

ORGANISATIONAL CULTURE AND ITS IMPACT ON EMPLOYEE PERFORMANCE WITH REFERENCE TO IT SECTOR IN COIMBATORE

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ABSTRACT

A good company culture will make an employee feel part of the organization. This creates a sense of belonging to the company. Now, they tend to do things not just for the sake of it but for the company's good as well. When the company's goal aligns with the interests of individual employees, there's nothing better than it. They don't just feel like working for the company but also for themselves. The idea of personal growth takes one's motivation and productivity to the next level. A strong culture encourages employees to communicate freely not just with their colleagues but also with the higher executives. This transparency avoids conflicts, promotes better problem solving and builds trust with the employer.

INTRODUCTION

Individuals and organisations are said to be working in a system of shared values and beliefs when they share values and direct their efforts towards a common goal, that is, achievement of organisational objectives and, through it, personal objectives. This is referred to as corporate culture. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. Furthermore, organisational culture may influence how much employees identify with their organisation. It represents the common understanding, opinions, and perceptions held by organisational members over time as a result of what people have observed and experienced in the organisation. It arises out of implicit understanding of organisation's values and beliefs. All the members have clear understanding of values and norms of the organisation. Everyone is aware of what needs to be done, when it needs to be done, and where it needs to

be done. These values arise through repeated behaviours practised over a long time period. They serve as a guide for individual behaviour, and people identify with these value systems.

STATEMENT OF THE PROBLEM

There are more IT jobs available today than ever before. As a result, the study covers organisational culture as well as the impact of employee performance in the IT sector. In recent times organizations throughout the world have been facing rapid, complex and traumatic changes. There has been tremendous pressure on the organizations to keep up with the changing times in order to survive in this ever changing environment. Intense competition, rapidly developing technology, shifting customer needs and diverse needs of the workforce are some of the factors affecting the dynamic environment. In many cases these changes require adoption of new values and beliefs and it has been seen that driving this type of change which affects people in large numbers and in diverse circumstances is extremely difficult.

SCOPE OF THE STUDY

This is an attempt of analysing the organisational culture of an IT sector people. And it also evaluates the impact of employee performance in the IT organisation. So the scope of this study is to cover the full view of the culture and their preference of employee in IT sector

OBJECTIVE OF THE STUDY

- To know employee's relationship with other people in organization.
- To analyse the behaviour of organisational culture and employee satisfaction in IT sector.

RESEARCH METHEDODOLOGY

Primary data is collected from the Employees. The secondary data is collected from internet and research papers were also considered. The sample size up to 130 respondents who are employed in the relevant sectors. The tools used for analyzing the data are T-Test, ANOVA, Friedman Rank Analysis

REVIEW OF LITERATURE

1. **Orlikowski, Kling (2021)**, contributes analyses and conceptual models for evaluating the relationship between organizational behaviour and information systems design and deployment, and orients research toward understanding social processes in computing environments. Innovation management and design management contribute research, case studies, and practices that allow understanding of the actual practice of design work and innovation in organizations.
2. **Edison, et al., (2021)** First, self-awareness, that members of the organization with awareness work to get satisfaction from their work, develop themselves, obey the rules, as well as offering quality products and high service. Second, the aggressiveness that members of the organization set goals that is challenging but realistic. They set the strategic plan and work to achieve that goal and pursue it with enthusiasm. Third, the personality that members be respectful, friendly, open, and sensitive to the satisfaction of the group and was very attentive to the aspects of public satisfaction (customers), either internal or external customers (each internal section should serve not be served). Fourth, the performance, that members of the organization have the value of creativity, meets the quantity, quality and efficiency. Fifth, the team organization, that members of the organization do a good cooperation and communication and effective coordination with the active involvement of the members, who in turn receive high satisfaction results as well as a shared commitment.
3. **Ivancevich et al., (2021)** Organizational culture explains a few things, first is the culture is perception, not something that can be touched or seen physically, but the employees understand it based on what they experienced in the organization. Second, organizational culture is descriptive, namely in terms of how the members receive and interpret the culture, regardless of whether they like it or not. Lastly, although the people in the organization have different backgrounds and work at different levels of the organization that also, they tend to interpret and express the organization's culture in the same way.

DATA ANALYSIS AND INTERPRETATION:

TABLE :1.1

TABLE SHOWING THE INDEPENDENT SAMPLE T-TEST OF GENDER AND FACTORS AFFECTING EMPLOYEE JOB PERFORMANCE

Independent Samples Test											
		Levene's Test for Equality of Variances		t-test for Equality of Means							
						Significance				95% Confidence Interval of the Difference	
						One-Sided p	Two-Sided p			Lower	Upper
F	Sig.	t	df	p	p	Mean Difference	Std. Error Difference				
Frequency	Equal variances assumed	.516	.474	-.022	128	.491	.982	-.00257	.11457	-.22928	.22413
	Equal variances not assumed			-.023	127.969	.491	.982	-.00257	.11381	-.22776	.22262

(Source : Primary Data)

INTERPRETATION

Independent Samples t-test was conducted between Age and Factors affecting employee job performance. The results show that, with T-value of -0.22, the significance value (P-value) is 0.982, which is greater than 0.05 so the H_0 is accepted.

There is no significant difference between Gender and Factors affecting employee job performance.

TABLE 1.2

TABLE SHOWING ANOVA OF AGE AND FACTORS AFFECTING EMPLOYEE JOB PERFORMANCE

ANOVA					
Frequency					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.166	3	.389	.920	.433
Within Groups	53.237	126	.423		
Total	54.403	129			

(SOURCE: PRIMARY DATA)

INTERPRETATION:

ANOVA was conducted between age and factors affecting employee job performance. The results show that, with degrees of freedom 3 and F-value 0.920, the significance value is 0.433, which is greater than 0.05 so the H_0 is accepted.

There is no significant difference between Age and Factors affecting employee job performance.

TABLE 1.3

DESIGNATION LEVEL AND FACTORS AFFECTING EMPLOYEE JOB PERFORMANCE

ANOVA					
Frequency					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.267	2	.134	.314	.731
Within Groups	54.135	127	.426		
Total	54.403	129			

(SOURCE: PRIMARY DATA)

INTERPRETATION

ANOVA was conducted between designation level and factors affecting employee job performance. The results show that, with degrees of freedom 3 and F-value 0.314, the significance value is 0.731, which is greater than 0.05 so the H_0 is accepted.

There is no significant difference between Designation level and Factors affecting employee job performance.

TABLE:1.4

TABLE SHOWING RANK OF IMPORTANT FACTORS FOR JOB SATISFACTION

Ranks		
	Mean Rank	Actual Rank
salary	3.07	1
job security	3.37	2
stress free	3.63	4
atmosphere	3.63	4
refreshment	3.59	3
benefits	3.71	6

Test Statistics ^a	
N	130
Chi-Square	14.392
df	5
Asymp. Sig.	.013
a. Friedman Test	

(SOURCE: PRIMARY DATA)

It is Seen from Table 4.6 that, the factors for Job satisfaction, ‘Salary’ (Mean 3.07) has gained the top priority in ranking by respondents, followed by ‘Job security’ (Mean 3.37), Refreshment (Mean 3.59), ‘Stress free’ (Mean 3.63), ‘Atmosphere’ (Mean 3.63), ‘Benefits’ (Mean 3.71).

Hence, it is inferred from Table 4.6 that salary has got the highest importance with lowest mean rate of 3.07 and benefits obtained the lowest importance with high mean rank of 3.71.

FINDINGS:

- There is no significant difference between Gender and Factors affecting employee job performance.
- There is no significant difference between Gender and Factors affecting employee job performance.
- There is no significant difference between Designation level and Factors affecting employee job performance.

- Salary has got the highest importance with lowest mean rate of 3.07 and Benefits has obtained the lowest importance with highest mean rate of 3.71.

CONCLUSION:

In addition, values as the core level of the organizational culture have the most significant impact on employee behaviour. Values include six dimensions, and each dimension represents the different aspects of organizational culture. The first dimension is power distance. Power distance in culture reflects the organization structure and design. It also has impacts on communication, attitude expression and decision making. The second dimension individualism and collectivism have impacts on the working goals upon individual and group work, such as individual learning, ability, and values. It also shows the impact on conflicts solving. The third dimension, masculinity and femininity, indicates that the pursued working goals are based on gender characteristics. Those working goals show the third dimension has impact on motivation. It is worth noting that reward system, which belongs to human resource and practices, is also affected by the dimension of masculinity and femininity. The fourth dimension, uncertainty avoidance, shows this part of culture not only could motivate employee by job stress and challenge, but also could defeat an employee with it. The fifth dimension is long-term orientation. The research on it shows the effects on motivation, individual learning, and group decision making. The sixth dimension, indulgence and restraint, outlines the employee's attitude of well-being. Yet there is no evidence that this dimension has an impact on employee behaviour.

All in all, the organizational culture's impacts are mainly reflected in motivation, promote individual learning; communication; and enhance organizational values; group decision making; and conflict solving.

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