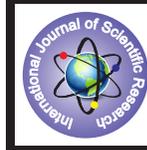


## An Organization Culture and Employee Behavior in the it And Ites Sectors in Coimbatore



### Management

**KEYWORDS :** Organization, Culture, Behavior, Information Technology, Information Technology Enabled Services.

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### ABSTRACT

*Culture is the conventionalized behaviour of the society and affects most of the actions of the individual without one's conscious thoughts. Organizational culture is actually a subset of the culture of the society. The Information Technology (IT) and Information Technology Enabled Services (ITeS) industry has been one of the key driving forces fuelling India's economic growth. The ever fast changing business environment has made everything ephemeral in nature, so is organizational culture also. As organizations do not remain the same over a period of time, so is the case of culture. This articles analysis the Organization Culture and Employee Behavior in the IT and ITeS Sectors in Coimbatore.*

### Introduction

The Information Technology (IT) and Information Technology Enabled Services (ITeS) industry has been one of the key driving forces fuelling India's economic growth. IT and ITeS sector's contribution to the national GDP has increased from 1.2 % in 1997-98 to an estimated 7.5 % in 2011-12. IT has evolved as a major contributor to India's GDP and plays a vital role in driving growth of the economy in terms of employment, export promotion, and revenue generation.

IT-BPO sector is responsible for creating significant employment opportunities in the economy. Direct employment within the IT-BPO sector is expected to grow by over 9 % to reach 2.77 million, with over 230,000 jobs being added in 2011-12. IT services exports (including Engineering Research and Design (ER&D) and software products) continue to be the largest employer within the industry with nearly 47 % share of total direct employment. BPO exports generate about 32 % of the total industry employment, and the remaining 22 % is accounted for by the domestic IT-BPO sector. The sector is responsible for enabling employment to an additional 8.9 million people in various associated sectors - catering, security, transportation, housekeeping, etc.

### Some of the major initiatives taken by Government of India to promote IT and ITeS sector:

- The Cabinet has recently approved the National Policy on Information Technology 2012. The policy aims to increase revenues of IT and ITeS industry from US\$ 100 billion to US\$ 300 billion by 2020 and expand exports from US\$ 69 billion to US\$ 200 billion by 2020
- The Indian Government plans to set up 15 new laboratories for testing hardware and software products under public-private partnership (PPP) model
- The Government of India plans to announce incentives to promote IT related export hubs in small towns to attract investors towards SEZs. The Government may also allow broad banding of sectors, which will allow ancillary units to come up in sector-specific SEZs

### Road Ahead

According to 'India Information Technology Report Q1 2011', released by Research and Markets, Indian market for IT services and products is expected to grow from US\$ 18.6 billion in 2011 to US\$ 40.5 billion in 2015. During the year 2011, government procurement is expected to grow substantially while opportunities in healthcare, education, telecom and financial services would broaden further.

Further, NASSCOM expects software and services exports growth at 16-18 %, clocking US\$ 68-70 billion of revenues in FY2012 whereas, domestic market is expected to grow by 15-17 % with revenues of US\$ 20.12- 20.56 billion. Newer phenomenon like cloud, analytical services, advanced mobile applica-

tions, healthy environment for start-ups and SaaS will drive the industry growth. According to latest projections released by Cyber media Research, the aggregate market size of domestic IT products and ITeS would reach US\$ 52.3 billion crore by 2014, growing 17.3 % between 2010 and 2014.

### Changing a Culture:

The ever fast changing business environment has made everything ephemeral in nature, so is organizational culture also. As organizations do not remain the same over a period of time, so is the case of culture as also. Culture established in one type of environment may not remain effective in changed environment. If it is so, the organization must either adapt to new conditions of environment or it may not survive. The need for change in the organizational culture is important. However, changing culture is very important and is not so simple. Changing a strong culture is particularly difficult because the cultural values and assumptions have taken deep roots and employees become so committed to them.

### NEED FOR THE STUDY

As an organization grows and develop, the organization culture that originally proved so helpful may begin to get in the way. The functional organization that enables a large corporation to manage diverse interests efficiently becomes a series of bureaucratic committees that prevent the company from responding to changes in its environment. A young company racing along a visionary track can discover that the track becomes a rut which excludes outside information.

### Objectives of the Study:

This study is undertaken with the following objectives.

To analyze the overall performance of the employees.

To learn the employees relationship with their peers.

To find out the motivational factor of the employees.

### Limitations of the Study

The attitude of the worker changes from time to time. Hence the result of the report is applicable only at present. We cannot get exact information from the employees because they are reluctant to share the information. The sample size is limited to 320.

### Research Methodology

Research methodology is a way to systematically solve the research problems. In this study simple random sampling method was used. The concern, which is considered for this study is "IT and ITeS Industries in Coimbatore district, around 83 IT and IETS Industries are operating in Coimbatore. The sample size taken for this study is 320.Both primary and secondary data collections were used.

**Tools used for the study**

- (2) ANOVA and
- (3) Chi-square analysis

**Review of Literature**

Organizational informatics (Orlikowski, 1992, Kling, 1996) contributes analyses and conceptual models for evaluating the relationship between organizational behavior and information systems design and deployment, and orients research toward understanding social processes in computing environments. Innovation management and design management contribute research, case studies, and practices that allow understanding of the actual practice of design work and innovation in organizations.

Organizational studies contribute a vast periphery of research examining organizational cognition and values systems (Weick,1979, 1993), learning organizations (Argyris,1992), organizational culture (Schein, Miss G.HARINI (2005) has made "A study on organizational culture and behavior on employee in Hyundai I motor company that workers were satisfied with their ability, co-operation, team work, involvement, supervisors, utilization of their skills and rewards etc. They are highly satisfied with the current culture of HMIL. Culture is something which is created and resides in the minds of the people. Culture is, therefore, interpreted and defined differently by different people 985), and organizational design (Staw, 1984).

Changing culture is a controversial area. Many consultants and academics will offer neat prescriptive packages based on simple models of culture. My own belief is that these are rarely effective, though they are easy to sell to clients. Some perspectives can be found on the internet. The Culture Change Planner by Judd Norman offers a four-phase approach to culture change: "Anyone working to bring about lasting culture change will attest to the enormity of the task. Without a framework, culture change appears hopelessly complex. The four-phase Normative Systems Culture Change Process was developed in order to organize such efforts into meaningful steps.

"Changing culture in many ways parallels farming. The first phase, Analysis and Objective Setting, is dedicated to analyzing and preparing the soil. Phase II, Systems Introduction, plants the seed of change. The third phase, Systems Integration, is the cultural equivalent of adding fertilizer and water so that the plant takes root and flourishes. And the fourth phase, Evaluation, Renewal and Extension, is similar to harvesting the crop and gathering new seed for the next planting."

Five Ways to Develop your Corporate Culture by Naomi Money-penny offers 'Start Small, Act Big', 'Build Trust', 'Engender Collaboration', 'Inspire Creativity' and 'Inspire Action' as five ways to develop culture. Downsizing And Organizational Culture by Thomas Hickok argues that, ultimately, the most prominent effects of downsizing will be in relation to culture change, not in relation to saved costs or short-term productivity gains.

**Analysis**

**ANOVA**

**Hypothesis:**

**Null Hypothesis (Ho):**

There is no significant relationship between experience and awareness of employees regarding company's rules and regulations.

**Alternative Hypothesis:**

There is a significant relationship between experience and awareness of employees regarding company's rules and regulations.

**TABLE: 1 Relationship between Experience and Awareness of Rules and Regulation of the Company by Employees**

	Sum of squares	DF	Mean sq.	F
Between group	109	3	36.3	0.31
Within group	1385	12	115.4	

Significance at 5% Level

It is diverged from the table 1 that the calculated ANOVA is greater than the table value and the result is significant at 5% level. Hence the Null Hypothesis is rejected. Hence we conclude that there is significant relationship between the experience and awareness of rules and regulations of the company by the employees.

**Chi Square**

**Hypothesis (1):**

**Null Hypothesis (Ho):**

There is no significant relationship between the age with the rules and regulations

**Alternative Hypothesis (H1):**

There is a significant relationship between the age with the rules and regulation.

Significance at 5% Level

**TABLE: 2 Relationship between the Age with the Rules and Regulations**

Factors	c <sup>2</sup> value	Table value	DF
Experience/Awareness regarding rules and regulation	11.02	36.42	24

From the table 2 it's clear that the calculated value is less than the table value so, we accept the null hypothesis. Hence we can conclude that there is no significant relationship between the age with the rules and regulations

**Hypothesis (2):**

**Null Hypothesis (Ho):**

There is no significant relationship between the department and good interpersonal relation

**Alternative Hypothesis (H1):**

There is a significant relationship between the department and good interpersonal relation

Significance at 5% Level

**TABLE: 3 Relationship between the Department and Good Interpersonal Relation**

Factors	c <sup>2</sup> value	Table value	DF
Experience/ Awareness regarding rules and regulation	67.83	36.42	24

From the table 3 it's clear that the table value is less than the calculated value so, we accept the alternative hypothesis. Hence we can conclude that there is a significant relationship between the department and good interpersonal relation.

**FINDING**

- That there is a close relationship between the experience level and awareness of employees towards rules and regulations of the company.
- There is no significant relationship between the age with the rules and regulations
- There is a significant relationship between the department and good interpersonal relation.

**SUGGESTIONS**

- The organization can give a good and friendly atmosphere to the decision of the employees
- The idea, skills and the employees can be utilized in the most effective way.
- The superior can correct the mistakes of the employees.
- In training programmers' practical sessions must receive greater emphasize.
- The management may enhance the frequency of employee's feedback on their performance.
- The management may encourage all the employees to participate in decision-making process.

**CONCLUSION**

The study about the organizational culture and behavior on employees reveals that the workers were satisfied with their ability, co-operation, team work, involvement, supervisors; they can utilize their skills and rewards etc. They are highly satisfied with the current culture of the organization. The employees' are show the positive behaviors like high involvement, highly commitment to the organization, highly motivated and highly flexible to the organizational changes etc., because of the favorable culture.

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