

Research Study on Organisational Cultural Behaviour Effectiveness of Information Technology Employees and its Business Performance

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Peer Review Information	Abstract
Type: Article Received: 30 Nov 2025 Revised: 25 Dec 2025 Accepted: 28 Jan 2026 Published: 17 Feb 2026	Organizational Cultural behavior is the development of values, beliefs, attitudes, expectations etc by employees of the Organisation. Organization Culture means a system of valued beliefs and values that is practised within an organization and develops the behaviour of its members. The winning of an organization is based to a large extent upon the capacity, ability, skill and effectiveness of its Employees. The Cultural system behaviour is developed in an Organization is must as tool for business in order to empower a strong capacity, confidence and responsible among the employees of a business. It is work culture which decides the way employees behave each other and how business functions. Work culture refers to the emotional of the employees which new technological development in every field including human resources. The aim of this paper to see the impact of organisation cultural behaviour and IT industry performance.
	Keywords: Organisation Culture; Work Culture; Organisational Goals; Goal Achieving

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Introduction

The purpose of cultural behaviour is to develop cultivate internal relations, bring employees from all levels of the business much closer together and improve their performance. Organisation have personalities like individuals they have developed a stable mind that help us predict their attitudes and behaviours. To study one's behaviour in a business culture is to helps and understand the predominancy of culture in a business and to figure out how individuals come and develop culture and how the culture create better harmonious relationship.

Organization Culture

The success of a business depends to a large level of the capacity, confidence, efficiency and effectiveness of its Employees. The Cultural behavioural system adopted in a business is must tool for development of business in order to create a strong capability, business competence and responsibility among the employees of a business. It is a business belief that corporates can improve their efficiency and productivity with the development of human beings. Thus Employees in the business are at the core of working relationship and improvement of a business; no is immune to the needs of HRM to acquire and increase its capabilities for stability and renewal.

In the field of management sciences, the 1980s can be called the decade of computers and Human Resource Development. The present decade is likely to continue to be a decade of the following:

Management System
Employees Strength
Goal Achievement
Reward of Employees
Performance of Employees
Management Development
Appraisal of Employees
Career growth
Ethics, Values, Truthfulness

Work Culture

Business is created to develop certain norms and objectives by bringing employees together on a common system and motivation of employees to deliver their level best. It is must for the employees to develop themselves at the workplace for them to develop a sense of loyalty towards it. Work Cultural behaviour plays an significant role in creating the best out of employees and making them best to the business for business objective. The corporates must offer a positive attitude among the employees for them to achieve better work rather than interfacing in each other's work. Work culture is a concept which deals in the –

- Beliefs, thinking, work of the employees.
- Ideology and principles of the corporates.

It is work cultural behaviour which is determined the way employees move with each other and how the business functions. Work cultural behaviour refers to the mental ability of the employees which new methods in every field including human resources. It is now well organised that human capacity achievement is must and essence for the development of any business. Culture, therefore should be a continuous process in the corporates. However, the nature of efforts and investments in developing human resources may vary from business to business depends upon its need, the nature of ability the business wants to develop, the change management process, the size of the corporates etc.

Organizational Cultural behaviour and Organisational Objectives

Cultural behaviour is helpful in the achievement of committed objectives of an individual, business and society. It enhances the capacity and effectiveness of an individual which is likely to improve involvement in the long run in the well-being of the individual good harmonious relations of the institution and ultimately the well-being of society.

Determinants of Organisational Cultural behaviour

Organisational cultural behaviour is a set of attitudes, opinions, beliefs, values, morals, etc, acquired by the people in a particular business

and these are also peculiar to a particular business. Every business has a special cultural setup. Some of the determinants of Organisation Culture are –

1. The level responsiveness of the employees
2. Encouragement of employees creativity
3. Harmonious human relations
4. Management positive Thinking
5. Bylaws of the business
6. The way the employees behave themselves with the business
7. The reward of employees
8. Business communication system

Need for The Study

Organisation cultural behaviour has increased interest in the last decade in every business to achieve the effectiveness, Productivity, and growth. Every business felt that it can become creative and develop only through the efforts and ability and capacity of their employees. Work culture can be studied in 3 different contexts – Individual concept, Organisational concept and National concept. Organisation cultural behaviour plays the important role in the economic development. It brings out harmonious efforts and create potential from the source of human and converts these constructive thought into tool for growth of business (Welbourne, Theresa and Alice Andrews).

In general, this study will have a positive value because of its necessity for economic development and thereby build a good economy for a country. The study would also be helpful for the IT companies to identify the way of building confidence and society more optimistic business culture for the business growth.

Statement of the Problem

Technological innovation is of recent dynamic of this new era. The Development of Technology have been strongly influenced by several vital technical factors. The growth of this industry has gained a lot for the economic development of any country. The factors of business culture in IT Industry such as Management strategy, Goals, Values, Beliefs and norms. importance of Employees are creating a stress among the Employees and the Employees and the Work ethics and Cultural feelings leads to non-harmonious among the Employees and Job work. Most of the Employees in the IT Industry feel that their services and tenure at their companies are not long lasting and their career is temporary nature service.

Objective Of the Study

The main objective of the study is to study the impact of organisational cultural behaviour and its performance in IT industry.

Scope of the Study

Work cultural behaviour plays a significant relevance in creating and monitoring efforts in the business. It develops the best in employees' performance. Culture refers to empowerment of the people and enabling them to use their will for realistic of the business. Each and every organization in our country is more enthusiastic in the utility of Work culture. The Government of India has separate ministry called Human Resource Development ministry which is source of development work culture of business.

Hence work cultural behaviour is a technology based for economic development and creates more concentration of business growth and development. Culture has several divisions each one of them consists of so many dimensions. Therefore, studying Work culture has got good scope for economic development and to build confidence of building relationship for constructive resources.

Research Methodology

The study is conducted using both survey and analysis type of methodology. The study primarily depends on primary data.

Data Collection

The Study is conducted in IT Companies located in Chennai city. Chennai is having large number of IT companies making the study realistic and meaningful. The city consists of Business process giants, medium and small units dealing with private sector and Various MNC. As IT companies have entered the economic arena, their high level of pay has raised the economic standing of young and educated professionals. Chennai, being the metropolitan city, truly represents employees belonging to various divisions of the society.

Pilot Study

A Pilot study was conducted to verify the questionnaire and to confirm the feasibility of the study. The filled up Questionnaires were

collected from 60 respondents and Cronbach's Alpha Criterion was applied to test the reliability. The value determined is 0.914 proving the reliability of the instrument. The quality of the questionnaire was ascertained and the test showed highly reliable. The variables considered for the analysis are satisfied the normal probability distribution. Based on the pilot study, the questionnaire was modified suitably to gather response from the sample group.

Sampling Size and Design

The primary data was collected through the research survey method. The research survey was conducted using the well formulated Questionnaire. Multi Stage Random Sampling was applied for generating data. Samples for the purpose of the study were selected systematically. A Total of 594 Questionnaires were distributed and 502 were collected, out of which 500 completed questionnaires were found usable.

Work Cultural behaviour of Review of Literature

The review of literature of work cultural behaviour studies are narrated as under:

Abdelgadir N. Abdelhafiz Elbadri (2001) – This study is attempted to examine the emphasis given for training activities both internal and external to maintain confidence in the market. The study was conducted among 30 companies to determine the training needs, developing programs and assessing achievement. The results identified that many corporates neglected to evaluate training needs and evaluate outcome properly, providing for suggestions and improvements.

Shawn Kent (2001) – This paper study the values of Mentor system prevailing in the business. The employees who became more productive, derived greater career achievement and enjoyed better career growth were identified. Mentoring was considered to be a mutually advantageous way to both attract and retain employees. Mentoring programs were inexpensive, to develop future leaders, improve harmonious relationship and prepare people to succeed ab aging workforce. Mentors could provide just in time, development to those employees aspiring to grow.

Susan Geertshuis, Mary Holmes, Harry Geertshuis, David Clancy, Amanda Bristol (2002) – This paper supported the earlier work to implement good practices in training and its evaluation. The learning process is influenced by multiple factors based on perceptions about learning and productive outcomes. Business were expected to implement cost effective evaluation methods acknowledge the status of the learner. The study also examined the evaluation methods and the role played by the trainers in improving learning process.

Gaurav Patra, Punita Jasrotia (2002) – The potential to leverage IT is enormous in the Indian Software sector. The government developed this as an area of focus many years ago, and in 1986 announced a policy making software exports, software development and training as major thrust areas. The government further identified some of the factors impeding the growth of the Software industry and formulated the Software Technology Park (STP) scheme with a view to boost Software exports from the country.

Satish Nambisan (2002) – This paper study the history and growth of Software business from an innovation orientation perception. The future growth of Technology firms purely depends on the innovative product development as apparent through the attitudes and perceptions of firm's key stakeholders. A Software business growth stage model was developed in this study reflecting the changes in firm's process and product portfolios.

Research Gap

The above review of research studies show that IT sector has emerged as a major contributor to the development of Indian Economy. Apart from direct benefits, it is bringing about indirect benefits improving the socio economic status. The effective use of human resource are bringing about improvement in the quality of life. Previous studies not concentrated on IT employees culture and its Impact on business growth and development. Hence, the present study focus on employees of IT industry employees culture and business performance.

Statistical Analysis

The Statistical Analysis is examined with the help of cluster analysis and chi-square test to understand the Impact of work cultural behaviour and organisation performance.

Association Between the Clusters of External Factors Influencing the Work Cultural behaviour of IT employees and their Impact

The Cluster analysis has classified the external factors influencing the Work culture of BPO employees in organisations into three clusters and its impact on organisations into two clusters as shown in the table. So the non-parametric chi-square test is applied to find the association between these two clusters and the following results are obtained as a consequence.

Null Hypothesis: There is no association between clusters of external factors influencing work cultural behaviour of employees and

clusters of business impact.

Table 1. Association between clusters of External Influence and clusters of Organization Impact

		Organization Impact		Total
		1	4	
External	1	60	132	192
	2	160	216	376
	3	150	282	432
Total		370	630	1000

Source: Computed data

Table 2. Chi-Square Tests for External Influence and Organization Impact

	Value	Df	Asymp.Sig. (2-sided)
Pearson Chi-Square	4.127	2	.127
Likelihood Ratio	4.116	2	.128
Linear-by-Linear Association	.000	1	.999
N of Valid Cases	500		

Source: Computed Data

From the above chi-square table, it is found that chi-square value is 4.127 and P value is 0.127 with 2 degree of freedom. Null Hypothesis: There is no association between clusters of organisation and cultures of individual impact. This implies that the probability value is insignificant. So the null hypothesis is accepted at 5% level of significance and concluded that there is no association between clusters of external factors influencing Work cultural behaviour of IT employees and clusters of business impact. This shows that the external factors like government policy, social media, technological development and the society aimed at empowering the employees with least economic independence and social independence. There are no direct implications of these governmental activities to improve the potentiality of IT employees in the organisation.

Findings of the Study

- The IT Employees are aware of their present Corporate Policies and also agreed their appropriateness for the self-improvement and extraction of best services. The suitability of Work Cultural behaviour in the business develops positive influence over the IT Employees.
- IT Employees strongly agree as their quality are being identified. Conducting psychological test and personal interactions have posted them in suitable departments and lead to quality development.
- IT Employees strongly agree with the achievement of business goals. IT Employees are assisted by their superiors in their business, the existed policies and Organisational objectives and Organisation strategies.
- The IT Employees differ in their opinion of facilities given for job enrichment.
- IT Employees strongly agree with the role of motivation in the business.
- IT Employees agree that periodic performance reviews acknowledge their strength and performance.
- IT Employees strongly identify with job change. Career planning and individual efficiency and elevation to senior positions.
- IT Employees differ in their opinion about technological training, case study and audio-visual training, incentives to attend training motivates employees to learn.
- IT Employees satisfy with the participative style of Management in their business.
- IT Employees identify with the interdepartmental relationship, involvement in jobs and job rotation in the work place, appreciable customer relations, increased facilities, constructive interpersonal relations and employee's contribution have led to the smooth achievement of business goals.

Conclusion

Business Work Cultural behaviour is the general perception of the working environment of business, including the level of encouragement, creativity rewards equity, leader credibility, and resistance to change. Because work Cultural behaviour develops over many years and is influenced by many factors, as it cannot be migrated by simply dusting off the top layer of discontent or vacuuming up the problem around the perimeter. The study identifies the relationship between work Cultural behaviour job recitation and business commitment. Hence executives need to make effort to develop harmonious human resources policies that are in alignment to the needs and motivation of the employees. The study would be beneficial for the executive as the study works on the influence of work Cultural behaviour and climate on behaviour of employees for a particular business. Career growth plans for employees will strengthen employee satisfaction and retention.

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