

Cultural Gaps and Employee Performance in IT Organization

S. Muthuramachandran
Dr. C. Suresh

Research Scholar, A.V.V.M Sri Pushpam College, Affiliated to Bharathidasan University
Poondi- Thanjavur.

Associate Professor & Research Advisor, Department of Management Studies, AVVM Sri
Pushpam College (Autonomous) Affiliated to Bharathidasan University Poondi, Thanjavur –
613503.

Introduction

In present scenario, managing human resources are important for all organizations. Searching the right candidate, training, and preparing them are a big challenge. A knowledgeable and skilled employee is the asset for the organization that improves creativity and organizational innovation. Therefore, HR professionals are working to develop innovative HR practices for engaging employees, motivating, and retaining them. The result of these practices increases organizational performance and productivity. The research study attempts to analyze the factors determining the organization culture and meeting the expectation of policy maker of organization which appear to relate to organizational culture and employee performance.

There is a substantial relationship between organizational culture and employee performance. Most organizations attempts to bridge the gaps between their existing and their desired cultures. These culture gaps provide an insight to an organization's ability to change and become effective targets of change. The changing environment of an organization invites new methods and techniques to enhance the level of employee performance in all aspects.

Engineering and technical managers concerned about the culture of their organizations which undergoes rapid changes and growth. The dramatic market and technological restructuring now have a tool and a process for evaluating their organizations. We proposed to find out the heterogeneous people who were supportive, tolerant, fair, cooperative and higher teamwork scores and provide them with high pay for good performance emplacement security, acknowledgement and reward for performance and opportunities for professional growth corresponded with highest levels of employee commitment. Managers can use information about these relationships to help bridge culture gaps and improve job satisfaction, increase employee commitment to the organization, and improve level of teamwork.

Review of Literature

Many organisations struggle to survive in a competitive global market because of challenging characteristics in business (Bolboli & Reiche, 2014). The challenges include increasing global price competition and satisfying demands of different stakeholders (Bolboli & Reiche, 2013). In the corporate group, managers have more challenges in establishing an effective organizational culture, which is an essential element to improve performance and productivity (Kenny, 2012).

Profitability is an important factor for the existence of any organisations, and expanding the business scope is also essential for business growth (Erdorf, Hartmann-Wendels, Heinrichs, & Matz, 2013). Establishing an effective culture within diversified companies includes additional challenges for business managers in a corporate group than for managers in a single company (Lee & Gaur, 2013). Idris et al. (2015) indicated that poor cultural integration within diversified business companies affects the economic performance of the corporate group and the shareholders' value.

Bolboli and Reiche (2014) indicated that more than 90% of business excellence initiatives fail to succeed because of poor cultural integration among company managers in the

corporate group. The cultural difference that exists within the group is a major barrier to corporate performance (Weber & Tarba, 2012). The lack of effective organizational culture is a primary cause of poor performance and productivity in the corporate group (Eaton & Kilby, 2015). Business managers must understand the importance of effective organizational culture to improve performance and productivity in the corporate group (Viegas-Pires, 2013). So this study aims to find out the factors determining the organization culture and its impact on employee performance.

Objectives of the Study

- Evaluate the existing organizational cultural gaps and level of employee performance
- Determine the effectiveness of organization culture which influences the employee performance
- Analyses the factors that highly motivate the employees to enhance their performance
- Assess the impact of cultural gaps which prevails in organization and understand its effectiveness.

The expected derivable of the research may ensure the organizational cultural effectiveness which results on organization productivity with the support of high-performance level of employees. It may complete effective decision policies and practices towards the fulfillment of organizational cultural gap and this decision enhance high performance level of employers and organizational commitment and productivity.

Research Methodology

The study of research methods provides us with the knowledge and skills you need to solve the problems and meet the challenges of today's modern pace of development. Research in common context refers to a search for knowledge. It can also be defined as a scientific and systematic search for gaining information and knowledge on a specific topic or phenomena. It requires a strong base to research and it leads to a reliable as well as valid interpretations. In this sense, the research methodology acts as a basement of any type of research. A qualitative research study is undergone in the natural settings, by making sense of or interpreting phenomena in terms of the meanings people bring to them. On this issue of sense-making, it is understood that the qualitative research has an interpretive characteristics which aims at discovering the meanings of the events for the individuals who experience them, and the interpretations of those meanings by the researcher will be the outcomes or product of the research. An internally coherent research design demands that methodological choices that are made in accordance with the understanding of the research topic.

Method of data collection

Primary and Secondary data collection methods have been used in research study. The primary data collection method consists of a structural closed ended and open ended questionnaire. Secondary data is collected from journals, websites and magazines. The employees of IT sectors in Chennai are selected for this study. The data has been collected from the selected respondents from different areas in Chennai city.

Limitation of the study

The study limits with only the appropriate sample respondents taken for its analysis.

1. The present study only covers the selected employees in Chennai under the geographical area of Tamil Nadu, therefore the findings is subject to change with respect to other states in India.
2. The researcher selected only specific factors for analyzing the organization culture.
3. The employee problems are not discussed in this study.

Findings of the study

Frequency table shows the percentage of respondents in this study

Chi-square test was applied to find the association between employee profile and organization culture. The result shows that there is an association between employee profile and organization culture and its impact on employee performance.

Correlation test was applied to find the relation between profile of the respondent's and organization culture and its impact on employee performance. The result shows that employee profile is related with organization culture and its impact on employee performance.

t-test was applied to the significant difference between employee profile and organization culture and its impact on employee performance. The result shows that there is a significant difference between employee profile like age, income etc. and organization culture and its impact on employee performance.

Conclusion

Based on the result obtained from this study, it is concluded that the factors determining organization culture are influencing the performance of employees. The factors like internal and external are considered in developing organization culture. The dimensions like leadership style, employee benefits, organization policy, organization ethics, work environment etc. are influencing the employee performance in IT sector. So the IT sector have to develop the policies based on the above dimensions. This study is helpful for the policy developers for understanding the dimensions in organization culture.

REFERENCES

- Schein, E.H. (2009) Organizational Culture and leadership, Jossey Bass, New York.
- Schein, Edgar. (2004) Organizational Culture and Leadership. (3rd ed.) San Francisco, CA: Jossey-Boss
- Shajahan S. Shajahan L.(2009). Organization Behaviour. New Delhi: New Age International Publishers.
- Williams A, Dobson P and Walters M (2009) Changing Culture New Organizational approaches.
- Wolgemuth L. (2010). "Be Wary About Chancing a Workplace Romance". U.S. News & World Report 147 (11): Van den Berg (2004). Defining, measuring & comparing organization cultures. Applied psychology; An international review, 53 (4) 570-582. Koontz H. & Wiehrich H.(2007). Essentials of Management, An International Perspective. (7th ed.). New Delhi: Tata McGraw-Hill.
- Žugaj, M., M. Cingula (1992): Temelji organizacije, FOING, Varaždin.
- G. Martin and S. Hetrick, Corporate Reputations, Branding and People Management: A Strategic Approach to HR, Butterworth-Heinemann. 2006.
- S. D. Pugh and J. Dietz, –Employee engagement at the organizational level of analysis, Industrial and Organizational Psychology, vol. 1, no. 1, pp. 44–47, 2008.