and Wong, K. Y. (2007). Supply chain performance measurement system using DEA modeling. Industrial Management and Data Systems, 107(3), 361–81.

26. Yeh H, Chien S (2012) Organizational Culture: The Mediating Effect of Organizational Commitment on Leadership Type and Job Performance. HRAL 8: 50-59.

27. Yilmaz, C. and Ergun, E. (2008). Organizational culture and firm effectiveness: An examination of relative effects of culture traits and the balanced culture hypothesis in an emerging economy. Journal of World Business, 43, 290– 306

764

Eur. Chem. Bull. 2023,12(Special Issue 4), 753-764