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Impact of organizational culture on employee performance with special reference to the IT industry

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ABSTRACT

Organizational culture is a complex phenomenon that can be formed in many different ways. It may start as a result of the difficulties and obstacles that an organisation faces, or it may even be the result of the management and staff members' conscious efforts to create a particular culture within the organisation. The company's culture is largely It may be used to primarily ground how well employees perform at work. This article's major goals are to examine the various organisational cultures and the connections between organisational performance and culture. This study used a descriptive research design. To complete the questionnaire for this study, 100 IT employees in total were chosen as respondents. The study's conclusions solely apply to ITworkers.

Keywords: *Organisational culture, Employees Performance.*

1. INTRODUCTION

The phrase "organisational culture" refers to a company's ingrained beliefs and values, as well as the staff members' expectations about the worth of their work, all of which have an impact on how employees act and behave.

The two primary components of organisational culture are material and non-material cultures. The tangible, material aspects of culture include items produced by business, science, and the arts. The intangible elements of culture include the knowledge, morality, languages, motivation, attitudes, values, and standards that are shared and transmitted within a society. Despite not being able to be seen or touched, they do manifest through people's actions and psychological states.

The history and current operational processes of an organisation can be understood by staff members who are familiar with its culture.

Embracing an organization's ideology and ideals can be encouraged through its culture. The control system of an organization's culture directs behaviour in a positive direction and deters it from negative behaviours. The organisational

agenda has prioritised increasing employee performance. An organization's strategic aim and core principles give rise to its work culture.

Creating a productive workplace requires the cooperation of both management and employees. An applicant for a job typically researches the workplace culture of a company before making a decision in order to better fit into it. His position inside the company and interactions with management are further defined by this. Understanding organisational culture and the various facets of employee performance are essential for researching how organisational culture affects employee performance.

2. LITERATURE REVIEW

1. (Bulach, C., Lunenburg, F.C., & Potter, L., 2012) We can summarize the effects of organizational culture on employee behavior and performance based on four key ideas. First, knowing the culture of an organization allows employees to understand both the organization's history and current methods of operation. This insight provides guidance about expected future behaviors. Second, organizational culture can foster commitment to the organization's philosophy and values. This commitment generates shared feelings of working toward common goals. That is, organizations can achieve effectiveness only when employees share values. Third, organizational culture, through its norms, serves as a control mechanism to channel behaviors toward desired behaviors and away from undesired behaviors. This can also be accomplished by recruiting, selecting, and retaining employees whose values best fit the values of the organization.

2. (Kotter, 2012) In his book "Corporate Culture and Performance," Kotter argues that a strong corporate culture is essential for organizational success and can have a positive impact on a company's performance. He discusses the role of culture in shaping organizational behavior, and provides guidelines for leaders seeking to create a positive and effective corporate culture.

Kotter's work is widely recognized and has had a significant impact on the field of management and organizational behaviour.

3. (Nelson, D. L., & Quick J. C., 2011) Organizational culture has four functions: gives members a sense of identity, increases their commitment, reinforces organizational values, and serves as a control mechanism for shaping behavior

4. (Ernst, 2001) If an organizational culture becomes incongruent with the changing expectations of internal and/or external stakeholders, the organization's effectiveness can decline as has occurred with some organizations.

5. (Marsoulides, G. and Heck, R.H., 1993) Organizational culture facilitates the acceptable solution to know the problems, which members learn, feel and set the principles, expectations, behavior, patterns, and norms that promote high level of achievements.

6. (Ben Saad, G., & Abbas, M., 2018) "The impact of organizational culture on job performance" by Ben Saad and Abbas (2018) explores the relationship between an organization's culture and its employees' job performance. The authors likely studied various aspects of organizational culture, such as values, norms, and beliefs, and analyzed their effect on employee behavior and job outcomes. The findings of the study could help organizations understand the role of culture in shaping employee behavior and improving job performance.

3. OBJECTIVE

- I. To absorb dynamic knowledge about the organizational culture
- II. To know employee's relationship with other people in organization
- III. The main reason of this study is to know how organizational culture manipulates employee's behavior and performance
- IV. To understand types of culture in organization and how nature of employees varies culture by culture
- V. To study about different behavior of employees effected and impacted on the growth of industry.

4. NEED OF THE STUDY

The need for the study on the impact of organizational culture on employees' performance arises from the recognition that culture plays a crucial role in shaping the behavior of employees within an organization. Understanding the relationship between culture and performance can help organizations in various ways, such as:

- I. Improving employee motivation and engagement: By creating a positive and supportive culture, organizations can improve employees' job satisfaction and increase their motivation to perform well.
- II. Attracting and retaining top talent: A strong organizational culture can make an organization more attractive to potential employees and help retain current employees.
- III. Enhancing productivity and efficiency: A culture that supports collaboration, innovation, and continuous learning can lead to higher levels of employee creativity, problem-solving skills, and productivity.
- IV. Supporting organizational goals and objectives: A culture that aligns with an organization's goals and values can help employees better understand how their work contributes to the organization's overall success.

Therefore, understanding the impact of organizational culture on job performance can provide valuable insights for organizations looking to improve their operations and achieve their goals.

5. RESEARCH METHODOLOGY

i. Research Design

Here, for this research we have used Quantitative Approach.

- Experimental, designs allow us to test relationship between organizational culture on employee's performance.
- Used to test causal relationships between them.
- Involves manipulating an independent variable and measuring its effect on a dependent variable.
- Correlation, designs allow us to measure variables and describe relationships between them.
- Used to test whether (and how strongly) variables are related.
- Variables are measured without influencing them.

ii. Source/s of Data

For this research we have used, Primary data and Secondary data

- Primary Data are being collected by conducting questionnaire.
- Secondary data is collected from journals, online platform, research paper and the company records for the purpose of the study.

iii. Data Collection Method

Questionnaires.

Questionnaires are a simple, straightforward data collection method. Respondents get a series of questions, either open or close-ended, related to the matter at hand.

- The questionnaire filled by enumerators
- Web-Based Questionnaire
- Google Form

iv. Population

The number of 100 people we choose to include in our sample will vary depending on a variety of variables, including the population's size, variability, and research approach.

v. Sampling Method

Probability sampling: Since every member of the population has a chance of being chosen, probability sampling refers to the methodology we used in our research. Mostly quantitative research uses it. Probability sampling techniques are the best option if you wish to generate findings that are inclusive of the entire population.

vi. Data Collection Instrument

- Questionnaire and survey
- Document reviews
- Online platform

6. FINDINGS

The interpretation of the survey results suggests that the majority of respondents agreed or strongly agreed with certain statements, while they were either confused or disagreed with others. For example, most respondents believed that the organization does a good job of attracting and hiring women, the team leader includes all members in problem solving and decision making, and they are committed to the mission and direction of the organization.

However, some statements received mixed responses, such as the age differences in the workplace causing conflict, equal treatment being given to diversity in educational backgrounds, and their work competency when involved in the development process.

Similarly, some respondents felt that they meet new deadlines and adapt to change without high stress, while others disagreed. Overall, the survey results give insights into the employees' perceptions and opinions about the organization, its culture, and the work environment. These findings can be used by organizations to make improvements and create a more supportive and productive work environment for their employees.

7. CONCLUSION

Based on the interpretation of the survey results, it can be concluded that the majority of employees have positive perceptions about the organization's efforts in attracting and hiring women, providing equal opportunities for training and development, and promoting team collaboration. The employees also feel committed to the mission and direction of the organization and believe that their performance affects their pay level. However, there are some areas of improvement identified, such as the impact of age differences on the workplace, the handling of diversity in educational backgrounds, and employees' ability to adapt to change without high stress. The mixed responses to certain statements indicate a need for further clarification and understanding, and organizations can use this

information to improve their policies and practices to better support and engage their employees. In conclusion, the survey results provide valuable insights into the employees' perspectives and can be used to enhance the organization's culture and work environment, leading to improved employee performance and well-being.

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