

## **A Study On Organizational Cultural Gap And Employee Performance In It Sectors Chennai.**

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### **ABSTRACT**

The changing environment is a turbulent situation which prevailing in IT sectors. New markets and technologies force change to occur more frequently and less time. Factors used to measure an individual job performance vary from one field of work to another. For example, in the healthcare industry, these factors will include the relationship of work experiences. Often these links involve correlating macro-level cultural variables with macro level financial data operationalised culture strength as consistency in responses to survey items. The relationship between corporate culture and performance has been the subject of large quantity research in several fields, including strategic management, organizational behavior, and industrial organizations. Study has academic, policy and practical implications. It is hoped that the findings will be of great significance to several groups of people consisting of future researches, the government and other IT sectors.

Key Words: Organization culture, organization gap, cultural gap.

### **INTRODUCTION**

There is a gap between the culture and performance in most organization. The changing environment is a turbulent situation which prevailing in IT sectors. New markets and technologies force change to occur more frequently and less time. Today's organization facing difficult management challenges in behavioral aspects which aligned with technological changes.

The research study on measuring performance employees which enable to reduce the gap between the culture and technical instruments. Researchers and academicians continue to search for links between culture and organizational performance. Often these links involve correlating macro-level cultural variables with macro level financial data operationalised culture strength as consistency is responses to survey items.

## **JOB PERFORMANCE**

Job performance is the one of the main criteria to analyze how the employees work in his job. In Other words for job performance is a degree of accomplishment of the task that makes up an employee's job. There are many factors which influence employee performance in an organization fulfilling the organizational gaps is one of the main factor which increase the organizational productivity by the effect of employee performance.

## **REVIEW OF LITERATURE**

Factors used to measure an individual job performance vary from one field of work to another. For example, in the healthcare industry, these factors will include the relationship of work experiences, job stress and psychological wellbeing (Burke, 1990, 1996). In the research industry, the job performance can be measured by two categories, which are personal and environmental. Campbell (1990) came up with three core determinants of job performance, which he classified under declarative knowledge, procedural knowledge and skill and motivation. He noted that these three are the core of any job performance, as one should have the complete knowledge about the task at hand. They must possess the required skills to perform the task and should have complete understanding of how to do it and lastly, have the level of motivation to perform the task with maximum will and efforts.

DeWitt (2010) goes on to affirm that decision-making as an indicator of performance shows how well an employee is able to judge a given work situation and respond to it. Macleod and Brady (2008) on the other hand, refer to the concept as the ability of the employee to manage his time and allocate resources effectively. How to gauge this will differ from one organization to another. Robertson *et al* (2012) assert that some businesses look for quick decision-making, the ability to make snap judgments with limited information, while others prefer employees to think carefully and research before responding to customers or project activities. Again, using

our case study as an example, the underwriters have to use this skill to evaluate the eligibility of a customer to buy a policy, and anticipate the return on investment, et cetera.

## **STATEMENT OF THE PROBLEM**

The relationship between corporate culture and performance has been the subject of large quantity research in several fields, including strategic management, organizational behavior, and industrial organizations. The impact of corporate culture on employee job performance in the IT sector has not received adequate research attention in Chennai. This study attempt to analyze the organizational cultural gaps which affect the employee job performance in IT sectors. The result of the research examines how the organizations remove the gaps in organizational culture and improve job performance to maximize the level of profit.

## **PURPOSE OF THE STUDY**

The purpose of this study was to determine the influence of organizational culture on employee job performance in the IT sectors in Chennai.

## **OBJECTIVES OF THE STUDY**

The main objective of the research is as follows:

1. To Study the socio demographic characteristics of the respondents in IT Sectors.
2. To identify the various factors that influence the organizational culture to improve job performance in IT sectors.
3. To analyze employee the level of participation in job performance.
4. To study the changing environment that affect job performance in IT sectors..

## **SIGNIFICANCE OF THE STUDY**

This study has academic, policy and practical implications. It is hoped that the findings will be of great significance to several groups of people consisting of future researches, the government and other IT sectors.

## **SCOPE OF THE STUDY**

The present study focus, to analyze various factors that influences organizational culture towards financial performance, performance management, leadership qualities, organizational behavior, customer satisfaction that improve organizational and job performance attain the specific objectives of IT sectors.

## **RESEARCH METHODOLOGY**

This chapter describes the methodology and procedures that used to process the research. The type of research design that was used is described and justified as well as the target population of the study. The sampling design, sampling frame, sampling technique and research procedures are also described. The source of data has been used to carry out the research.

## **RESEARCH DESIGN**

A research design provides the framework to be used as a guide in collecting and analyzing data. The study assumed year descriptive research design that was triangulated with both qualitative and quantitative tools of analysis. A descriptive design was used because it helps describe characteristics associated with the subject population and explain the variables that exist between these variables in order to provide a picture of a particular phenomenon.

## **POPULATION AND SAMPLING DESIGN**

### **Population**

The total collection of elements about which we wish to make inferences is called population.

### **Sample**

A sample is group from the population that will be representative of the population. Sampling is a method involved in the selection of proportionate representation from the total sample size. In this research study the researcher has used simple random sampling to collect the data from the respondents.

## **SOURCES OF DATA COLLECTION**

The researcher has used both primary and secondary data to collect information from the respondents. Primary data collected at first hand information by the researcher. The questionnaire method has been used by the researcher to collect the data from the respondents.

The secondary data also used by the researcher to collect the information by various research reports, magazines, periodical text books and websites.

### Age

|              | DISTRIBUTION |              |
|--------------|--------------|--------------|
|              | Frequency    | Percentage   |
| Less than 20 | 9            | 17.3         |
| 21-30        | 25           | 48.1         |
| 31-35        | 9            | 17.3         |
| 36-40        | 6            | 11.5         |
| Over 40      | 2            | 3.8          |
| Total        | 51           | 98.1         |
| Unspecified  | 1            | 1.9          |
| <b>Total</b> | <b>52</b>    | <b>100.0</b> |

*Source: Primary Data*

### Interpretation:

This table shows the different representations of employees of IT sectors based on age categories. 17.3% of the respondents are belonging to the age group of 0-20 years; 48.1% were between 21-30 years; 17.3% were between 31-35 years; 11.5% were between 36-40 years and 3.8% were over 40 years. The table also shows that 1.9% of employees did not specify their age categories. The table implies that more workers at IT sectors are below 30 years of age.

### Gender

|        | DISTRIBUTION |            |
|--------|--------------|------------|
|        | Frequency    | Percentage |
| Male   | 26           | 50         |
| Female | 26           | 50         |
| total  | 52           | 100.0      |

*Source: Primary Data*

### Interpretation:

The table shows that the 50% of the respondents are male and 50% respondents are female.

### Experience

|            | DISTRIBUTION |            |
|------------|--------------|------------|
|            | Frequency    | Percentage |
| 0-10 years | 10           | 19.23      |

|             |    |       |
|-------------|----|-------|
| 11-20 years | 20 | 38.46 |
| 21-30 years | 22 | 42.3  |
| total       | 52 | 100.0 |

*Source: Primary Data*

### **Interpretation:**

The table shows that the 19.23% of the respondents are having experience below 10 years. 38.46% of the respondents are having experience 11-20 years. 42.30% of the respondents are having experience 21-30 years.

### **Highly Ranked Employee Involvement Variable**

|                                                                                                                                                   | N  | Mean  | Std. Deviation | CV    | Rank |
|---------------------------------------------------------------------------------------------------------------------------------------------------|----|-------|----------------|-------|------|
| Organizational culture acts as the 'social glue' that bonds people together and makes them feel part of the organization                          | 51 | 4.431 | 0.671          | 0.151 | H    |
| Organizations with strong cultures have a central core of consistency that drives the basic decision-making processes throughout the organization | 51 | 4.216 | 0.642          | 0.152 | H    |
| When companies shift to the more open forms of participative management, they begin the process of empowering their employees                     | 50 | 4.34  | 0.658          | 0.152 | H    |
| The organization treats me with dignity and respect.                                                                                              | 51 | 4.294 | 0.672          | 0.157 | H    |

*Source: Primary Data*

### **Interpretation**

The table indicates the ranked as highly (H) influencing employee job performance in IT Sectors. From the table, organizational culture acts as the 'social glue' that bonds people together and makes them feel part of the organization at 0.151, organizations with strong cultures have a central core of consistency that drives the basic decision-making processes throughout the organization at 0.152, when companies shift to the more open forms of participative management, they begin the process of empowering their employees at 0.152, and the organization treats with dignity and respect at 0.157.

## **RESULTS AND DISCUSSION**

The research examine that majority of this respondents those who are working in IT sector are belonging to the age group of 21-30 years at the same time most of the respondents are having experience from 21-30 years. It reveals that the employees in IT sector are highly experience in their work and they give greater out source in an organization. The result of the research confirmed that the employees were treated respectability with these periods of an

organization. So they can highly involve in their work force and participated with management activities and highly committed to achieve with specific goals of an organization. This study has been undertaken by the researcher with specific five IT sectors companies in Chennai and examine the result from the research.

## **Conclusion**

Based on our findings, we can conclude that employee job performance is a critical factor in every organization. It has come out clearly in this research work that knowledge is everything. One of the main reasons why employees do not perform is lack of knowledge and skills. Our study findings have shown that an organization can boost employee job performance through enhancing better communication, knowledge and understanding of tasks, and time management, among others.

In the IT sector company employee performance it's taken into account to increase organization productivity this research attempt to study the organization cultural gap for the purpose of increasing employee job performance to achieve the organizational goals.

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