

INFLUENCE OF WORK CULTURE ON EMPLOYEE WORKING STYLE WITH SPECIAL REFERENCE TO IT SECTORS IN CHENNAI CITY

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ABSTRACT

The aim of this study is to examine how work culture impacts the way employees work, specifically in the IT sector in Chennai. Over the past few decades, there have been significant changes in the way of employees work in the IT industry. The introduction of flexible working hours and remote work options has made it more convenient and comfortable for employees. The economic crisis/pandemic situation had a profound impact on the working styles and work culture of IT employees. The main objective of this study was to investigate the work culture and working styles of IT employees during the financial turmoil. The study utilized a descriptive research design and included a sample of 180 employees in the IT industry. Convenience sampling technique has been used for participant selection. Primary data has been collected through a questionnaire, and a pilot study has been conducted with 30 respondents to ensure the reliability and validity of the research instrument. The target employees for this study were middle managers and below. The researchers employed percentage analysis, chi-square tests, and correlations for data analysis. The key findings revealed that poor job performance has attributed to deviations and distractions from work, as well as a lack of resources and tools leading to communication gaps among employees. The shift to online communication has also affected leadership practices negatively. Therefore, organizations should focus on fostering a friendly leadership style that promotes good working relationships and teamwork among employees. This will ultimately enhance their performance and productivity.

Keywords: Adaptability, Pearson's coefficient, performance, responsibility, skill, work culture, work style.

INTRODUCTION

Work style refers to the manner in which daily tasks are carried out within a company. It determines how well an individual fits into their role and the overall organizational culture. It encompasses various aspects such as work ethic, teamwork, leadership, and task management.

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Understanding one’s work style helps in clarifying responsibilities and enhancing performance. It also aids in identifying areas for improvement and addressing weaknesses. Recognizing individual and teamwork styles promotes better collaboration and overall productivity. Workplace culture involves the expression of opinions by employees within an organization. The ability to adapt to the current environment is crucial. Work style involves personal preferences in organizing and completing tasks. In a single workplace, there are diverse types of workers who achieve success through different workflow styles. Work style emphasizes the importance of effective planning and focused execution.

Kalgi, Hire, and Dhole (2023) argues that organizational culture refers to a collection of shared assumptions within a company. These assumptions include beliefs about what is important, how individuals should conduct themselves, and what is considered normal within the organization. These assumptions are reflected in both formal rules, such as policies and processes, and informal rules, which are commonly understood expectations, standards, and norms that shape workplace behavior and determine what is acceptable or not. Organizational culture can be likened to the personality of a company, influencing the behavior of employees at all levels. It dictates what employees should prioritize, how they should respond emotionally, and the appropriate actions to take in various situations. Culture emerges from the interactions and collaborations of people in their living and working environments.

Raji Mol (2022) argues that an effective work environment can greatly influence employee productivity. Factors such as lighting, noise, temperature, and furniture play a significant role in this. Insufficient lighting and excessive noise can lead to physical and psychological issues for employees, including headaches and stress. Poor air quality can also result in respiratory problems. Inappropriate furniture can cause fatigue and discomfort. These problems can have long-term effects on the organization’s financial well-being. To ensure employee productivity, office managers should create a work culture that prioritizes ergonomics and provides a suitable environment for employees. (Soni, 2015) Positive organizational cultures often provide rewards to their employees. This, in turn, creates an environment that enables employees to grow, develop, and perform at their best. In addition, the organizational culture consists of power culture, role culture, achievement culture, and support culture. Each of these cultures has different effects on employee engagement and effectiveness.

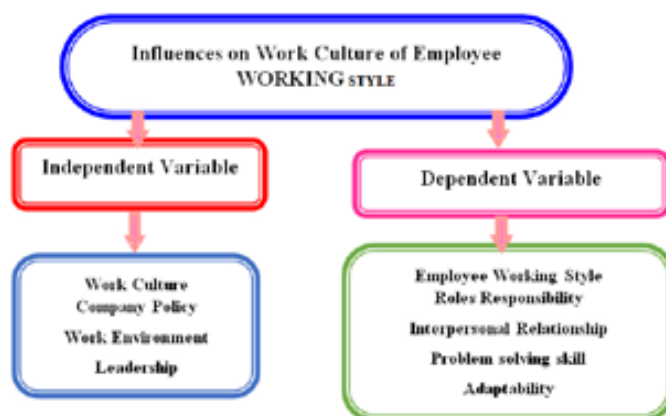


Figure 1: Conceptual Framework - Influences on Work culture and Employee Working Style

Work Culture

The work culture in an organization is formed by the collective mindset of its employees. Despite their diverse backgrounds and opinions, they unite to work towards a shared goal, which give rise to a unique culture within the organization. This culture is shaped by the work environment, policies, and procedures that encourage employee engagement. It is guided by the overall principles and ideas that define how employees work in the organization. The work culture is greatly influenced by factors such as productivity, performance, policies, and the relationships fostered within the organization.

Company policy

The policy means general rules and regulations that employees in an organization must follow. They are important because they show what the management expects and how they want everyone to follow the law. Policies are created to give guidance, ensure legal compliance, and communicate the management's expectations. The policy content should be easy to understand and include the date it becomes effective. It is also important to get input from stakeholders, effectively communicate the policies to employees, and make revisions when necessary.

Work environment

The work environment is crucial for an employee's experience. It greatly influences the work culture and ultimately impacts the organization's success. The work environment consists of various factors such as physical features, employee development programs, job conditions and benefits, and team building activities. These elements collectively determine whether the environment is favourable or unfavourable.

Leadership

The art of motivating individuals to achieve specific goals set by an organization is known as influencing. It requires guiding employees to meet the organization's requirements. Leadership practices encompass convincing employees, managing diverse teams, adapting to change, adhering to norms, and making choices. Different leadership styles include transactional, transformational, democratic, autocratic, bureaucratic, charismatic, and *laissez-faire*. The leader plays a crucial role in shaping the organization's culture as they pave the way for their followers.

Working Style

An employee's working style refers to the approach they take to complete their daily tasks. The effectiveness of their work is influenced by their working style. This includes adjusting to their assigned role within the organization and using their skills to successfully complete their tasks. The most desirable working style for an employee is one that is flexible, involves collaboration with team members, includes effective communication, and ensures a prompt response to assigned work.

Roles and Responsibility

The success of the organization depends on the employee's contribution towards achieving the organization's goals. The employee is responsible for completing their job duties efficiently

within the given period. There are two important roles that the employee needs to fulfil - the technical role, which requires specific skills and knowledge mentioned in the job description, and the social role, which involves interacting with others while performing job tasks. In the social role, the employee should listen, share, and exchange information with colleagues. Responsibility includes having a positive attitude, accepting the outcomes of their work, maintaining high work ethics, ensuring job security, and advancement in their career.

Interpersonal relationship

The bond among individuals in a company is crucial. It helps in advancing one's career, improving physical and emotional health, and achieving success in life. Moreover, it greatly benefits employees by reducing stress and anxiety, fostering creativity, resolving conflicts, promoting healthy relationships, showing appreciation, collaborating, and exchanging knowledge. To maintain a positive interpersonal relationship within the organization, it is important to embrace personal differences, be patient, and handle difficult situations and people. An interpersonal relationship is vital in shaping the working dynamics of an organisation as it is unavoidable.

Problem Solving Skill

An individual's capability to manage problems and difficult situations in a complex work environment is crucial in an organization. The employee should possess the ability to identify the cause of the issue, comprehend it thoroughly, analyze the situation, seek expert advice, determine the most effective solution, and effectively communicate it to others using the most suitable method for successful implementation and result evaluation. This process fosters the growth of analytical, creative, and communication skills, as well as career progression for employees. Adopting problem-solving work practices is highly important in our daily lives.

Adaptability

Learning and acquiring necessary skills is crucial for survival and success in any organization. The ability to adapt and adjust to new situations is key. Employees who possess adaptability skills are not discouraged by change or failures. They are always prepared to upgrade and embrace change. Adaptability enables collaboration, continuous improvement, positivity, resilience in challenging situations, creativity, initiative-taking, openness to new trends, and flexibility. Employees with adaptability skills can effectively handle changes in work patterns within the organization.

LITERATURE REVIEW

Gautam (2020) believes and work principles guiding overall organizational behaviour. Employees' behaviours are the consequences of work-culture as they behave reciprocal of their experience. This study establishes unique relationship among work-culture, employee satisfaction and work-behaviour in Small and Medium Enterprise (SMEs) in his research examines the relationship between work culture, employee satisfaction, and work behaviour in Small and Medium Enterprises (SMEs). Data from 376 respondents was collected through Confirmatory Factor Analysis, regression analysis, and the Preacher and Hayes Process Macro approach. The study found that work culture significantly influences employee satisfaction and

behaviour, with no moderating effect on job satisfaction. The findings suggest that managers should promote a supportive work culture to increase satisfaction and positive work behaviour.

Niculita (2015) in a study involving 58 Romanian public sector employees found that organizational climate significantly impacts work styles. The study used the SM II Questionnaire and ECO System to assess work styles. Findings indicated that positive motivation, interpersonal relationships, efficient management, and organizational support positively influence specific work style factors, although no overall effects were found.

NEED FOR THE STUDY

The performance and outcome of the IT sector are greatly influenced by the work culture and working style of employees. Due to the closure of business centres caused by the fiscal issues, management faces the challenge of having employees work from home for an extended period. To understand the impact of work culture on employee working style, a research study has been undertaken. The study aims to explore how the different working styles of employees influence the organization's culture. Since working remotely is a new scenario, it is important to understand the working style of employees, particularly those in the IT sectors of Chennai.

OBJECTIVE OF STUDY

- ❖ To study the socio demographic information of IT employees in Chennai;
- ❖ To identify the work culture prevailing in IT sector in Chennai;
- ❖ To examine the working style of employees in IT sector in Chennai;
- ❖ To find the association between work culture and working style among the employees.

HYPOTHESIS

H₀: There is no significant difference between gender and work environment

H₀: There is no significant association between work culture and employee's working style.

SAMPLING AND DATA COLLECTION

The study follows a descriptive methodology. The research plan aims to create a conceptual framework and develop a research tool to collect data from primary sources. Secondary sources will be used to identify the components. The instrument's reliability will be checked, and the data will be analyzed and interpreted to draw research findings and conclusions. The study's independent variables include personal profile (gender, age, marital status, education, experience, and income) and work culture (company policy, work environment, and leadership). The dependent variables include working style (roles and responsibility, interpersonal relationship, problem solving skills, and adaptability).

The employees working in the IT sector in Chennai make up the population of this study. The sample size for this study consists of 180 respondents from the IT sector in Chennai. The samples were drawn using a convenience method, which is a non-probability technique. The research tool was developed based on previous literature and identified dimensions. Questions were formulated using Likert's five-point scale. The tool was pilot-tested with 30 respondents and found to be reliable with a score of 0.756 in the Kaiser-Meyer-Olkin Measure test

(exploratory factor analysis). The primary data for this study was collected from employees in Chennai using a self-administered questionnaire. Secondary sources of information were gathered from journals and online sources.

DATA ANALYSIS AND INTERPRETATION

The research involved 180 participants after conducting a preliminary study with 30 participants to ensure the study’s reliability. The researchers utilized statistical tools such as percentage analysis, as well as testing tools like the Kaiser-Meyer-Olkin Measure and Bartlett’s Test, along with correlation analysis.

Exploratory Factor Analysis

Table 1: Kaiser-Meyer-Olkin Measure and Bartlett’s Test

KMO and Bartlett’s Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.756
Bartlett’s Test of Sphericity	Approx. Chi-Square	1827.596
	df	171
	Sig.	.000

Table 1 Shows that the Kaiser-Meyer-Olkin Measure (KMO) of Sampling Adequacy test value is 0.756, which is more than 0.5 in this study and Bartlett’s Test of Sphericity significant to a level of significant value is <0.001. This shows that there is a high level of correlation between variables and the factors of work culture on employee’s working style are adequate to apply factor analysis.

Table 2: Rotated Component Matrix

Rotated Component Matrix					
Factor	Components	Item Description	Rotated loading	Eigen Value	% of variance
I	Company Policy	Item1	0.814	3.143	16.543
		Item2	0.806		
		Item3	0.777		
		Item4	0.709		
II	Work Environment	Item5	0.881	2.225	11.713
		Item6	0.740		
		Item7	0.593		
		Item8	0.526		
III	Leadership	Item9	0.919	2.186	11.505
		Item10	0.767		

IV	Roles & Responsibility	Item11	0.920	2.144	11.284
		Item12	0.844		
		Item13	0.644		
V	Interpersonal communication	Item14	0.869	1.721	9.056
		Item15	0.867		
VI	Problem solving skills	Item16	0.854	1.544	8.129
		Item17	0.758		
VII	Adaptability	Item18	0.843	1.533	8.069
		Item19	0.787		

Interpretation

Table 2 shows that all items in this present study are load in Rotated Component Matrix and extracted with seven components and highly significant. The eigenvalue of factor 1 is 3.143 with 16.543 % of the variance and the factor related to company policy. The eigenvalue of factor 2 is 2.225 with 11.713 % of the variance and the factor related to the work environment. The eigenvalue of factor 3 is 2.186 with 11.505 % of the variance and the factor related to leadership. The eigenvalue of factor 4 is 2.144 with 11.284 % of the variance and the factor is related to roles & responsibilities. The eigenvalue of factor 5 is 1.721 with 9.056 % of the variance and the factor related to interpersonal communication. The eigenvalue of factor 6 is 1.544 with 8.129% of the variance and the factor related to problem-solving skills. The eigenvalue of factor 7 is 1.533 with 8.069% of the variance and the factor related to adaptability. Therefore, it may be concluded that there is a high level of correlation between variables, which makes it adequate to apply factor analysis.

Table 3: Demographic Profile of Respondents

S.No.	Attributes	Categories	No. of Respondents	Percentage
1	Gender	Male	133	74
		Female	47	26
		Total	180	100
2	Age	Below 30	89	49
		Above 30	91	51
		Total	180	100
3	Marital status	Married	73	41
		Unmarried	107	59
		Total	180	100

4	Education	UG	141	78
		PG	39	22
		Total	180	100
5	Experience	Below 5 years	69	38
		Above 5 years	111	62
		Total	180	100
6	Income (Monthly)	Below 50,000	128	71
		Above 50,000	52	29
		Total	180	100

Table 4: Chi-Square test Analysis of Gender and Work Environment

Work Environment	Gender		Total
	Male	Female	
Highly Dissatisfaction	12	2	14
Dissatisfaction	18	3	21
Neutral	72	15	87
Satisfaction	17	23	40
Highly Satisfaction	14	4	18
Total	133	47	180
Pearson Chi-Square Value	30.142		
D.F	6		
P value	<0.001		
Hypothesis	Rejected		
Contingence Coefficient	0.362		
Level of relationship between variables	Moderate		

Interpretation

Table 4 reveals that, Pearson Chi-Square Value of the above Table is 30.142 at a 5% level of significance. P-value is less than 0.001. Hence, the Null Hypothesis is rejected. It is concluded that the work culture variable on work environment moderately depend on the gender of the respondents in the IT Sector. Therefore, work culture only moderately depends gender-wise, because male and female have different opinion in their present work environment and with facilities provided by the IT Sector.

Table 5: Correlations Analysis for Association between Work Culture on Employee’s Working Style

Correlations Analysis between Work Culture on Employee’s Working Style				
Employee Working Style	Source	Company Policy	Work Environment	Leadership
Role & Responsibility	Pearson Correlation	0.789**	0.856**	0.795**
	Sig. (2-tailed)	0.000	0.000	0.000
	N	180	180	180
Interpersonal communication	Pearson Correlation	0.897**	0.910**	0.826**
	Sig. (2-tailed)	0.000	0.000	0.000
	N	180	180	180
Problem Solving Skills	Pearson Correlation	0.662**	0.619**	0.704**
	Sig. (2-tailed)	0.000	0.000	0.000
	N	180	180	180
Adaptability	Pearson Correlation	0.709**	0.621**	0.801**
	Sig. (2-tailed)	0.000	0.000	0.000
	N	180	180	180

** Correlation is significant at the 0.01 level (2-tailed).

In Table 5, Karl Pearson’s coefficient of a correlation reveals that the work culture factor of company policy is positively correlated with the employee’s working style namely roles & responsibility (r-value is 0.789, the p-value is <0.001), interpersonal communication (r-value is 0.897, the p-value is <0.001), problem-solving skills (r-value is 0.662, p-value is <0.001) and adaptability (r-value is 0.709, p-value is <0.001). These values are statistically significant at a 1% level of significance in this study. Therefore, it concluded that the company work culture variable on company policy positively influences the employee working style variables namely role & responsibility, interpersonal communication, problem-solving skills, and adaptability.

In Table 5, Karl Pearson’s coefficient of a correlation further reveal that the work culture factor of work environment is positively correlated with employee’s working style namely roles & responsibility(r-value is 0.856, the p-value is <0.001), interpersonal communication (r-value is 0.910, the p-value is <0.001), problem-solving skills (r-value is 0.619, the p value is <0.001) and adaptability (r-value is 0.621, the p-value is <0.001). These values are statistically significant at a 1% level of significance in this study. Therefore, it concludes that the company’s work culture variable on the work environment positively influences the employee’s working style variables namely, role & responsibility, interpersonal communication, problem-solving skills, and adaptability. In addition that, Karl Pearson’s coefficient of the correlation Table reveals that the work culture factor of leadership is positively correlated with employee’s working style namely, roles & responsibility (r-value is 0.795, the p-value is <0.001), interpersonal communication (r-value is 0.826, p-value is <0.001), problem-solving skills (r-value is 0.704,

the p-value is <0.001) and adaptability (r-value is 0.801, p-value is <0.001). These values are statistically significant at a 1% level of significance in this study. Therefore, it concludes that the company's work culture variable on leadership positively influences the employee's working style variables namely, role & responsibility, interpersonal communication, problem-solving skills, and adaptability.

FINDINGS OF THE STUDY

Finding related to Objective one

- 73.89% of the respondents are male and 26.11 of the respondents are female.
- 49.44% of the respondents fall below 30 years of age and 50.56% of the respondents fall above 30 years of age.
- 40.56% of the respondents are married and 59.44% of respondents are unmarried.
- 78.33% of the respondents are undergraduate and 21.67% are post-graduate.
- 43.99% of the respondents have less than 5 years of work experience and 61.67 % of the respondents have more than 5 years of work experience
- 71.11% of the respondents' monthly income is below 50,000 and 28.89% of the respondents' monthly income is above 50,000.

Finding related to Objective Two

- The work culture variable on work environment moderately influenced the gender of IT sector employees in Chennai city. Therefore, it is concluded that male and female employees are dependent upon the work environment of an organization, while their working styles differed, and it determines their individual performance.

Finding related to Objective Three

- The employee's working style variable on role and responsibility moderately influence the gender of IT sector employees in Chennai city. Therefore, it is concluded that male and female employees are dependent upon the role and responsibilities of an organization while their working style differed, and it determines their individual performance in their workplace.

Finding related to Objective Four

- Company's work culture variable on company policy positively influences the employee's working style variables namely, role & responsibility, interpersonal communication, problem-solving skills, and adaptability.
- Company work culture variable on work environment positively influences the employee's working style variables namely, role & responsibility, interpersonal communication, problem-solving skills, and adaptability.
- Work culture variable on leadership positively influences the employee's working style variables namely, role & responsibility, interpersonal communication, problem-solving skills, and adaptability.

SUGGESTIONS OF THE STUDY

- It is suggested to the management to change the remote working style to place- of -work working as it creates enthusiasm and positive mindset to work in the office.
- To conduct games and informal meetings to build the communication gap among employees.
- The company should provide convenient working time to increase individual employee's working styles.
- To create a friendly leadership style that helps to build good work relations among the co-workers.

CONCLUSION

The IT sector's work culture in Chennai shows that the companies have flexible policies, which benefit employees' well-being. However, due to some economic crises/pandemic situation, employees are now working in conditions that hinder their performance. This is because of distractions, lack of proper resources and tools, and communication gaps among employees. The leadership practices have also been affected negatively, as there is a lack of interaction and communication in online mode. Therefore, the organization should establish a friendly leadership style to foster good work relationships and teamwork. This will ensure that individual employee effectively fulfils their roles and responsibilities, ultimately improving their current work style as well as performance.

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