



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

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### Abstract

**Introduction:** The study highlights the importance of organizational practices in valuing the strategic employees' achievement level in the organizational structure. The IT sectors follow the organizational culture with respect to the validation of organization's teams and policies. The role of organization culture in the area of employee performances development has been discussed in the research analysis.

**Research aim:** The aim of the study is to analyze the impact of organizational culture on the job performance level of employees in the IT sectors.

**Literature review:** The area of functional organization have developed ideas on the importance of leadership qualities in IT sectors as well as the importance of team work in the organization. It has been found that an effective leadership quality have uplifted the technical prodigies of the management. In addition to that, it has been verified that effective team work have reached the level of success incorporating promotional practices.

**Methodology:** Through research methodology the results have been develop by implementing SPSS method and survey analysis. The survey analysis was examined on 55 participants belonging different age cluster and distinct income level.

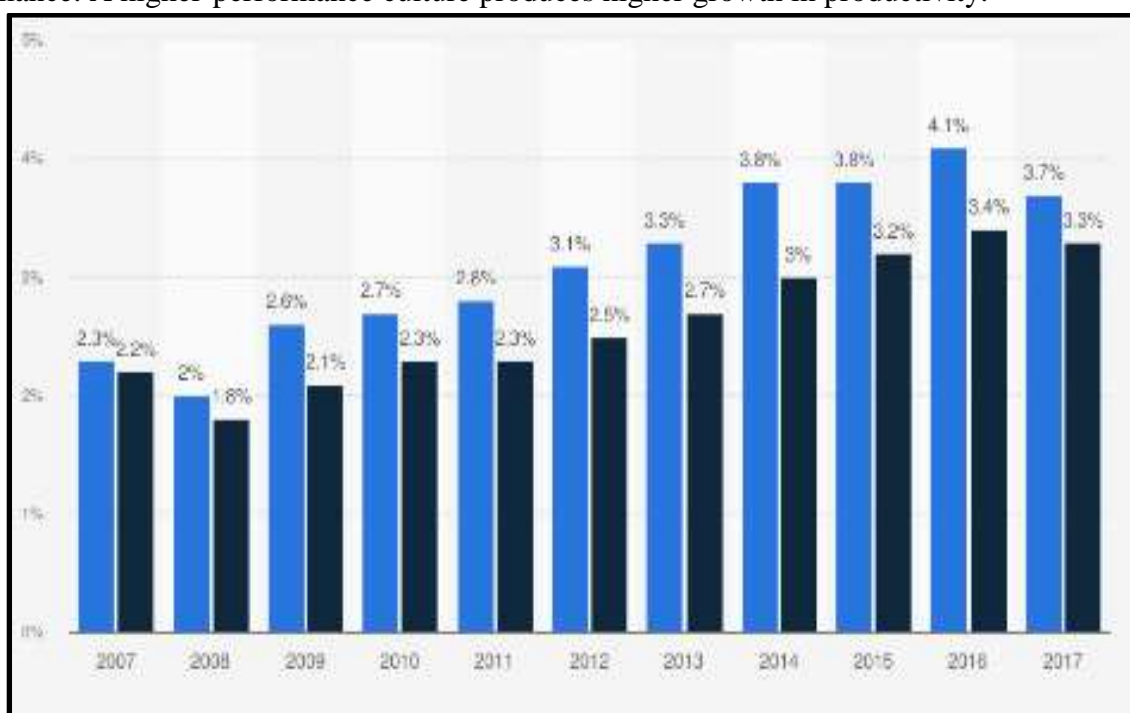
**Findings and Discussion:** Statistical data in the form of tables and pie chart has been developed from the study. It has been found out that, the organizational culture is of greater importance in the area of employee work pattern.

**Conclusion:** The research has found the importance of organizational culture incorporating ideas building up the credential level of the employees.

**Keywords-** *Organizational culture, Employee performance, Job performance*

## Introduction

Organizational culture is a set of practices and numbers which the employees experience in a workplace. IT sectors illustrate the importance of organizational culture in the area of employee job performance. Research studies have viewed company culture as an important factor for 46% of employees. As per the critical analysis by Deogaonkar *et al.* (2023), organizational culture enhances the perception of the employees toward the level of performance. A higher-performance culture produces higher growth in productivity.



**Figure 1: Level of employee job performance in the IT sectors**

(Source: Statista, 2023)

Figure 1 states, the level of employee's job performance in the IT sectors with reference to organizational culture. Organizational culture is an imbibed form of the regulatory practices adopted by the employees in order to serve efficiently in the organization. Research studies have viewed that nearly 87% of organizations agree with the

positive relationship between employee engagement and cultural practices (Haris *et al.* 2023). The factors enhancing the commercial areas of the organization is fitted well after the implication of organizational culture. Organizational culture develops a link between the management and the employees on the basis of trust and mutual cooperation.

### **Research aim and objectives**

#### **Aim**

The aim of the study is to find out the impact of organizational culture on the job performance level of employees in the IT sectors.

#### **Research objectives**

- To evaluate the impact of organizational culture on employee job performance
- To analyze the importance of effective leadership in increasing the employee performance level
- To find out the factors influencing organizational culture
- To understand the importance of teamwork in the IT sectors for achieving effective goals

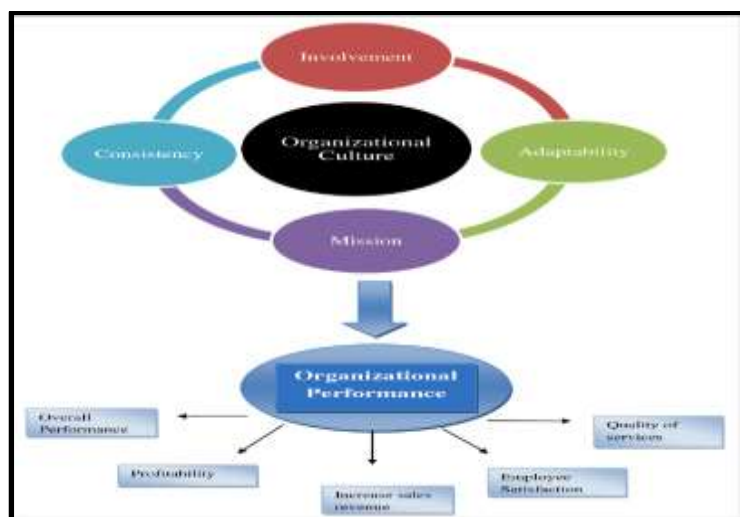
#### **Research questions**

- What is the impact of organizational culture on employee job performance?
- What is the importance of effective leadership in increasing the employee performance level?
- What are the factors influencing organizational culture?
- What is the importance of teamwork in the IT sector for achieving effective goals?

### **Literature review**

#### ***Evaluating the Impact of organizational culture on employee job performance***

Organizational culture is a socioeconomic phenomenon that promotes positive work culture as well as increases the productivity level of the organization. A hostile work culture may result in the malfunctioning of organizational practices which later on decreases the connectivity level of the organization's goals. As per the critical analysis by Herlambang *et al.* (2022), a string culture encourages the employee to communicate freely with other coworkers. This improves the transparency in the working environment as well as raising the motivation level of the employees. As stated by Adamopoulos *et al.* (2022), culture included all the organizational prodigies starting from mission and vision to providing rewards and reinforcements.



**Figure 2: Impact of organizational culture on employee job performance**

(Source: Influenced by Herlambang *et al.* 2022)

The above figure states the organizational culture of employees on the job performance. Organizational culture develops a congenial relationship among the employees and helps them in analyzing the vital aspects of the organization. As stated by Imran *et al.* (2022), employee experience encapsulates the course of actions taken to build up knowledge regarding organizational goals. This provides a base to prove their credibility and the desirable outcomes towards useful thinking. Moreover, nearly 86% of the employees have reviewed that a healthy culture is essential for organizational development (Azeem *et al.* 2021). The relationship between culture and organizational performance is predominant in the long run.

#### ***Analyzing the importance of effective leadership in increasing the employee performance level***

Leadership directly influences the working culture of the employees. Employee performance is a metric for determining the working pattern of the employees. The primary goal of a leader is to accumulate the resources that are necessary for effective organizational growth. As per the critical analysis by Ince *et al.* (2023), nearly 78% of business leaders are committed to achieving organizational goals as they focus regularly on their employees. Employees view their leaders as highly qualitative in terms of achieving basic talents to cultivate the prognosis of the organization. As per the critical analysis by Joseph *et al.* (2019), mainly in the IT sector leadership quality is viewed as important by 48% assuming the success rate is 20% of the overall job performance.



**Figure 3: Importance of effective leadership in increasing the employee performance level**

(Source: Influenced by Ince *et al.* 2023)

The above pictorial diagram shows the ways effective importance of effective leadership in increasing the employee performance level. Research findings have stated that democratic leadership quality is the best way to understand the employee's requirements. A democratic leader believes in communicating rather than commanding. A skillful leader helps in building trust among the team members and motivates them continuously to achieve organizational goals. As commented by Madi Odeh *et al.* (2023), the behavior of a leader is crucial in building trust among members. A dominating leader creates an environment of hesitation and a lack of freedom exists in the workplace. According to the problems faced by the team, the leader needed to take action to solve such rising issues (Martínez-Caro *et al.* 2020). This helps in building up better functional activities in order to achieve organizational goals.

#### ***Understanding the importance of teamwork in the IT sector for achieving effective goals***

Teamwork builds strong interpersonal relationships among the employees and they get to know themselves more, developing a liking towards each other. As stated by Naveed *et al.* (2022), teamwork uplifts the working spirit among employees as well as enables them to lead to higher productivity levels. This helps them to realize their goals quickly and gives them an insight into their goals.



**Figure 4: Importance of teamwork in the IT sector for achieving effective goals**

(Source: Influenced by Nurlina *et al.* 2022)

Working in the team has various key team effectiveness and it is well depicted in the above figure. According to the research analysis, it has been found that employees who make developments are related to strength-based prodigies. As per the critical analysis by Nurlina *et al.* (2022), the increased performance rate was estimated to increase from 8% to 18% after the implication of effective leadership quality.

### Methodology

Research Methodology comprises the element required for understanding the set of valuable information carrying authentic factorial services. As per the critical analysis by Sabuhari *et al.* (2022), research methodology ensures the reliability and validity aspects of the data analysis as well as consisting of constructive modules respectively. The data collection process was developed by the SPSS method using the survey method. A deductive research approach has been used in the research analysis. The research methodology was followed by a descriptive research design. The survey method was applied to 55 participants. The research was developed with the help of a questionnaire comprising 13 questions among which 3 are demographic factors and 10 are variables.

### Findings

#### 1. What is your age?

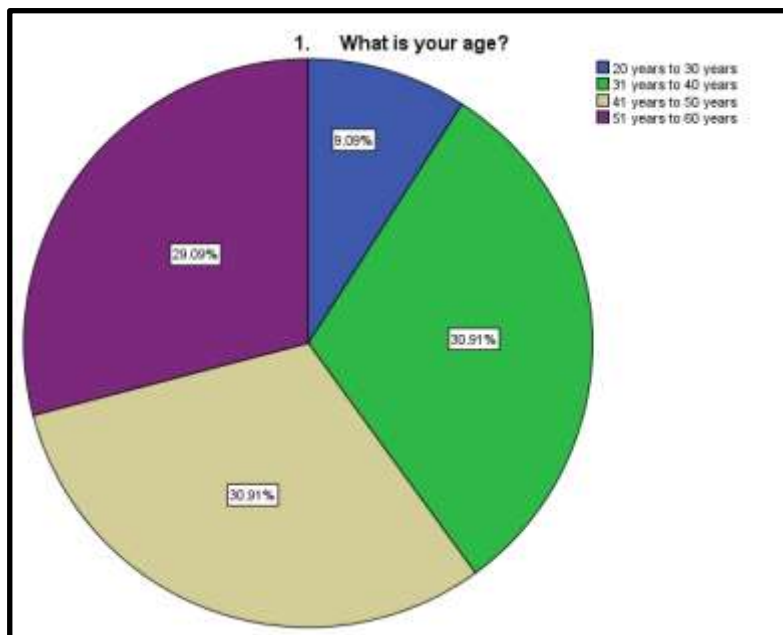
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 years to 30 years	5	9.1	9.1	9.1
	31 years to 40 years	17	30.9	30.9	40.0
	41 years to 50 years	17	30.9	30.9	70.9
	51 years to 60 years	16	29.1	29.1	100.0
	Total	55	100.0	100.0	

**Table 1: The age factor**

(Source: SPSS)

Table 1 represents the age factor of the 55 employees. The cumulative percentage of the employees belonging to the age cluster between 20 years to 30 years is 9.1%, the employees belonging to the age cluster of 31 years to 40 years is 40%, the cumulative

percentage of the employees between the age cluster of 41 years to 50 years is 70% and the rest cumulative percentage of the employees between 51 years to 60 years is 100% respectively.



**Figure 6: Analysis of the age factor**

(Source: SPSS)

Figure 6 illustrates the pie chart of the age cluster of 55 employees. The figure shows that 9.09% of the employees belong to age of 20 years to 30 years, 30.91% of the employees belong to the age cluster of 31 years to 40 years, 30.91% of the employees belong to the age cluster of 41 years to 50 years and the rest 29.03% belong to the age cluster of 51 years to 60 years respectively.

**2. What is your gender?**

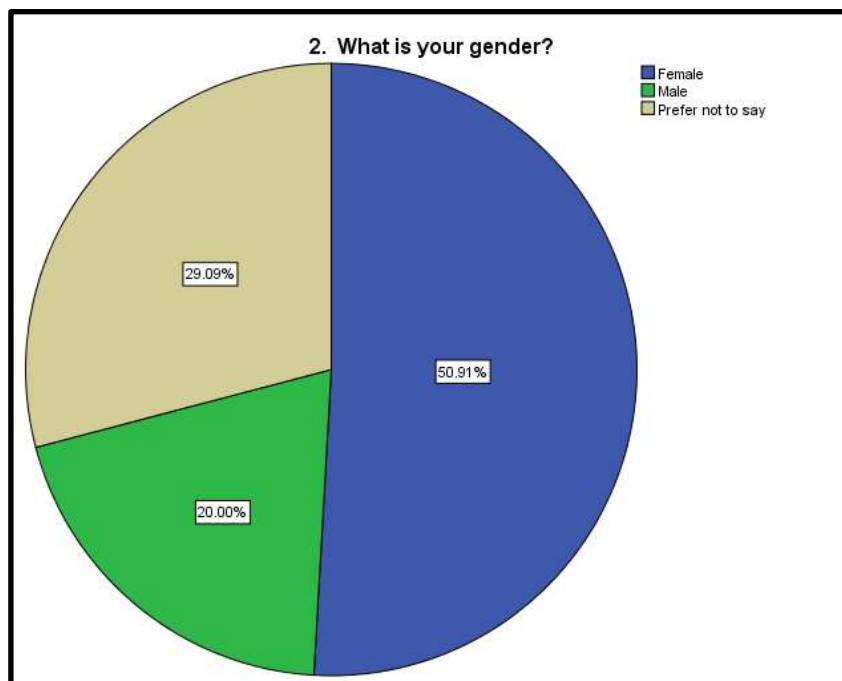
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	28	50.9	50.9	50.9
	Male	11	20.0	20.0	70.9
	Prefer not to say	16	29.1	29.1	100.0
	Total	55	100.0	100.0	

**Table 2: The gender factor**

(Source: SPSS)

Table 2 views the gender factor of the 55 employees. The figure states that the number of female participants is 28, the total number of male employees is 11 and the rest 16 are prefer to not say participants. The cumulative percentage of the female participants is 50%, the increasing percentage of the male participants is 70% and the rest 100% are prefer to not say participants.





**Figure 8: Analysis of gender factor**

(Source: SPSS)

Figure 8 shows the gender factor of the 55 participants. According to the survey analysis, 50.91% of the population is female, 20% of the participants are male and the rest 29.09% are prefer to not say participants.

**3. What is your income?**

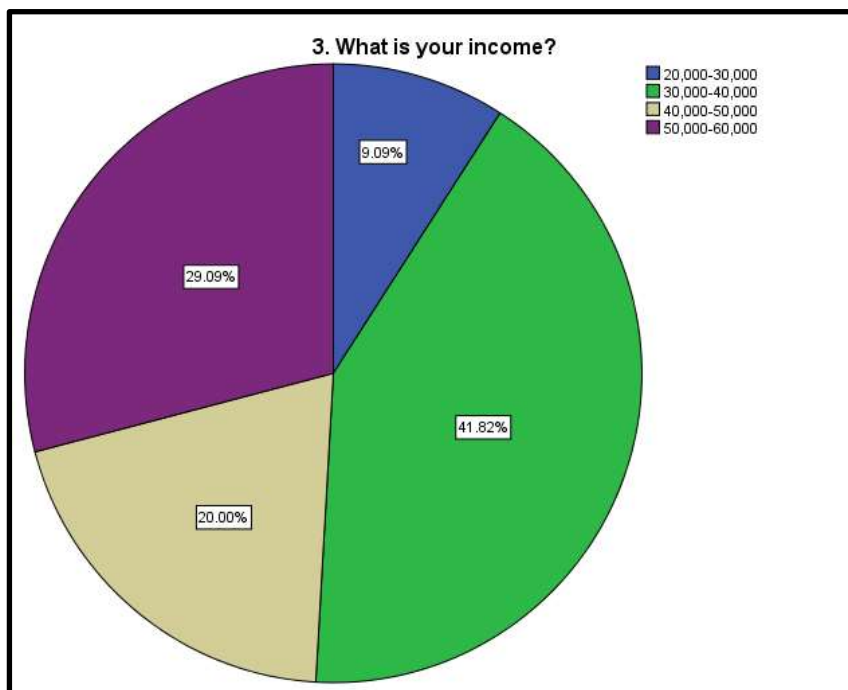
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20,000-30,000	5	9.1	9.1	9.1
30,000-40,000	23	41.8	41.8	50.9
40,000-50,000	11	20.0	20.0	70.9
50,000-60,000	16	29.1	29.1	100.0
Total	55	100.0	100.0	

**Table 3: Income factor**

(Source: SPSS)

The above table illustrates the income factor of the 55 participants. According to the tabular analysis, the increasing percentage of the employees belonging to the income level of 20,000 to 30,000 is 9.1%, the income level of 30,000 to 40,000 is 50.9%, the income level between 40,000 to 50,000 is 70.9% and the rest income of the participants is 100% respectively.





**Figure 10: Analysis of income level**  
(Source: SPSS)

Above figure 10 analyses the income level of the 55 employees. It is viewed that, 9.09% of the employees belong to the income level between 20,000 to 30,000, 41.82% of the employees belong to the income level between 30,000 to 40,000, 20% of the employees belong to the income level of 40,000 to 50,000 and the rest belong to the income level of 50,000 to 60,000 respectively.

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation	Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
DV1	55	1	5	3.33	1.876	-1.815	.634
IV	55	2	9	5.64	1.909	-.406	.634
IV2	55	5.00	9.00	6.8182	1.21854	-.356	.634
IV3	55	2.00	8.00	5.4364	1.46267	1.601	.634
IV4	55	2.00	10.00	6.1636	2.99854	-1.399	.634
Valid N (listwise)	55						

**Table 4: Descriptive Statistics**  
(Source: SPSS)

The over table illustrates the mean statistics of the needy and self-governing variables. The mean data of the reliant and self-regulating variables are 3.33, 5.64, and 6.18, 5.43, and 6.16 respectively.

**Correlations**

		DV1	IV	IV2	IV3	IV4
DV1	Pearson Correlation	1	-.793**	-.362**	-.485**	.010
	Sig. (2-tailed)		.000	.007	.000	.942
	N	55	55	55	55	55
IV	Pearson Correlation	-.793**	1	-.124	.416**	-.051
	Sig. (2-tailed)	.000		.365	.002	.712
	N	55	55	55	55	55
IV2	Pearson Correlation	-.362**	-.124	1	.128	.170
	Sig. (2-tailed)	.007	.365		.350	.213
	N	55	55	55	55	55
IV3	Pearson Correlation	-.485**	.416**	.128	1	-.570**
	Sig. (2-tailed)	.000	.002	.350		.000
	N	55	55	55	55	55
IV4	Pearson Correlation	.010	-.051	.170	-.570**	1
	Sig. (2-tailed)	.942	.712	.213	.000	
	N	55	55	55	55	55

**Table 5: Correlation**  
(Source: SPSS)

Table 5 describes the correlation number of the needy and self-governing variables at a 0.01 level of significance.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.923 <sup>a</sup>	.852	.840	.751	.852	71.859	4	50	.000	2.935

a. Predictors: (Constant), IV4, IV, IV2, IV3

b. Dependent Variable: DV1

**Table 6: Regression**  
(Source: SPSS)

Table 6 represents the regression factor model of the data analysis. The R square number is estimated to be 0.85 at a 0.00 level of significance.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	161.939	4	40.485	71.859	.000 <sup>b</sup>
	Residual	28.170	50	.563		
	Total	190.109	54			

a. Dependent Variable: DV1

b. Predictors: (Constant), IV4, IV, IV2, IV3

**Table 7: ANOVA**  
(Source: SPSS)

Table 7 represents the df number of the data analysis which is 4 at 0.00 level of significance.

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	13.231	.773		17.107	.000	11.678	14.785
IV	-.797	.064	-.810	-12.532	.000	-.924	-.669
IV2	-.692	.093	-.450	-7.469	.000	-.878	-.506
IV3	-.122	.104	-.095	-1.166	.249	-.331	.088
IV4	-.005	.046	-.009	-.116	.908	-.098	.087

a. Dependent Variable: DV1

**Table 8: Coefficients**

(Source: SPSS)

Table 8 represents the coefficient factor consisting of 11.67 at the lower bound and 14.78 at the higher bound respectively. It keeps the team members motivated consuming clear goals and objectives. In addition to that, teamwork brings on innovative ideas and opportunities that help in enriching the ideas of the management team.

Reliability Statistics	
Cronbach's Alpha <sup>a</sup>	N of Items
.937	5

**Table 9: Reliability statistics**

(Source: SPSS)

Table 9 represents the number of Cronbach's Alpha is 0.93 at a 0.00 significant level. The data analysis represents the factorial benefits of the organization.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.395
Bartlett's Test of Sphericity	Approx. Chi-Square	141.967
	df	10
	Sig.	.000

**Table 10: KMO and Bartlett's Test**

(Source: SPSS)

Table 10 shows the KMO and Bartlett's Test. The Chi-square number is 141.96 with a DF number of 10 at a 0.00 significant level. Leadership engagement has resulted in considerate the center number s of the members and meeting the ability of the team members to enhance the productivity level. As per the critical analysis by Paais *et al.* (2020), through teamwork, the employees discuss plans and brainstorming induces a better scale of performance.

## Discussion

Organizational culture identified a certain valuable factor that enriches the organizational prospects by encouraging promotional ideas among the employees. As stated by Sara *et al.* (2023), the organization is a paradigm that reflects ideas and information related to a particular motive incorporating the cultures that are prudent in binding the workforce together. The IT sectors have benefitted from the integration of ideas and technology that ensures effective organizational outcomes (Sumardjo *et al.* 2023).

A flexible organization enables the employees to share their thoughts and issues with the hierarchy and develop a congenial relationship with them. Research studies have examined the effectiveness of organizational culture in role-playing employee participants (Srisathan *et al.* 2020).

## Conclusion

Thus, it can be concluded that organizational structure is the key aspect that enhances the satisfaction and productivity level of the team members. It develops a healthy relationship between the employees and the hierarchy by incorporating adequate knowledge about the organization's rules and regulations. The IT sectors are benefited from communicative practices that expand the visualization process of the employees. The organization has got valid importance after the implication of organizational culture. Therefore, the resource management team accomplishes its goals and ideologies based on the relativity aspect of the organization.

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## Appendix

### Appendices 1:

Survey link: <https://forms.gle/ZHZWeetFRUEVRh3G7>

1. What is your age?
2. What is your gender?
3. What is your income?
4. Organizational culture enhances the job performances of the employees
5. A positive organization promotes productivity, improvement and engagement of employees
6. The competitive culture of the organization reduces overall productivity
7. IT sectors organizes better promotional practices for the working employees
8. Corporate culture has a positive impact on employees
9. IT sectors follow teamwork for effective management services
10. Leadership is an essential factor in the IT sectors
11. Job transparency is essential for good employee functioning
12. Organizational culture improves the working environment of the employees
13. Employee job performances creates opportunities for better organizational growth in the ITR sectors