A
study of constituents influencing the work culture of software industries in Pune-IT zone

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Submitted By

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Under the Guidance of

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July 2016

DECLARATION BY THE CANDIDATE

I, Rahul Ekbote (PRN No - 15809011677), declare that the thesis entitled *"A Study of constituents influencing the work culture of Software Industries in Pune-IT zone"* submitted by me for the degree of Doctor of Philosophy is the record of work carried out by me during the period from **2010** to **2016** under the guidance of Dr. S. P. Huddedar and has not formed the basis for the award of any degree, diploma, associate ship, fellowship, titles in this or any other University or other University or other institution of higher learning.

I further declare that the material obtained from other sources has been duly acknowledged in the thesis.

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CERTIFICATE OF THE GUIDE

Certified that, the work incorporated in the thesis entitled "**A Study of constituents influencing the work culture of Software Industries in Pune-IT zone**" submitted by Rahul Ekbote (PRN No - 15809011677), was carried out by the candidate under my supervision/guidance. Such material obtained from other sources has been duly acknowledged in the thesis.

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CHAPTER-1

INTRODUCTION AND DESIGN OF THE STUDY

1.1 INRODUCTION

In India, the software Industry is the fastest growing industry. Software Industry is playing very important role in the rapid growth in Indian economy. Software companies spend more than 60% of their revenue on employees therefore human is the most important resource in software industries. Companies are ready to pay more money to skilled employees. The major problem with software industry is attrition; therefore companies are more serious to retain their skilled employees. The salary, technology and work culture are the most important factors for employees to retain in the industry. If their needs are not fulfilled then chances of employees to leave the company may increase. The salary and technology are mostly based on company's position in the market. Companies operational strategies and employee skills also decides the company position in the market.

In last one decade, it has been observed that Software Industry is now more mature. Tendency of employees to switching the job has slowed down. Employees are now willing to stay for long term in the company. Prior to this decade, when software industry was in its initial stages, employees were more emphasizing on their salary packages, on-site opportunities and latest trend and technologies. Now the scenario has changed and they are emphasizing equally on work culture of the company. At the time of joining the employees give preference to salary package, on-site opportunities and technology (type of work). But later on work culture plays the vital role in retaining the employees.

Work culture affects the employee's group or individual performance positively or negatively. Hence work culture has demonstrable effect on a company's employee, from top to bottom.

Pune is called silicon city of India and has number of IT companies from large scale to small scale. It is very interesting to study the constituents of work culture in these companies. This inspired the researcher to study the constituents that influence the work culture of software industries in Pune IT zone. Pune is the major hub for software companies working on various technologies and domains. These software industries have employees from different parts of the country with different culture and educational background. All these employees work together to achieve

organizational goals and objectives. Thus it is accepted fact that work culture is the major contributory in company's success.

The software firms are interested in knowing the present status of their organizational work culture and the scope for further improvement therein. These software industries have started paying more attention towards work culture and are keen to find new ways to improve it. This research has emphasized on identifying the work culture constituents motivating Employees; those are from different parts of the country and different educational background but are working together to achieve common goals. The work culture constituents are infrastructure, facilities, administration, personnel, HR policies and HR practices in any industry. The study has also tried to identify the major constituents of the work culture in different product based software firms in and around Pune city. Further, the research has helped identifying the gap between employees' expectations and its satisfaction in terms of work culture of the company.

Pune is second largest city in Maharashtra after Mumbai and eighth largest metropolis in India. Since 1950-60, Pune has major firms of manufacturing glass, sugar, automobile and forging. Pune has a growing industrial area, with IT companies and automotive companies. Because of this industrial growth there are ample opportunities for the people to get the jobs in to these companies. The automotive zone is high up in Pune. Automotive companies like Mercedes Benz, Force Motors, Mahindra & Mahindra, Kinetic Motors and Tata Motors etc. have their big set ups in Pune. Pune is also known as top education center with 9 universities and over hundreds of educational institutions. People from different part of the country come to Pune for different career and job opportunities. Like Bangalore and Hyderabad, Pune is rapid racing to the top position in the Indian software industry.

Pune is the most preferred place for IT outsourcing destination since it offers a massive pool of brilliant students expert in various fields. Pune has plenty of graduate colleges and has maximum number of engineering colleges in India. The availability of low-priced labor as compared to other cities attracts MNCs. Additionally IT policy of the state provides extraordinary incentives to the IT industry. Pune has an excellent weather as compared to Mumbai, and low price accommodation facilities. Pune is

safe and sound as compared to Mumbai and Delhi thus more and more IT firms are starting business taking benefit of infrastructure and other facilities.

Pune is home town to leading IT firms like Infosys, Satyam, Wipro, Persistent etc. executing their software development and BPO operations from the city. International firms like Oracle, Symantec, BMC Softwares etc., have their setup in Pune. The companies like Accenture, Infosys, Cognizant, Wipro Zensar, CSC, Tech Mahindra, Geometric and HCL offer different IT services. In year 2000 the initial IT parks were set up in Pune to support new IT companies. Since then Pune has come a long way and has numerous IT parks in and around the city. Marisoft, Rajiv Gandhi, Magarpatta Cybercity, Weikfield, and Kumar Cerebrum at Kalyani Nagar are some of the famous IT parks in Pune. The pace with which IT has developed and constantly increasing the employment, calls for the study of cultural constituents in these firms.

1.2 CULTURE

According to Deal (1999), culture is the learned values, beliefs, attitude, customs, and traditions that are similar to a group of people in any organization. Culture is also known as the behavior that results when a group behaves in a set of unspoken and unwritten rules. It is self-motivated, active and transmitted to other employee. Culture occurs at diverse levels like- Organizational, departmental, corporate levels etc. Also it can be seen at different sex, nationwide, regional, age group, and social class level. Culture is the joint quality of the group that makes them exclusive.

Brach (2002) defined culture as values, principles, rules, practices, policies, rituals and norms which help an organization to carry out business whereas Hofstede explained it as the joint programming of the mind that distinguishes the members of group from another. Schein (1995) looks at culture as a pattern where agreed group cope with its problems of environment adaption and internal integration through basic assumptions invented, developed or discovered that has worked excellent which should to be taught to new employees as the right way to think, perceive, and feel in relations to those problems.

Active and Dynamic organization can be thought of using culture as a leadership concept. Culture formation process of an organization starts by imposing their expectations and assumptions on their followers. The theory of organizational culture

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is defined from many perspectives in the literature. Many disciplines and perspectives like sociology, anthropology, organizational behavior, etc. are the major contributories to an organization culture. The role in decision making and strategic direction by the Organization founders, executives and senior employees influence the work culture of an organization.

Schein (1999) characterizes organizational culture in to three levels. First level, the most visible level i.e. learned values, beliefs, principles and assumptions which are key to success for the organization. The espoused values of an organization is second level, decide behavior of the employees which is the difference between operating values and stated values. Certain outcomes or behaviors which express preferences for organization values is the third level.
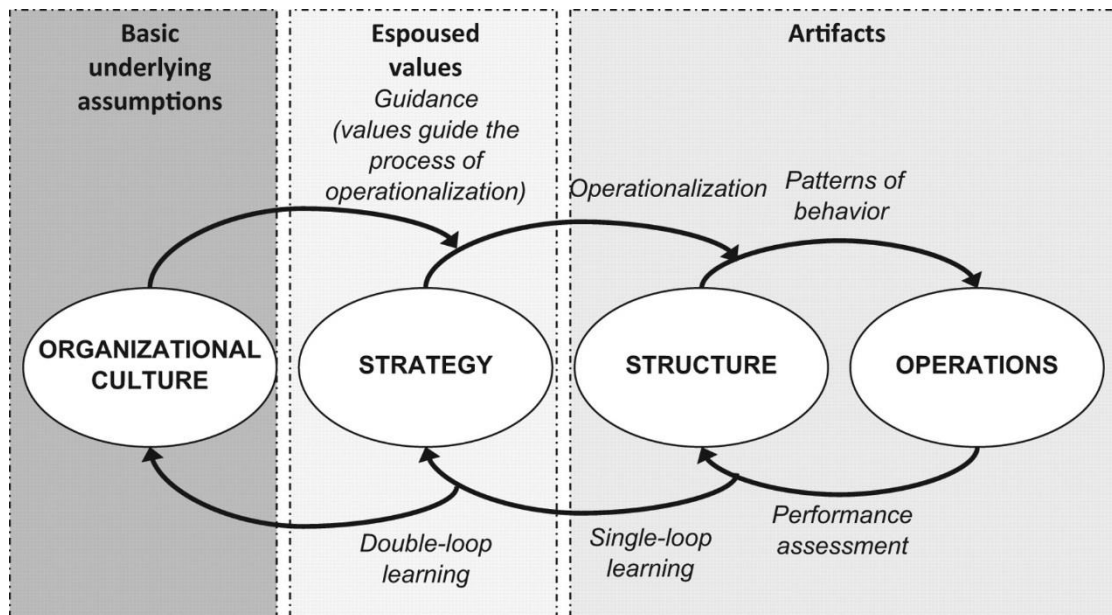
Figure 1- Three levels of organizational culture *(Source- Schein, 1999)*

Seven characteristics of culture were given by Professors Ken Thompson (DePaul University) and Fred Luthans (University of Nebraska), where culture was a word used to explain behavior. Culture is learned to execute certain behavior for rewards. Employee can be learned the culture through interaction and communication with others. Managers expect certain behaviors by the employees for the overall organization but many a times sub-culture form through reward not associated with expected behavior. People shape the culture and culture is negotiated however employee must try to change the culture which is difficult to change. Asserts that

culture includes history, laws, systems as well as language, formal and informal practices, beliefs, attitude and rituals by Hartman, (1996)

1.3 ORGANIZATION AND CORPORATE CULTURE

Overall development of the organization depends on organization culture which is most powerful force operating in the organization because it influences decision making process, leadership, performance measuring techniques etc. in the 21 Century (Howard 1998; Quinn et.al 1991; Schein 1996)."Corporate culture is the means of inducing any kind of behavior in the organization" (p.146) and "is a vehicle for maintaining and imparting the moral principles and the values that manage life in the organization" (p.150) Schein, (2004).

Corporate culture is dipper concept than organizational culture. It is something that an organization "IS" rather than what it "HAS". It is an idea which describes the beliefs, principles, attitudes, and values of an organization which are shared by people in the organization. (Buchanan and Huczynski).

One organization distinguishes from other organization by the culture which refers the system held by their members (Robins, Millett, Cacioppe, Waters-marsh, 2001, p. 555). Research has shown the relationship between organization culture and the staying intention of employees. Maertz and Griffeth (2004) studied the influence of 8 motivational forces on worker's turnover and argued that there are constituent forces, motivational forces, calculative forces and behavioral forces affecting the motivation and withdrawal of employees. Organizational culture decides individual motivation for leaving or staying in the organization.

The four types of organizational culture were given by Robert E. Quinn and Kim S. Cameron at the University of Michigan those are Hierarchy, Clan, Market and Adhocracy. **Hierarchy** culture is controlled and structured and focuses on doing things in right way**. Clan** culture is similar to family and focus on developing and guiding subordinates and executing things together. **Market** culture is outcome and result oriented, which focuses on getting the task done. **Adhocracy** culture is active and dynamic and focuses on high risk-taking, innovative methods, and doing things first. It is said that there is no correct and perfect organizational culture for an

organization; some are speedy suited to repeated change and others to slow incremental growth of the organization.

According to Brittani Sponaugle (2014), the success of the organization is its positive culture of a workplace which is mix of values, behavior attitudes and beliefs. Culture helps the organization to stand unique from its competitors and creates an exclusive brand. Culture defines set procedures and standards that give the employees direction to their conduct. Different culture cannot be operate in same organization hence culture is unique in each organization.

Many researchers had put forward two major types of cultures. One is strong culture and other is weak. In a strong culture, employees understand philosophy and goals. They have sense of empowerment which allows employees to be driven, ambitious and feel respected which benefits the overall work environment. As far as weak culture is concern, employees are unmotivated, unenthusiastic and have fear. Corporate culture is a mix of customs, values, traditions that make a company exceptional. Corporate culture may be called as the particular quality of an organization because it embodies the vision and dream of the owners. The corporate culture influences the moral standards of managerial and individual behavior in any organization.

1.4 WORK CULTURE

Work provides us with a sense of purpose and responsibility and money to fulfill our material needs. Apart from the duties implicated and the salary, work environment is the third most important factor for an employee considers to assess his job. Productivity is depends on work environment hence it has great importance to the employee and organization. Work culture stems from the general culture of the people themselves. The work environment is undoubtedly created by the management and employees of the organization.

Work culture of an organization is intuitive out of the organization's values and strategic intent. Dynamic work environment is created by employees and management. Before deciding a job, forthcoming employee usually looks into the work culture of an organization with a view to better align him into it. It helps in further defining his position in the organization and relations with the management.

Diagnosing an organization's work culture is therefore, an important decision making process.

In India we have a variety of culture, which extend to business culture too. Thus, it is important to have an idea of the business culture of the nation. India is providing IT brains across the world and Indians adopt any culture very quickly.

1.5 IT INDUSTRY

Development of high performing computers has helped IT sector to develop in a much faster rate than thought off which has helped in a wonderful improvement in the field of IT. With the exploit of these developed computers developed and developing nations prefer to use computer wherever feasible. Internet technology and internet speed has helped them to banking; go for shopping, ordering different products, booking tickets, etc.

The software company plays a very important role in the economy of the country because it has very high potential to become as engine of growth, development and productivity. Software has become prosperity and employment making industry. Improved IT and fast growing economy has enlarged business opportunities attracting MNCs into it making competition tougher. Wages are attractive at the entry level and raise of 10-15% is observed every year, which is 25-30% at the upper level. High productivity and performance of organizations can be realized only with employee's hard work, contribution and support because employees are responsible for the success of organization's goals and objectives.

Growing competition among the MNCs has strained them to focus on operational competence rather than other aspects. Resource Planning has become an integral part of the organization and a significant number of IT projects are based on ERP. Use of IT has enhanced the way customers were given services and satisfaction has transformed to delight. To stay and grow in business many firms take the help of IT to advance productivity and efficiency. On the other side IT part has become dependent on other sectors also.

Occurrence of many players in the IT area has made the environment tremendously competitive. Individuals find IT service more opportune increasing the demand for e-commerce, online banking and trading and have become vital part of our daily lives.

Gartner has released its yearly report on worldwide IT spends where the trends continue to grow up. Mobile and ERP services are fuelling the businesses, with declines in areas of PCs and voice services. Telecoms services adds up for the highest amount of IT spend, at $1.69 bn of spend every year, nearly 45% of the total.

Table 1. Worldwide IT Spending Forecast (Billions of US Dollars)

	2012 Spending	2012 Growth (%)	2013 Spending	2013 Growth (%)	2014 Spending	2014 Growth (%)
Devices	665	9.0	718	7.9	758	5.7
Data Centre Systems	141	1.9	146	3.7	152	4.0
Enterprise Software	279	3.5	297	6.4	316	6.7
IT Services	878	1.5	918	4.5	963	4.9
Telecom Services	1,655	-0.4	1,688	2.0	1,728	2.4
Overall IT	**3,618**	**2.1**	**3,766**	**4.1**	**3,917**	**4.0**

Source: Gartner (March 2013)

The above chart indicates the expenditures on IT are in billions of dollars where the chances of growth are huge.

The IT industry has accomplished a major breakthrough in the 1990s and is number one industry of India in terms of employment and earnings. The encouraging development of software industry is due to of availability and accessibility of technically skilled manpower. The yearly growth is about 52% between 1991 and 1996 which is almost double as fast as US software industry. IT industry offers good quality, cost-effectiveness, high reliability, speedy deliveries and, also uses latest technologies in software industry. Regardless of challenges of technology slowdown in the global market, IT industry has outperformed due to of strong fundamentals and core value position of the software and services. It is true that from 1996 the Indian IT industry has witnessed a speedy growth. This breath taking improvement has helped the country for a technological revolution with a globally prominent services sector.

Optimization and cost simplicity have made IT investments more visible, increasingly "recognized" IT expenditure. This proves that the country has vast potential for growth but major challenges lie for firms understand the work culture and make necessary changes in it.

1.6 WORK CULTURE IN IT INDUSTRY

The expansion and competition among software industry have introduced a work culture that is diverse from that found in old economy. Managers and employees of

software industries try to get enhanced their work culture and management practices to stay in competition and improve employee retention. Closer assessment of the work culture of the IT industry reveals complex circumstances whereas most organizations especially big size Indian firms and MNCs have relatively more open and flexible organizational structures.

Now a day's all the firms are provided that employee-friendly human resource policies and at ease working environments but these positive work cultures are often off set by intense work pressure, stretched working hours, and job insecurity. These negative features are outcomes of a gap between the official work culture as described by managers and uttered in firms policies, and the real culture of work that had developed impulsively within any firm or workplace. Thus researcher feels the need to explain work culture and inter-relation of employees, in order to understand work-related issues. It is necessary to know why control over work and workers has become a central concern for the software industry before discussing the systems of organizational control and work culture.

Human resource is prime resource of knowledge based on firms thus recruiting and retaining a qualified workforce is a central worry of software firms and their HR departments due to which techniques of organizational control and resource management are being experienced and introduced by the IT firms. However, tensions between management practices and employees are associated to the systems of control that have evolved to manage these knowledgeable employees.

1.7 STATEMENT OF THE PROBLEM

Pune is the IT center for software companies working on various technologies and domains. These software industries have employees from different parts of country and education background. They work jointly to accomplish company's goals. This is well known and accepted fact that work culture is the major contribution in company's accomplishment. These Software Industries wants to know the present status of their work culture and the scope of further improvement therein.

Software Industry is paying more attention towards work culture and is keen to find new techniques to get better it. It is very interesting to study the constituents of work culture in software companies. This inspired the researcher to study the constituents

that influence the work culture of software industries in Pune IT zone. Therefore, researcher has selected the topic *"A study of constituents influencing the work culture of software industries in Pune-IT zone"*. The study has identified the major constituents of the work culture in different software companies in the Pune area. This study has also emphasized on the work culture of IT companies. Further, the study has helped in identifying the gap between employee's expectations and satisfaction of the same arising out of work culture of the company.

1.8 REVIEW OF PREVIOUS STUDIES

This section takes a plunge into the literature, and reviews on the topic work culture and its constituents. The purpose of this endeavor to base the discussion on the key issues that have triggered off divergent views on the topic, and to arrive at some degree of integration. Organizational theorists and corporate leaders have produced lots of materials on organizational culture and it's off spring symbol, ideology, language, ritual, belief, and myth (Pettigrew, 1979). As Smircich (1983) observes, the concept of culture has been generously borrowed from anthropology, where there is no agreement on its meaning. To the extent, the concept is unclear, if not enigmatic and intangible.

Culture has become key element of recent firms, notwithstanding its ambiguities. In the English language, the idiom culture is derived from the original Latin word - the cultivation of soil. As human beings we are recurrently activating the process of culturing, that is, producing and reproducing social realities in ways that are inhibiting, liberating, boring, puzzling, or exciting (Smircich, 1983: 72). Kroeber and Kluckhohn (1963) identified one hundred and sixty four meanings of the term 'culture' that have been used in sociology and anthropology. We realize that the holistic view of culture synthesized by them is very diffuse. The challenge in modern years has been to cut down the culture conception to size into an arrowed and notionally more powerful concept (Geertz, 1973). We shall look into two major schools of thought the Ideation system and the adaptationist system, in 'cultural theory'.

Business organizations are essentially human organizations. Just as in families, children absorb culture from their parents and/or elders, employees in organizational settings take up culture from their managerial leaders, and other senior and/or peers.

This implies that when person join an organization, they join the way of life or the culture of that organization. And this organizational culture provides many opportunities for common priorities, assumptions, meanings, and values to the organization members. Top management and management theorists have come to be thankful for the power of organizational culture to guiding employee behavior on the job within the company.

Kroeber and Parsons (1958) describe organizational culture as the created and transmitted content and patterns of ideas, values, and other symbolic significant systems which shape human behaviour. According to Forehand and Glimer (1964), the cultural characteristics of an organization are moderately enduring overtime, and they express some important assumptions and norms, governing the attitudes, values, and goals of organization members. Beres and Porterwood (1979) describe organizational culture as a prototype of behaviour handed down to members of a group by the previous generation. Louis (1980) defines it as a set of common understandings for organizing language and actions. Deal and Kennedy (1982) describe it in simplistic fashion, as the way people act around the organization.

1.9 SCOPE AND LIMITATIONS OF THE STUDY

Pune is up-and-coming major Tier-II City in India for ITES and IT Operations. The major IT parks in the city are in Hinjawadi, Talewade, Magarpata, and Kharadi. The scope and limitation of the present study were:

➢ The study is conducted in and around Pune city only.

➢ The study has considered only product based software companies.

➢ The study has not included service based software companies.

➢ The study has considered only full time permanent employees.

➢ The study has focused on executer and implementer.

➢ The study has not considered part-time, contractor and trainee employees,

➢ The study has not considered middle level and top level managements.

➢ The study has emphasized in identifying the work culture constituents only from infrastructure, facilities, administration, personnel, HR policies and HR practices in software industry.

➢ The outcome of the study may or may not be similar to other city, industry, and management levels and constituents areas.

1.10 OBJECTIVES OF THE STUDY

To understand the topic researcher has set few objectives and conducted in depth study so that conclusions and suggestions will be free from bias.

➢ To identify the work culture constituents from product based software companies in and around Pune City.

➢ To identify the work culture constituents from area like infrastructure, facilities, administration, personnel, HR policies and HR practices in software industry.

➢ To identify the work culture constituents influencing the building and sustaining teams.

➢ To identify the work culture constituents that are playing vital role in interpersonal relations.

➢ To prioritize the constituents of work culture.

1.11 HYPOTHESES

➢ The work culture constituents motivate employees from product based software companies in and around Pune IT zone.

➢ The work culture constituents influence the building and sustaining teams.

➢ The work culture constituents increase the job satisfaction.

1.12 METHODOLOGY

A list of IT firms located in Hinjawadi, Magarpata, Talewade and Kharadi of Pune city were collected for developing sample design and then primary data was collected from selected sample size of 1500 employees of 15 IT firms. The survey was conducted on the basis of random sampling method. Of the total 95 product based software companies in Pune, a sample of 15 product based software companies were selected randomly.

A structured questionnaire was arranged for collecting the data. Separate meetings were conducted with the HR managers of the selected firms to collect the related data on work culture. The required data was also collected by conducting group discussion among employees of few selected companies.

Secondary data was collected through applicable official literature study from books of various libraries, published review reports, magazines, newspapers, trade journals

which were published fortnightly, weekly, or monthly etc. The data was analyzed with the help of statistical package (SPSS) and is represented in the relevant chapter with the help of charts, tables, and relevant graphs. Finally, the objective results were drawn after careful and systematic study of data and were presented under conclusions and recommendations. The analysis of the questionnaires helped the researcher to identify the work culture constituents that motivates the employees like infrastructure facilities, administration, personnel, HR policies, and HR practices in IT industry in and around Pune city IT zone. It also helped to identify the constituents that play a vital role in interpersonal relations.

1.13 SCHEME OF REPORT

The study has been presented into 8 chapters, details of which are as follows.

➢ The **1st chapter** is regarding the introduction and design of the study. It contains explanation about the topic, problem statement, review of the previous studies, hypotheses, objectives, scope and limitations of the study, subject definitions, methodology describing details of sample design and collection of data, data analyzing and processing, frame work of analysis, and finally scheme of the report.

➢ The **2nd chapter** describes detailed profile of IT firms selected for the study.

➢ The **3rd chapter** deals with the literature review and study of national and international publications on IT firms, work culture, organizational and corporate culture, etc.

➢ The **4th chapter** explains the research methodology of the study with thorough methodology used to complete the study.

➢ The **5th chapter** describes the data analysis and interpretation of collected data with the help of tables, charts and graphs. The chapter is separated into two parts descriptive and inferential statistics.

➢ The **6th chapter** explains to conclusion and findings based on the collected data, interviews conducted, observations made and group discussions carried with the employees of IT firms during the study.

➢ The **7th** includes recommendations and suggestions made by the researcher. The researcher tries to add valuable and applicable recommendations for the IT firms.

➢ Bibliography in APA style of referencing. The detailed references were given at the end of respective chapter.

1.14 OPERATIONAL DEFINITION OF CONCEPTS

Information Technology- Information technology (IT) is the study of design, development, implementation, management of computer-based information systems, mainly software applications and computer hardware [*Information Technology Association of America (ITAA)*].

Culture- The knowledge and characteristics of a particular group of people.

Work culture- The sum of beliefs, values, principles, traditions, interactions, behaviors and attitudes of an organization.

Employee motivation- It is the level of commitment, energy and creativity that an employees bring to their jobs.

Organizational effectiveness-The experience, skills, motivation and rank, some employees play a bigger role than others.

Interpersonal relationship- It is a strong and close involvement between people based on love, inference, regular business interactions, or some type of social commitment.

Software industry- Is a computer programming action that is traded between software-producing organizations and corporate or individual customers or users

Ambition- It is a strong aspiration to do or achieve something.

Product based software companies- Firms that design and develops software products based on an idea or concept, to deal with the common problems of a business, segment or customers. Such software products are owned by firms and sold to multiple customers.

Project based software companies- The necessities and requirement are generally collected from the specific customer to build the project. Software source code is intellectual property of customer.

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CHAPTER-2
ORGANIZATIONAL PROFILES

Taking into consideration the objectives of the study, it was essential to undertake a survey of product based software companies, thus researcher has randomly selected 15 IT firms located in Hinjawadi, Magarpata, Talewade and Kharadi of Pune city.

A product based software companies were considered for detailed study among the different IT hubs in Maharashtra, Pune city has been purposively chosen for the present study. Primary data was collected from selected sample size of 1500 employees of 15 IT firms. Of the total 95 product based software companies in Pune, a sample of 15 IT product based companies were selected randomly.

In this chapter a detailed introduction of all 15 product based software companies is given which were selected randomly for the study to identify the work culture constituents motivating employees; those are from different product based software companies in and around Pune IT zone and also to identity the work culture constituents from area like infrastructure, facilities, administration, personnel, HR policies and HR practices in software industry.

2.1 IBM (International Business Machines Corporation)

IBM is Multinational Company based out of USA, head quarter is in Armonk (New York). IBM is biggest technology company. It is spread across different countries. IBM produces both computer hardware and software. IBM develops and provides high class Software Products, Technology Research, Services and Consultations. IBM has big market share in Mainframe to Personal computers and Nano technology. Now days IBM is very much popular in cloud infrastructure and services. IBM India is the subsidiary company of IBM. It has largest employees in India in different cities working on product development, R&D and service centers.

IBM is Public limited & MNC. Company was founded in 1911 in New York (USA) by Charles Ranlett Flint. Company is spread and served across worldwide. Total worldwide headcount of employees are 400000+ out of it, 3000 employees are located in Pune. IBM is located at Hinzewadi and Magarpatta in Pune. From thousands of IBM Products, some of very popular IBM software products are Algo Risk Service on Cloud, IBM App Scan, IBM mainframe, IBM analytics etc.

(Source: - https://en.wikipedia.org/wiki/IBM)

2.2 Symantec Corporation

Symantec Corporation is Multinational Company based out of USA, head quarter is in California. Symantec is one of the world's largest software product base company. It has around 21000 employees spread across different countries. The company's core products are in storage, security and systems management solutions to help business customers to individual customers across the globe. Companies' software manages and secure the information with more effectively, risk-free, efficiently than any other companies. The anti-virus from Symantec is very popular and majority of computers in many organization runs these anti-virus Softwares.

Symantec is Public limited & MNC. Company is founded in 1982 in California (USA) by Gary Handrix. Company is spread and served across worldwide. Total worldwide headcount of employees are 21000+ out of it, 2000 employees are located in Pune. Symantec is located at Baner in Pune. From thousands of Symantec products some of very popular software products are Symantec Anti-virus, Symantec end point security, Symantec network security, Symantec cloud security etc.

(Source: - https://en.wikipedia.org/wiki/Symantec)

2.3 BMC Software

BMC Software is named on its founder member's initials, Scott **B**oulett, John **M**oores and Dan **C**loer. It is well accepted that business runs successfully when its IT is top class. From Small scale to large scale business companies across the globe rely on BMC Products to run their business services and applications across mainframe, distributed, virtual and cloud environments. BMC helps customers to reduce the costs, lower the risk and accomplish the business objectives with the help of IT management solutions, including BSM (Business Service Management) and Cloud Management offerings.

BMC is Public limited & MNC. Company is founded in 198 in Houston (USA) by Scott Boulett, John Moores and Dan Cloer. Company is spread and served across worldwide. Total worldwide headcount of employees are 7000+ out of it, 2500 employees are located in Pune. BMC Software's is located at Yerawada in Pune. From hundreds of BMC products some of very popular BMC Software products are BMC Remedy. BMC blend, BMC Patrol and BMC Cloud computing etc.

(Source: - https://en.wikipedia.org/wiki/BMC_Software)

2.4 Sungard

Sungard is Multinational Company based out of USA, head quarter is in Pennsylvania, USA. It provides software products and services to financial services, education and public sector organizations. It was started in 1983 as a division of Sun Oil Company. The company has 25,000+ customers in more than 70 countries. Initially the company is in guaranteed access to recovered data disaster recovery business. SunGard is Sungard products are very popular in US financial institutes.

Sungard is Private limited & MNC. Company is founded in 1983 in Pennsylvania, (USA) by Silver Lake Partners Company is spread and served across worldwide. Total worldwide headcount of employees are 17000+ out of it, 2500 employees are located in Pune. Sungard is located at Kharadi in Pune. In Pune, from hundreds of Sungard products very popular Sungard software products are Sungard Asset Liability management, Sungard Capital management, Sungard Ambit Bancware, Sungard Risk Management etc.

(Source:-https://en.wikipedia.org/wiki/SunGard)

2.5 Avaya Inc.

Avaya Multinational Company based out of USA, head quarter is in Basking Ridge, New Jersey, USA. The company provides networking (routers, switches and other networking hardware and software), contact centers, unified communications, and video products (integrated hardware and software) services. Avaya having very big development and R&D center in India

Avaya is Private limited & MNC. Company is founded in 1983 in Basking Ridge, New Jersey, USA by TPG Capital is spread and served across worldwide. Total worldwide headcount of employees are 17500+ out of it, 2500 employees are located in Pune. Avaya is located at Magarpatta, Pune. From hundreds of Avaya products some of very popular software products are Avaya Aura Platform, Avaya IP Office Platform and Avaya Aura Conferencing etc.

(Source:-https://en.wikipedia.org/wiki/Avaya)

2.6 Amdocs Limited

Amdocs Multinational Company based out of USA, head quarter is in

Chesterfield Missouri, USA is a provider of software products and services for entertainment, communications and media industry service providers. The company develops, implements and manages software for business support systems (BSS). It also includes customer relationship management (CRM), billing and for operations support systems (OSS). These product helps to provide customer experience products to increase call center Agent's productivity.

Amdocs is public limited & MNC. Company is founded in 1982 in

Chesterfield Missouri, USA is spread and served across worldwide. Total worldwide headcount of employees are 20000+ out of it, 3000 employees are located in Pune. Amdocs is located at Magarpatta in Pune. From hundreds of Amdocs products some of very popular software products are Amdocs Operations Support Systems (OSS), Amdocs Policy Controller, Amdocs VoLTE Controller, and Amdocs Intelligent Routing Controller etc.

(Source: - https://en.wikipedia.org/wiki/Amdocs)

2.7 Geometric Ltd.

Geometric Ltd. is a consulting and software Service Company headquartered in Mumbai, India. Its product includes Global Engineering Services, PLM (Product Lifecycle Management), and (OPD) offshore Product Development solutions and technologies. Geometric is listed in Mumbai Stock Exchange. Its product range includes Engineering Services along with PLM. It is CMMI Level 5 and ISO 9001 certified company.

Geometric is public limited Company was founded in 1984 in Mumbai India is spread and served across worldwide. Total worldwide headcount of employees are 5000+ out of it, 2000 employees are located in Pune. Geometric is located at Hinzewadi, Pune. From hundreds of Geometric products some of very popular software products are Camworks, DFMPro, GeomCaliper and Glovius etc.

(Source: - https://en.wikipedia.org/wiki/Geometry)

2.8 McAfee, Inc.

McAfee Inc. is an American security IT Company. Its headquartered is in Santa Clara, California, USA. It makes software and services to businesses, home users and the public sector. McAfee is now Intel Company. The acquisition done in 2011. McAfee security Softwares are very famous and runs on large business to Individual computers.

McAfee is private limited Company is founded in 1987 in Santa Clara, California, USA by John McAfee is spread and served across worldwide. Total worldwide headcount of employees are 7000+ out of it, 700 employees are located in Pune. McAfee is located in Senapati Bapat road in Pune. From hundreds of McAfee products some of very popular software products are McAfee® Antivirus Plus, McAfee Internet Security, McAfee Total Protection, and McAfee LiveSafe etc.

(Source: - https://en.wikipedia.org/wiki/Intel_Security)

2.9 Red Hat, Inc.

Red Hat, Inc. is Multinational Software Company. It is most famous company in Open source enterprise community. It Started in 1993 in Raleigh, North Carolina. It has offices worldwide. Red Hat is owner of very famous open source operating system named Red Hat Enterprise Linux. It also owner of very famous open-source enterprise middleware JBoss. Red Hat creates open source operating system, open source software products and applications. It also provides services and consultancies for large business to individual users.

Red Hat is Public limited MNC is founded in 1993 in North Carolina, USA by Bob Yong and Marc Ewing. It is spread and served across worldwide. Total worldwide headcount of employees are 4500+ out of it, 700 employees are located in Pune. Red Hat is located at Magarpatta in Pune. From hundreds of Red Hat products some of very popular software products are Red Hat Linux, JBoss, and Red Hat Enterprise Virtualization Manager etc.

(Source: - https://en.wikipedia.org/wiki/Red_Hat)

2.10 Tieto (until April 2009 **TietoEnator**)

Tieto is software product and Service Company. It provides IT and product engineering services to different businesses. Tieto provides top service experience in IT. Tieto is one of the major IT service providers in Europe. Company is listed on the NASDAQ OMX Helsinki and Stockholm. The company provides services to the different sectors including financial services, telecom, automotive & media, healthcare, welfare, energy, forest, manufacturing, retail & logistics.

Tieto is Public limited MNC is founded in 1999 in Helsinki, Finland. It is spread and served across worldwide. Total worldwide headcount of employees are 1800+ out of it, 1500 employees are located in Pune. Tieto is located at Kharadi in Pune. From hundreds of Tieto products some of very popular software products are Tieto NFV management and orchestration, Tieto Application cloudification, Tieto Advanced TCA Signaling Blade, Tieto Device Detection Application – DDA etc.

(Source: - https://en.wikipedia.org/wiki/Tieto)

2.11 PTC Software (India) Pvt. Ltd

PTC is Pune based software Product Company started in 1994 at Pune. It grows very fast in last decade. It continually providing high values to their customers. Employees from PTC are very much expert in product development and handling product development activities including Design and Development, Integration, QA, Technical Writing, Technical Support and Localization very effectively. From 20+ years PTC working on forefront of PLM technologies. Currently **35,000+** customers are using Product Lifecycle Management solutions from PTC.

PTC is private limited company founded in 1994 in Pune India. Total number of employees are around 1500. PTC software is located at Yerawada in Pune. From hundreds of PTC products some of very popular software products are PTC Creo Visualization, PTC Creo Elements Direct, PTC Creo Simulate, PTC Creo 3D CAD etc.

(Source: - https://en.wikipedia.org/wiki/PTC_ (software company))

2.12 TIBCO Software Inc.

Tibco Software is a software product company headquarters in Palo Alto, California, USA. It is mostly working in providing infrastructure software on cloud computing as well as On-Premise model. TIBCO provides and manages information, processes, decisions and applications in real-time for 4,000+ customers. Top companies are customers of Tibco including Yahoo, Charles Schwab, and NASDAQ etc. Its offices are located at in North America, South America, Europe, Asia, the Middle East and Africa. Main competitors of Tibco are IBM and Oracle Corporation.

Tibco is public limited multinational company founded in 1997 in Palo Alto, California, USA. Total worldwide headcount of employees are 2500 out of it, 1000 employees are located in Pune. Tibco is located at Yerawada in Pune. From hundreds of Tibco products some of very popular software products are TIBCO® Clarity, TIBCO® Cloud Bus, TIBCO Reward, TIBCO Business Connect™ etc.

(Source: - https://en.wikipedia.org/wiki/TIBCO_Software)

2.13 SAS Institute

SAS (pronounced "sass") is software product based company which creates Softwares for Analytics. It is world's leading private company in advanced analytics. SAS design and develops software which helps organizations to gather, to store, to analyze, to access, and to report business data to aid in decision-making. SAS' software is used by about 80% of Fortune 500 companies. SAS is very much R&D loving company and spends around 30% of its revenue on R&D tasks. SAS tries to give facilities to their employees like Google and Microsoft.

SAS is private limited multinational company founded in 1976 in Cary, North Carolina, USA by Anthony James, John Sall and Jane Hejwig. Total worldwide headcount of employees are 12000 out of it, 1700 employees are located in Pune SAS located at Yerawada in Pune. From hundreds of SAS products some of very popular software products are SAS Activity-Based Management, SAS Business Data Network, and SAS/CONNECT, SAS Energy Forecasting etc.

(Source: - https://en.wikipedia.org/wiki/SAS_Institute)

2.14 Sybase

Sybase is an enterprise software product company that produces software to analyse and manage information in relational databases. They set out to create a RDBMS that would organize information and make it available to computers within a network. Sybase database is very famous as Oracle and MS SQL Server. Sybase is a subsidiary of SAP.

Sybase is private limited multinational company founded in 1984 in Berkeley, California, USA by Mark Hoffman, Bob Epstein of Britton Lee, Inc., Jane Doughty, and Tom Haggin. Total worldwide headcount of employees are 4000 out of it, 1100 employees are located in Pune. Sybase is located at Kharadi in Pune. From hundreds of Sybase products some of very popular software products are Adaptive Server Enterprise (ASE), Advantage Database Server (ADS), Sybase Replication Server, Sybase IQ etc.

(Source: - https://en.wikipedia.org/wiki/Sybase)

2.15 Saba Software

Saba software is software product based company in learning domain. Saba Learning was the initial product; after that it included and expanded into a unified suite of People. Saba training suits are deployed on cloud and delivered as software-as-a-service (SAS). Saba takeover THINQ Learning Solutions, Centra Software, Pedagogue Solutions and Comartis solutions. Many of IT companies uses SABA learning products for trainings and development purpose for their employees.

Saba is public limited multinational company founded in 1997 in Redwood Shores, CA, USA by Bobby Yazdani. Total worldwide headcount of employees are 700 out of it, 200 employees are located in Pune. Saba Software is located at Yerawada in Pune. From many of Saba products some of very popular software products are Learning@Work, Performance@Work, Saba Virtual Classroom, Saba Cloud Security etc.

(Source: - https://en.wikipedia.org/wiki/Bobby_Yazdani#Saba_Software)

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CHAPTER-3

LITERATURE REVIEW

3.1 INTRODUCTION

This chapter throws light into the literature and reviews available on the topic that is crucial from the research point of view- work culture. The aim of this study is based on the discussion on the important issues that have produced the views about the work culture, the current topic, which has helped to arrive at the objectives. Materials produced by the corporate managers and organizational researchers on work culture and its constituents are not having common agreement.

The software industry are in existence almost from a decade and has drastic change and remarkable growth. There has been a tremendous escalation in the core activities of the software companies and also in the IT enabled services. Despite the tremendous escalation in the activities, there are highest number of delays and failures in the number of projects in the software industry. According to the report almost 35% of the software projects are challenged due to over budget with less than the required features and approximately 15% have cancelled prior to completion or delivered and never used. According to Boehm 15-35% of all the software projects are cancelled while the remaining projects suffer either from over scheduled, cost increases or failure to meet the required goals. Researcher wishes to understand the problems occurred and present work culture of the IT firms.

Cultural is human being, their relationships, behavior, and surroundings which help them to survive. According to Schneider (1958), culture comprises of related meanings and symbols which tells us about the about the relationship and behavior. The cultural units or things do not depend on their observation but exist in the thought and actions of their bearers. In other words, culture is system centric, it takes people's position, rather than the people's position on how to get along in this world as it is given.

Cultural patterns are actions such as a funeral, a sheep theft, cockfight (Geertz, 1972). Humans always occupy themselves in such symbolic actions. The study helps in studying and understanding their codes of meaning and the outcome is culture which is a matter of interpretation according to Geertz (1967).

Likert (1967) has done a written climate survey to understand the factors influencing the work culture. Organizational climate directs the observation and measurement in terms of job satisfaction, behavior of leader, socialization. An assumption to organizational climate perceived by the members was that sense of policies, procedures and practices were made in psychologically meaningful ways. It has failed to explain the disparity in climate and rules within organization as explained by Rentsch (1990). The employees may accept the regularity of an organizational incident but will differ about what these incident means to them. Some employees may perceive of having high risk, while others may consider it as a professional approach. Some may take it as management's respect for organizational member while some others perceive to be as a management's policy for false sense of acceptance among the members so as to develop them for future plans.

According to Kroeber and Parsons (1958), the definition of work culture is the transmitted and created content and pattern of values, ideas and symbolic meaningful systems. According to Forehand and Glimer (1964), the characteristics of culture in an organization are relatively lasting over time and they give some important meaningful norms, attitudes, values and goals of the organizational members. Organizational climate as a set of characteristics that defines an organization which differentiate one organization from that of other, relatively lasting over a period of time, and behavior of people is influenced in the organization.

Schneider and Bartlett (1968, 1970) describes climate as prompt as an individual shows readiness, in line with explanation, other observations specific to an organization. According to Slocum and Strawger (1972), organization culture gives the relationship between the variables such as task, technology, power, structure, and people in the organization that produces a culture and system for employee job satisfaction and organizational goals.

The definition of culture given by Georgopoules (1965) is such that the organizational culture is the normative structure of attitudes and behavioral standards that offers a basis for understanding the situations and acts as a source of force towards activities. According to Helreigal and Slocum (1974), organization culture is a set of characteristics

which can be perceived for a particular organization and its sub systems that can be induced from the pathway as the organization deals with its members.

Schein (1965) has defined organizational culture that the circumstances of organization as a given condition and to explain the differences in the behavior as a function of different motives. Psychological dynamics are not understood if it is seen at the individual's motivations or organizational policies and practices. Organizational climate considered by Likert (1967) to be link between structural attributes of an organization and its effectiveness.

Champbell et. al. (1970) defines organizational culture as a set value and characteristics pertaining to a specific organization of attributes that may persuade from the way it deals with its members and environment. Organizational culture takes a form of set of characteristics and expectations which clears the organization in terms of stable characteristics like intensity of autonomy and dynamic characteristics like behavioral outcomes.

According to Payne and Mansfield (1973) organizational climate is a link between an organization and individuals. From this structure, climate has the specific situational characteristics or events and perceptions, attitudes and behaviors. Taylor and Bowers has defined organizational culture as traits become a property out of interpersonal interactions which will develop as a that becomes a open and explicit behavior of people within the organization. As per the definition of Gibson et. a1. (1976), organizational culture is a blend of properties of the organizational environment within which group of people work together and it is considered to be the major factor that influences the behavior of people on the job. Basically it is the relationship of all these job oriented behavior or attitudes of organizational effectiveness like absenteeism, turnover, productivity, service or product quality and employee satisfaction which is an important linkage between organizational climate and effectiveness.

Keesing (1974) defines organizational culture is an ordered set of elements not merely as a collection of symbols gathered together by the individuals. It is restricted as human talent which acquires and processes information. In an organization, culture is

dominating that restricts what is possible, desirable and practical to do. It also influences employees towards a specific form of activity in sharing the knowledge. Karlsen and Gottschalk (2004) say that "shaping culture is central for an organization's ability to manage its knowledge more effectively" (p. 9). It can have an interaction in a number of ways as it defines the relationship between organizational knowledge and employees' knowledge. It forms the social interaction that plays an important role in sharing the knowledge. It also tells about how the knowledge can be explored and disseminated throughout the organization (Brache 2002; Karlsen & Gottschalk 2004).

Culture has an influence of knowledge-related behaviors of individuals, units, teams, and organizations as a whole because it persuades the workers in terms of knowledge that is appropriate to share, with whom to share it with and what is the right time to share it (King 2007). According to (Brache 2002, p.102), the definition of Culture is "values, rules, practices, rituals and norms through which an organization conducts business". Hofstede (2001) has defined classified culture to be "the collective programming of the mind that distinguishes the members of one group or category of people from another" (p.9), Schein (1995) describes culture in knowledge-sharing as "a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaption and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceived, think, and feel in relation to those problems" (p. 9).

Ribiere (2001) defined "culture as the character or identity of an organization on how things are done in an organization. He further explores that culture is reflected by facts that can be noticed by just visiting a company, such as office spaces, how people are dressed up, slogans used, etc. Therefore, Ribiere (2001) further explains to understand the culture truly that, the real core elements that shape the culture, such as the history of the company and beliefs and values shared among employees must be understood. Here, culture provides guidelines in a day-to-day working environment, it describes how people interact and communicate within the organization; which behavior is accepted; allotment of power and status (Ribiere 2001).

Culture has been analyzed unison by Levin, Cross, Abrams, and Lesser (2004) to include the values, beliefs, attitudes and behavior of an organization. Apart from all other definitions, the most transparent description of any culture in an organization can clearly be explained as 'the way we do things around here' and 'the way we treat one another around here' (McKinlay & Williamson 2010).Workers have to exchange their ideas and knowledge with others because it is the most 'natural' method of doing things, rather than being compelled to do so (Alam et al. 2009). Schein (1995) explored essentials into deep beliefs, values, and attitudes held by organizational employees and groups. Beliefs are passed on to new employees and are accepted by the organization. These beliefs are tuned in employees to make decisions, cope up with problems, and to seek advantage of available opportunities. At last, culture faces when employees in the organizations accept these beliefs (King 2007; Schein 1995).

Values are the beliefs that offer a set of social norms that define the 'rules' through which workers can have an interaction (DeLong & Fahey 2000; King 2007; Schein 1995). Values are a form of social control as it defines the appropriate behaviors for workers (King 2007; Schein 1995). Lastly, symbols are the clearest aspects of culture consisting of the constructed physical and social environment of an organization such as mottos, logos, and mission statements (King 2007; Schein 1995). Culture has no definite label or neither recognized as ideal or the 'best' because every individual's culture presented is appropriate and correct for different business environments (Goffee & Jones 2009). Top management like superiors and managers must be able to determine and evaluate their organizational culture. It does not matter whether it is fragmented or networked so as to consequently shape it accordingly.

According to Ribière (200l), culture can be evaluated by understanding the process of organization and its history, by interviewing the workers and observing their behavior; values and belief (Ribiere 2001). Ribiere focused on the dimension and organizational culture 'trust' is the main factor for knowledge-sharing. After a review, Ribiere has made an organization's level of trust. This tool is developed by De Furia (1997) on the variables of trust; and Goffee and Jones (2009) on solidarity. De Furia (1997) focused that cordiality is an important element for knowledge-sharing. The study conducted by

Levin, et al. (2004), trust can help knowledge-sharing by means of two different categories: (1) competence-based trust (2) benevolence-based trust. As far as trust is concerned, most individuals will narrate it to its generosity-based form. Generosity-based trust is an individual which will not harm other given a chance to do so. If a worker (i.e. trustee) is looking for some urgent information, the trustee will then get help from a co-worker (i.e. trustor) to get this information, while doing so, the worker should be able to trust that the co-worker shall not harm (i.e. by providing the incorrect information) even if the co-worker has been provided with the chance. Competence-based trust is the competent in a given subject area. For instance, when a worker is looking for some information, the worker will get only those that he thinks will have the capability to provide him the information. Trust can be maintained by the lack of facts of these elements in the organization in actual behavior and communication (Blomqvist & Stahle 2004).

According to Downey et al (1975), Organizational climate is a feature of the organizations which can be seen in the employees 'descriptions which make the conditions, policies, and practices that live in the organizational environment. According to Gawin (1975), Organizational Climate can be defined as sets of descriptions that integrate people in an organizational context. It forms the foundation for Commitment, satisfaction or performance. Schneider (1975) defines organizational climate as a set perceptions which forms the route of concept formation about specific organizational conditions, and experiences. Campell and Beaty (1971) have described views about cognitive structuring, perceptual filtering and summation.

According to Gibson et. a1 (1976), Organizational Climate possesses the work environment perceived directly or indirectly by the employees who work in the organizational environment. This is assumed to be an important force that has an impact on their behavior on the job. Moreover, it is the relationship of related behaviors (and attitudes) of job to various measurement of organizational, product or service quality, productivity, effectiveness absenteeism and turnover, employee satisfaction, which has the serious link between climate and effectiveness. Payne and Mansfield (l973) defines climate as a link between an organization and individuals. Climate mediates between

situational features or events and individual perceptions, attitudes and behavior. Organization culture relates to a set of characteristics of an organizational environment. One must focus on the important words: 'attributes' perception 'descriptive'.

3.2 ORGANIZATIONAL CLIMATE

Organizational climate has been defined in various ways by the different researchers. As per the study shown by Kopelman et al., people working in an organization are active in perception and so as in their work climate, and employees form their own perceptions just by observation on the everyday operations of the organization and the goals required by the organization to be fulfilled. Varied literature is available which focuses on the factors that have an impact on organizational climate for the successful implementation of the project. According to Ein-Dor et al. has conducted the study on climate in information technology. He analyzed the relationship between quality of user-developer relationship and between the approach towards management information system, integrated system in the organization and the intensity of system used.

The study conducted by the various researchers like Mensah and Przasnyski, Faraj and Sambamurthy, Doherty and King, Geethalaksmi and Shanmugam, Hoegl and Gemuenden, Warkentin et al., have highlighted the impact of organization's climate on employee motivation, employee job satisfaction, the output and ultimate performance of the employees and the resultant outcome of the project. Varied literature compels on improving organizational behavior of people, clear goals, technological support, management advocacy, feedback and responses and autonomy of the teams as the important part of software project to be successful.

3.3 ORGANIZATIONAL CLIMATE AND PSYCHOLOGICAL CLIMATE

Organizational climate and psychological climate are used interchangeably, yet there is a slight difference between the two. This was described first by James and Jones (1974). Psychological climate relates to work content and organizational cultures are summated where people attach to a particular characteristics of setting. Climates at both the

differences relate to an evaluated perception like climate for safety, influence that researcher reach at more safety perception.

Stern (1970) describes that if a study is detained to a one specific organization and the climate rates are analyzed using unit analysis. This is called a psychological climate. On the other hand, if the study is related to many organizations, the climate rates are totaled averaged and then analyzed using the organization as a unit of analysis. This study is called as organizational climate. Basic information is same in both cases. In one case, it is 'individual' and in other case it is the property of the 'organization'.

3.4 SIGNIFICANCE OF ORGANIZATIONAL CLIMATE

Literature available on the organizational climate says that climate is important for the well-being of organization in different ways. Researchers have indicated that Organizational Climate is an important factor for the improvement and updating (Dubin 1977, Kaufman 1974, Andrews 1966). The contextual characteristics of an organizational representative like structure, technology and management policies affect the perception of organizational climate.

Climate consists of set of descriptions that include people's interpretations of the organizational context. These perceptions in turn, form the foundation for performance, commitment or satisfaction. (Gavin, l975, James and Jones 1979, Lawler, Hall & Oldham 1974, Newman 1975, Pritchard & Karasick 1973) organization climate maximizes the position for higher efficiency, short term and long term gains of the organization, productivity, and profitability. High productivity and efficiency are the important functions of organizational culture that enhances the output of (R. Padaki, l982). Climate is emerged in three different perspectives. Organizational climate varies from organization to organization because of distinctive organizational structure.

Researchers have emphasized on individual and organizational output like job performance, job satisfaction. Litwin and Stringer (1968), defines organizational climate is the outcome of many factors. Previous studies on organizational climate shows a major role. Organizational climate can be seen as individuals being affected by the various factors obliged by the formal organization and by the type of task allotted to the

employees. Also, it is considered as the specific needs, expectations and individuals represent a meaningful input into determination of the climate. An important factor of climate is the type of leadership style that management has.

3.5 COMPONENTS OF ORGANIZATIONAL CULTURE

Different researchers have given several variables such as size, structure, conflict, reward, managerial policies, autonomy, motivational condition, top management approach, job satisfaction, and intergroup cooperation. The organizational climate with open communication, decentralized decision making, employee centered climate, mutual support, reduced employee turnover, increased productivity, better employee performance, low manufacturing costs, training and development program(Frederickson, 1966; Friedlandar & Greenberg, 1971; Hand, Richards Slocum, 1973; Marrow et al. 1967).

According to Baumgartel and Jeanplerre (1972), Organizational culture is an important factor that affects the usefulness of new knowledge and skill-sets derived by Management Development Program. Similar results have been shown by Rao (1971) to evaluate human resource development in industry and business.

3.6 SOFTWARE PROFESSIONAL'S OUTLOOK

Varied literature shows the concept that different people can perceive software projects in different manner. Warkentin and Stephen et al. have proposed that employee holding more experience respective project leadership view projects more likely and it helps to resolve risk in an organizational environment. Apart from this, various researches have been studied perception of success software professionals' project amongst different stakeholders. These studies show that there is drastic difference in the perception of software projects among different stakeholders.

Attitudes/Behaviors can be said as "Different business philosophies for the assessment of subjective concept to a variety of premises (Preble & Reichel, 1988, p 942). The ultimate outcome of human consideration is the knowledge which is a potential established in the people, individual which is adhered in the routine, principles, tools, languages and

regulations in outcome of which can be an ability for the decision related and the actions to gain the goals (Blacker 1995).

The knowledge /education can be taken as a significant difference between higher education and less respondent, knowledge respondent in terms of professional ethics. The respondent with less education/knowledge was ethically low. In addition, it was also found that more educated or knowledgeable respondents were more ethical in their behavior (Giacalone et al. 1988).

3.7 EMPLOYEE CLIMATE AND PERFORMANCE

A reference of organizational culture and organizational performance seems to be required as this study belongs to employee climate and employee performance. Employee performance refers the way an employee fulfills his requirement on a given job that is way an employee performs his job, discharge of duty, work efficiency at the accomplishment of the task.

Katz and Kahn (1966) and Vroom (1964) have formulated the model which is based on the foundation of equation and have proven the positive relationship between human behavior and organizational climate. 'Ability' has been a factor where EP has given a result of personality of the workers and their perception of work environment. (Anuradha Sharma, 1986). According to Cawsey (1973), people in an organizational climate rate as 'achievement' as top most performers than the workers working in the environment where motivation is found to be low. Kaczka and Kirk (1969) have observed that worker's performance is affected by organizational climate. In this study, employee-centric climate is related with high performance in terms of less unit cost, higher productivity and higher profit. Frederickson (1966) observed that 'innovative' organizational climate defer higher productivity and forecast task performance.

3.8 ORGANIZATION CULTURE

Organization culture can be thought in a way where people share something, this sharing relates to either tradition of getting the job done in a specific manner or method or basic fundas directing people in a certain routes in the last thirty years, a wide variety of study has been conducted on culture. Organization culture can be defined as the perceived

properties or features consisting in the organizational environment that result majorly from actions taken consciously or unconsciously by an organization, which affect subsequent behavior. In other words, climate can be thought of 'Personality' of an organization as observed by its members (Steers, 1977). If employees have a perception that the climate to be highly authoritarian, for example, it can be expected to act accordingly, even if the top management has made all the possible efforts to be participative and employee-centered.

Wide organizational research has been carried on the culture, different definitions have been given by different researchers and majority of these definitions links with some form of shared meaning, norms and values, interpretations. It is important to discuss the seven characteristics when it comes to culture (Hofstede et al. 1990)

➢ Culture has been the holistic and relates to a concept that is not reduced to the single individuals; culture relates to big groups of individuals.

➢ Culture is related to the history which is an emerging concept and is communicated through customs and traditions.

➢ Culture is static and is quite rigid to change; People stops to their values, ideas and traditions.

➢ Culture is bound to a social phenomenon; Culture is shared by people which belong to different group as it refers to human product. Different culture is an outcome of different groups.

➢ Culture is vague and difficult to understand; it is qualitative in nature and does not belong to an easy classification and measurement.

➢ Culture is related to thinking, ideas and values of things rather than the more clear form of the organization.

➢ Concepts such as 'symbols', 'myth' are used commonly to characterize culture.

Employees in an organization have to face various obstacles of adaption from external environment and integration of internal environment, Greenberg (2011). The group creates, certain structure to deal with them, these patterns are known as organizational culture. The outcome of these values held and shared forms the basis from which organizational culture is formed and developed. To conclude this, it is a structure formed by attitudes, values, expectations and behavioral norms.

Greenberg (2011) further adds that the main components of organizational culture are: Sensitive for others, new ideas, risks consciousness, openness of communication alternatives, friendliness and paying importance to the values who are the members of the organization. An organization can be either strong or weak which have an impact on the group members. There is only one uniform culture in an organization which is considered by the managers of organization. In reality though, there are varied cultures in an organization which differ from each other in some ways. This tends to happen in the larger organization. Cameron (2004) describes that there are two main approaches to development of culture, a functional approach assumes that a culture arises from shared behavior, and a semiotic approach considers culture is kept in personal understandings

3.9 CLIMATE VS CULTURE

In 1980's, with the emergence of organization culture has increased the debates over confusion on the theory which is surrounded by the climate and culture studied in the context of organization. Many reporters have analyzed that culture is more or less similar to climate (Moran & Volkwein, 1992; Schneider, 1985). While others argue that both concepts are different (Denison, 1984; Hofstede et al. 1990). Climate and culture can be identified distinct actively but relate to construct. They refer to in two respects (Moran and Volkwein, 1992) Culture and Climate has overlapped one another as components of communication, expression and constructive dimensions. Climate can be observed as attitudinal and behavioral features of members of the organization, which is empirical in nature. Culture is characterized by the implicit character of the organizations, since it has collective values and members of the organization which represents through symbols. Culture is a deliberate action and continuation of activities, where routine behaviors demonstrated in the organization. The thin differentiation of culture and climate can be put forth in the following ways:

Climate works at the basic level of values whereas culture functions at the basic levels and with the basic assumptions. Climate is the important domain of the psychologists and emphasizes on the processes, perceptions by which the individuals of the organization captures and differentiate characteristics of the internal environment of the organization.

Culture has analyzed the basic structure of the symbols which marks the norms, shared values and organizational members (Allaire & Firsirotu, 1984, Smircich & Calais, 1987). Climate is a permanent feature of an organization whereas culture is a long-term characteristic of an organization. Example, key staff change or cut in the budgetary activities can have an impact on the climate in an organization more quickly. Somewhat climate is superficial than culture.

3.10 ASPECT OF ORGANIZATIONAL CULTURE

To examine the members of an organization in an effective manner in a particular organizational culture has to aim at the important aspect of the organization which is existing.

In a study which is cross-cultural which involves 66 countries, approximately 88,000 respondents with around 117000 questionnaires, Hofstede (1980) has identified four dimensions of the culture:

1. Collectivism
2. Avoidance of uncertainty
3. Femininity
4. Power distance

This study has analyzed a particular country in respect of four dimensions and in the similar manner, explains in an organization and forecast behavior of employee.

According to Denison (1984), there are five dimensions which is useful in the study of organizational culture: Job Design (Job reward, challenge and clarity in role), Organizational Climate (Flow of communication, Organization of work, practices related to decision making, focus on people, control and influence, absence of bureaucracy, lack of coordination), Outcome of Behavior (Functioning of the group, integration in goal, job satisfaction), Supervisory Leadership (Focus on the goals, facilitation of the work, team building, supervisory support), Peer Leadership (Team building, emphasis on the goals, peer support, facilitation of the work).

Kilmann (1985) has developed the dimensions of organization culture: Short-term task Support, Long-term task innovation, Social relationship with a short time frame and Personal freedom over a longer time period.

According to Robins (1990), dimensions model of organization culture are: Communication pattern, Conflict Tolerance, Reward System, Identity, Control, Management Support, Integration, Direction, Risk tolerance, Individual Initiative. Anderson et al., (1988) had conducted a survey amongst 268 employees who participated in a work redesign intervention, observed that employees have a belief on the negative impact of the intervention strategy on the work site which was an important predictor of the support for the change.

Putti et al., (1989) analyzed the linkage between organizational commitment and work values, with a survey on the sample of 175 workers at an American Multinational Corporation. The analysis showed that work values relates to organizational commitment more closely. Singh (1989) analyzed the data from 448 entrepreneurs of Punjab Industries and he found emotional stability has high scores, hard work, self-assurance, high tolerance for work pressure, competitiveness and education were linked with high rate of the growth of industries.

According to Abramis and Thomas (1990), showed the perception of the employees of customer service practices of their companies which was important for the job satisfaction. This study was based on the survey of 100 working adults in a company.
Martin at al., (1983) has described *seven* stories, and showed that each of the stories observed the conflict between member's values and organizations' needs like control versus non-control, equality versus inequality. Turner (1990) has given the stories of an electronics company. These employees of the company narrated stories related to death, or with insufficient skill-sets of hired employees. Moreover, all these stories were regarding the troubling and hard time of the company, the main event is the absence of founder owing to his illness.

According to Khaled Hamdan, Boumediene Belkhouche, Peter Smith (2013) in the dynamic environment, culture and leadership are two important factors that have an impact on the work performance which consequently has an impact on software cost estimation. The results have showed that there is a strong influence of two factors on the estimation of cost. The study shows that inclusion of culture and leadership enhances

accuracy in prediction. This model basically offers an effective tool for the managers to maintain historical data for the past projects and estimate cost of new project.

Deal & Kennedy (2000) says trust not only moves in an upward direction from the employees to top management but also is vice versa. Symbolic managers play an important role in trust amongst the staff which results in an outcome of success. Handy (1985) has given a definition of trust that trust is risky but it is like a leap into the dark. It is two way. Trust is received if it is given (pp. 328-329). A manger should have faith in its employees before he trusts them. This can be earned by being reliable to managers, better performance. Trust cannot be earned by threatening to leave the organization.

Gilbert and Tang (1998) suggest that the trust and faith are the two important factors for the employees and the organizational leaders. This is a belief that organizational action will have an advantage for employees. According to Christine Kane-Urrabazo, Culture plays an important role in the organization. It determines the health of an organization. While managers acknowledge the significance of the culture, some realize the responsibilities that they have in the organizational development. It ultimately contributes to the overall benefit of the organization. Empowerment and mentorship are the foundation for trustworthiness and trust and a strong mentorship contributes to the level of trust.

3.11 DIVERSITY IN CULTURE

Cultural diversity helps in increasing the necessary pool of human resources and its network, knowledge, perceptive, and things people can come together with tedious difficulties. Some of them have predicted for the content of human resources which emphasizes on the possible contributions like in ancient times representatives such as women employees and people of different race, color shall be different in work groups. Rest has analyzed empirically the linkage between group outcome and group diversity, emphasizing on the expected contribution that different people have to offer those who belong to homogenous group. Some of them have argued that the culture and perspectives of such people though ignored or depreciated are in fact the most valuable and appreciable assets. The focus here is who challenge that women is different from men, more specifically their relationship direction, which has noted traditionally as misfit

for task orientation at the workplace, considers an efficient and most preferred management style. Hence, there is an argument for gender diversity in the rank of manager who fulfills the group need than the current situation, where men are dominant at those levels of managers (Helgesen, 1990, Rosener, 1990).

The similar case of diversity in race in organizations is comparatively less developed. Based on the research, differences are in the culture between blacks and whites in communication styles. Some of them have used this study to suggest the black values of culture as forthrightness, assertiveness and pattern in language like verbal ingenuity may be useful for the interactions and at the workplace and correspond to positive attributes than the dearth in remediation (Foeman and Pressley, 1987). Different people and women may bring different outlook and styles to the organization, but there is lot to analyze under what situation, and consequences they state them. Here, the debate for diversity in culture is based on the idea that heterogeneous group have varied outlook, but instead of analyzing what are those outlooks, these researchers contend the importance of diversity in itself. Heterogeneous class is likely to get varied approaches to get the remedy for the problems; this motivates the discussion of effective group, which finally leads to standard quality decisions (Wanous and Youtz, 1986).

It has been found that when the members of the group share values and common goals, diversity in culture leads to useful outcome (Chatman et al., 1998; Jehn, Northcraft, and Neale, 1999). This strategy is elaborated by giving suggestions that have an impact on the cultural diversity on the groups whose functioning is influenced by "diversity perspective". The features of perspective of diversity include the foundation that directs people's efforts to make and to act bin response to cultural diversity in a group of work. Belief about the identity of the culture at work; the level of impact one can expect for, the differences in the culture can have the team and its group and which constitutes improvement towards the varied culture work group. A perspective of diversity can be explicit, as in oral and written statements, procedures, policies, and implicit, which is an unstated statement that depends on a way person manages the subordinates or the structured groups at work.

When the morale of the employees was low for the Indian Airline Company, an energetic and dynamic motivation campaign got launched to bring about a change in the attitude. Slogans on the posters were displayed for employee consideration. "Strong teamwork results for the perfect take-offs" (Banslal, 1994). These slogans had a good impact on the employees of the airlines which was debatable. Though, the point was could have been brought to an effective way to pass a message to the concerned people.

Solberg (1985) has given the "Black lake experience" of the people working with an electronic company. It was a scheduled program for the employees of the electronic company. Unions and the management had shared the rooms together and almost for a week spent on eating, talking, and working together. In the meantime, they had gone through an emotional experience, which ultimately resulted in the change in culture of the company. Jones (1983) has mentioned the use of folklores in improving the coordination and communication among the members of the organization. He observed that the folklores – metaphors, customs and ceremonies have helped in solving effective problems related to work life.

3.12 ORGANIZATIONAL CULTURE AND IDENTITY

Organizational identity is more or less similar to the organizational culture. Some researchers suggest that culture is more of an implicit, context, and emergent, while identity is related to culture, which is more related to explicit, language oriented, and more directly emphasized. (Hatch and Schultz 2002) has described organizational members as an organization is concerned with something unique and positive with respect to identity that can increase the preference to an appropriate common values of the organization. It can also be said that a common culture in an organization can have a tolerance of a distinct identity organizational.

3.13 MOTIVATING CLIMATE OF THE ORGANIZATION

Organizational climate varies from organization to organization. In some organizations, climate is goal oriented while others do not encourage the goal oriented behavior. In the recent past, organizations created motivating climates which has resulted into with the help of standardized compensation, well modified and established policies, job design,

recruitment, selection, training and development, promotion etc. but the time is changed. The task of developing a organizational climate needs a different approach. The traditional punishment and reward has broken down.

E.E. Lawler (1977) has suggested six management styles to develop an encouraging and conducive work environment which motivates the employees to work better and contribute more towards the organizational productivity. It ultimately benefits the organization.

a) Participative management with transparent, two-way and open communication between subordinate-superior and peers.

b) Individualized reward system –an organization should reward the system which must offer reward and recognize the employees who do not want the same things.

c) Analysis of new technology – the new technology to be installed for manufacturing the products that meets the customer's expectations, delivers the services and information to be processed that can have a great impact on the employee morale and motivation.

d) Reasonable job previews – This concept ensures highest possible fit between the expectations of the individuals and the reward, appreciation and recognition that is offered by the organization.

e) Customized job design – To keep the employees motivated, job must be designed in such a manner which meets the employees' needs performing in the organization through the defined values.

f) Subunit design – It is very important for the big organizations to implement the approach which reduces the problems related to motivation caused by its large size.

The researchers have studied a number of cultural change initiatives. Siehl (1985) observed that the manger's struggle to modify value in the organization, do not have any major effects that could be enrolled, yet they had the expression of values.

According to Ogbonna and Wilkinson (2003), many studies have emphasized on bottom level workers like shop floor workers. Their study emphasized on mid-level management, can be seen as central both as a team where values and sincerity are vital for whatever is happening in the organizational environment. An important thing to be considered on how the middle managers react to the cultural change and in what manner they act and

communicate to the employees depending on the their perception. The aim was to implement the new management style. This organizational environment and culture is characterized by open, transparent, cooperation, learning, mutual exchange and trust. The study shows that the mangers are ambiguous for the change in cultural programs. There was a positive approach to the new values, like transparency in communication and high involvement with the employees and sub-ordinates but also were in dilemma for the new policies executed. It can be said that in the presence of different beliefs for the reason in changed an initiatives can be an outcome of top management imposed values on the employees are executed with difficulties and unintended consequences. Ogbonna and Wilkinson (2003)

Ogbonna and Harris (1998) have studied an organizational culture in a large UK food retail firm. Top management focused on the change which was developing 'a more customer-centric organization', the mangers thought the change was about reducing the number of employees and their power, and many floor workers thought that the change was introduced in order to increase the exploitation of the employees. According to the researchers, initiative to change culture 'very often degenerate into alters to behavior, which commonly get higher standard of culture untouched' (Ogbonna and Harris p. 274). Often it is believed that people respond to a cultural program in an ambiguous way– to some extent cultural changes have an impact on the organizational productivity.

3.14 CONCLUSION

Research has been conducted on organizational culture an large literature is available on the organizational culture which shows how the IT firms can be successful after improving and implementing work constituents. Various researchers have conducted the studies on the organizational culture and climate and also its impact on software industry, team satisfaction, innovativeness, quality etc., even though, rate of success of the software projects doesn't increases. This clearly indicates that there exists a specific gap between the researchers and practitioners approach. The identified gaps in the contemporary research are as follows:

Majority of the studies conducted shows the identification and management of organizational culture in the developed IT firm. In the literature review, effect of organizational climate on success is well presented but its impact on software industry is largely undependable. Further, the dynamics of organizational climate, the constituents influencing the culture is missing in the Indian context. There is scarcity of research on determine the collaborative impact of organizational culture.

After reviewing the literature, this research focused on understanding the constituents influencing the organizational culture and success of the software projects in India. It also aims to analyze the various constituents influencing the work culture of the IT firms. The concept of organizational culture and its position in the organization is important for understanding the in-depth guess in organizations, which lie on the foundation and guides behavior. This concept is commonly expressed in myths, stories, languages, rest forms of artifacts which are held deeply meaning and beliefs. Change in the organizational culture has been very difficult; in some cases, culture has been beyond the control of manager. Various researches on the change in organizational culture ensure that the culture is very difficult to change. Based on literature review, it is believed that openness and approachability to new Ideas, meanings and values are central to accomplish change in organizational culture.

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CHAPTER-4

RESEARCH METHODOLOGY

4.1 INTRODUCTION

IT firms in India accounts for major part of the country's GDP and earnings from exports providing employment to a large number of workforces. Pune is one of the most prominent and fast growing IT hubs in Maharashtra. People have professional knowledge from India sought jobs in other parts of world since 1950s because our education system produced large number of professionals than its industries requirement. India's growing knowledge in the IT field enabled it to form ties with developed countries for businesses. Pune's abundant, high quality and cost effective services and its vast resource of skilled software human power have made it an attractive location for global software giants. There has been a steady growth in the number of IT professionals in Pune city.

The work culture of these IT firms and work groups decides their faith in the market and hence researcher has selected the particular topic for the research. Researcher believes that employee performance, individually and collectively, can be affected, by the work culture of the firm indicating that work culture may have a positive of negative affect on all level of employees.

In the current chapter the overall operational design or framework of the research has been explained that discusses the detailed plan for the type information is to be collected, its sources and procedures for the same. It is the blue print for the data collection, measurement and analysis of data.

4.2 SELECTION OF STUDY AREA

Pune is Emerging Major Tier-II City in India for IT and ITES Operations. The major IT parks in city are in Hinjawadi, Magarpata, Talewade and Kharadi. The researcher had selected the sample from the above mentioned area.

4.3 SAMPLING DESIGN

Among the different IT hubs in Maharashtra, Pune city has been purposively selected for the present study. A list of IT firms located in Hinjawadi, Magarpata, Talewade and Kharadi of Pune city were collected for developing sample design and then primary data was collected from selected sample size of 1500 employees of 15 IT firms. The survey was conducted on the basis of random sampling method of the total

95 product based IT companies in Pune, a sample of 15 IT product based software companies were selected randomly.

Sr. No.	Segment	Segment Definition	Number of IT firms selected	Number of Employees selected	Total sample
1.	IT Companies	Only Product based IT companies	15	1500	1500
		Total	15	1500	1500

Table 4.1- Sample selection

The sampling was restricted for limited sample shown in table 4.1 for this study.

4.4 INSTRUMENT USED

The respondents from IT firms of Pune city are selected for the present study by adopting random sampling technique through pre-tested questionnaire, structured and direct interview, and group discussion method.

4.5 PERIOD OF STUDY

The data and information collected from respondents pertains to the year 2011-15.

4.6 COLLECTION OF DATA

A structured questionnaire was prepared for collecting the data. For the current research, only IT firms located in Hinjawadi, Magarpata, Talewade and Kharadi of Pune city were focused. The sample consists of 15 IT firms from Pune city which were selected by random sampling from the list of total 95 product based IT firms. To collect primary data, questionnaire was circulated to randomly select 1500 employees but only 1388 employees responded to the questionnaire. The data was collected using questionnaire and group discussion method from employees and the interview method was used to collect the data from HR managers of these firms. The survey was conducted on the basis of random sampling method.

The questionnaire consists of the close ended questions measured on scale from 1 to 5, 5 being strongly agree and 1 strongly disagree. Questionnaires for IT employees were based on the objectives of the research and prepared for data collection. A pilot survey was conducted to test the questionnaires by contacting 75 employees and collected data was analyzed to check reliability. Final questionnaire includes all the

changes suggested by guide and other eminent personalities of IT firms based on the suggestions/result of pilot survey.

Separate meetings were arranged with the HR managers of the selected firms to collect the relevant data on work culture. The data was also collected by conducting group discussion between employees of few selected companies. The employees are randomly selected to form the group for this purpose. The data was also collected through observing the work culture in these selected firms.

Secondary data was collected through relevant official literature survey from books of various libraries, published survey reports, newspapers, magazines, trade journals which were published weekly, fortnightly or monthly etc. The collected data was analyzed with the help of statistical package for social sciences (SPSS) and is presented in the relevant chapter with the help of tables, charts, graphs, bar charts and pie charts. Lastly, the impartial results were drawn after thorough study of data and were presented under conclusions and recommendations. The analysis of the questionnaires helped the researcher to identify the work culture constituents that motivates the employees like infrastructure, facilities, administration, personnel, HR policies and HR practices in IT industry. It also helped to identify the constituents that play a vital role in interpersonal relations.

4.7 PRIMARY DATA

The researcher has prepared a structured questionnaire using likert scale where answers are in form of 5 (Strongly agree) to 1(strongly disagree) for pilot survey in order to understand the facts and figures of the set objectives. The questionnaires were then handed over to 1500 employees of IT companies from Pune city selected from 15 IT firms. These employees were asked to choose the most appropriate choice for the questions asked in the questionnaire. Based on the pilot survey and the comments from the respondents about the questionnaire, a normal distribution curve was observed. The questionnaire was then refined in consultation with guide and the experts from the IT industry. This resulted in bridging the gaps to include all the aspects of work culture constituents and the required data expected in the research objective. After a prominent refinement of the questionnaire, it was distributed to the respondents of the chosen sample. Researcher could collect 1388 questionnaires from the respondents and rest was not willing to respond due to unknown reasons.

In addition to the questionnaire, group discussion was conducted in a group of randomly selected employees to know their views about the work culture constituents. Also interviews were conducted with the HR heads to collect the information on work culture and its constituents. Separate meetings were arranged with the HR heads for the same. Researcher has observed the work culture of randomly selected companies to closely understand the constituents that influence the work culture. Researcher has done an in-depth study about all the constituents of work culture of the research topic. Personal interview helps in understanding the views and opinions of these HR managers truly and frankly.

In the present study, researcher used various types of observation like – *participative and non-participative observations*. Other knowledge able professional groups and experts in the industry IT consultants etc. were also contacted for the further information. With the help of all these types of observations, the researcher collected the information for its validation and objectivity.

4.8 SECONDARY DATA

Information related to the work culture constituents of IT industry was collected from various books available in different libraries. Relevant official literature survey was carried out in various libraries, company manuals and bulletins, newspapers, magazine, published survey reports, journals were considered during recommendations. Various sites were surfed for the varied information on IT laws and legislations.

4.9 DESCRIPTIVE STATISTICS

In order to understand the work culture constituents of IT firms, descriptive statistics, percentage analysis and frequency distribution are worked out. Besides, the conventional analysis, mean score and standard deviation have been used for identifying the key dimensions of work culture of the organization.

4.10 PROCESSING OF DATA

The main objective of the present research was to study the work culture constituents of IT companies of Pune city. The data collected was then processed with the help of excel and SPSS (version 19) and is presented in the tables, charts, graphs, bar charts, pie charts. For the analysis of data, standard statistical tools were used. Finally

inferences, conclusions and suggestions were drawn which are placed in the appropriate places in the respective chapters. Findings are presented in the fourth chapter.

4.11 STATISTICAL METHODS USED TO TEST THE HYPOTHESES

To understand the constituents of work culture in IT firm, the data was analyzed statistically using T test, correlation and Friedman Chi square and respective findings were mentioned in chapter no 5. Measures of central tendency, measures of dispersion (standard deviation) were also used to compare data and conclusions were drawn.

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CHAPTER-5

ANALYSIS AND INTERPRETATION OF DATA

5.1   **Introduction**

5.2   **Descriptive statistics**

               General information

    5.2.1   *Infrastructure*

    5.2.2   *Facilities*

    5.2.3   *Recruitment and Induction Program.*

    5.2.4   *Training and development*

    5.2.5   *Leadership*

    5.2.6   *Work group*

    5.2.7   *Work Life balance*

    5.2.8   *Encouragement*

    5.2.9   *Company values*

    5.2.10   *Interpersonal relations*

    5.2.11   *Technology*

    5.2.12   *Career*

    5.2.13   *Compensation and benefit*

5.3   **Inferential statistics**

5.1 INTRODUCTION

Data collection is an important content of the research and helps the researcher to arrive at useful findings and conclusions. A structured questionnaire was used to collect the data from IT firms located in Hinjawadi, Magarpata, Talewade and Kharadi of Pune city. Primary data was collected from questionnaire circulated to randomly select 1500 employees but only 1388 employees responded to the questionnaire. The data was then analyzed after proper coding of all the variables using SPSS software. The resulting analysis is presented in the form of tables and bar charts for easy interpretation in the current chapter.

5.2 DESCRIPTIVE STATISTICS

The research will help to collect the data on work culture of IT firms and work groups which decide firm's faith in the market. Researcher believes that employee performance, individually and collectively can be affected, by the work culture of the firm indicating that work culture may have a positive of negative effect on all level of employees. Descriptive research helps researcher to represent the data in understandable language. Data from employees of IT firms is represented in detail to draw a clear picture of the work environment in information technology industry of Pune city.

Researcher has given due importance to opinions of IT firm employees as well as HR managers to present unbiased findings. Measure of scale reliability, Cronbach's alpha measures the internal consistency of the variables and indicates the items in questionnaire that forms a set of items as a group. The alpha coefficient for the 131 items is 0.981 has excellent internal consistency.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.981	.982	131

GENERAL INFORMATION

A study of demographic factors like the age, marital status, gender, number of children, education, experience, and employee tenure plays an important role in understanding work culture of IT firms. This section analyses the demographic part of the respondents help the researcher to understand the constituents influencing the work culture of software industries in Pune-IT zone.

1. Respondent gender

This is being one of the demographic factors; researcher is interested to know the number of males and females working in an organization that might affect work culture of IT firm.

Table 5.1 - Respondent Gender

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Male	778	56.1	56.1	56.1
Female	610	43.9	43.9	100.0
Total	**1388**	**100.0**	**100.0**	

Table 5.1 above illustrates the gender of respondents. A total of 56.1 percent of respondents participated in the study were male employees and 43.9 percent of respondents were female employees.
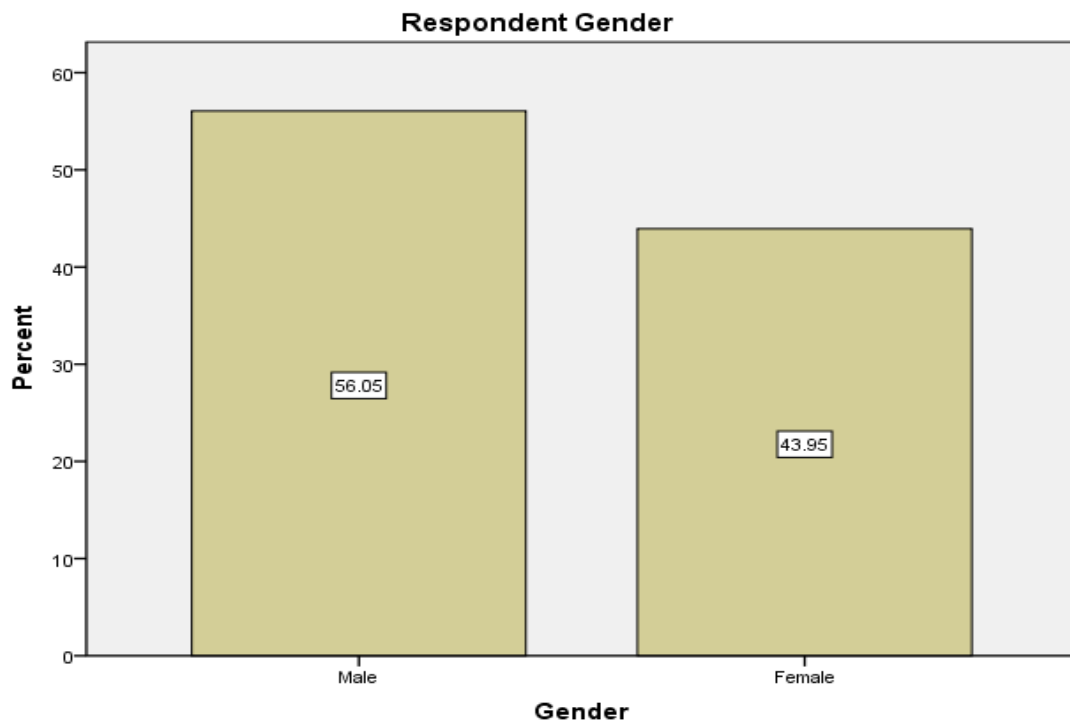
Graph 5.1

2. Respondent age group

Researcher is interested in analyzing the correlation of age and respondent's perception about work culture.

Table 5.2 - Respondent Age Group

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
20-25 years	238	17.1	17.1	17.1
25-30 years	426	30.7	30.7	47.8
30-35 years	540	38.9	38.9	86.7
35-40 years	184	13.3	13.3	100.0
Total	**1388**	**100.0**	**100.0**	

As illustrated in Table 5.2 above, a total of 38.9 percent of the respondents participated in this study were between the ages 30-35 years old, while 30.7 percent of respondents were between the ages 25-30 years old. A total of 17.1 percent were respondents between the ages 20-25 years old and 13.3 percent respondent is of the age between 35-40 years.
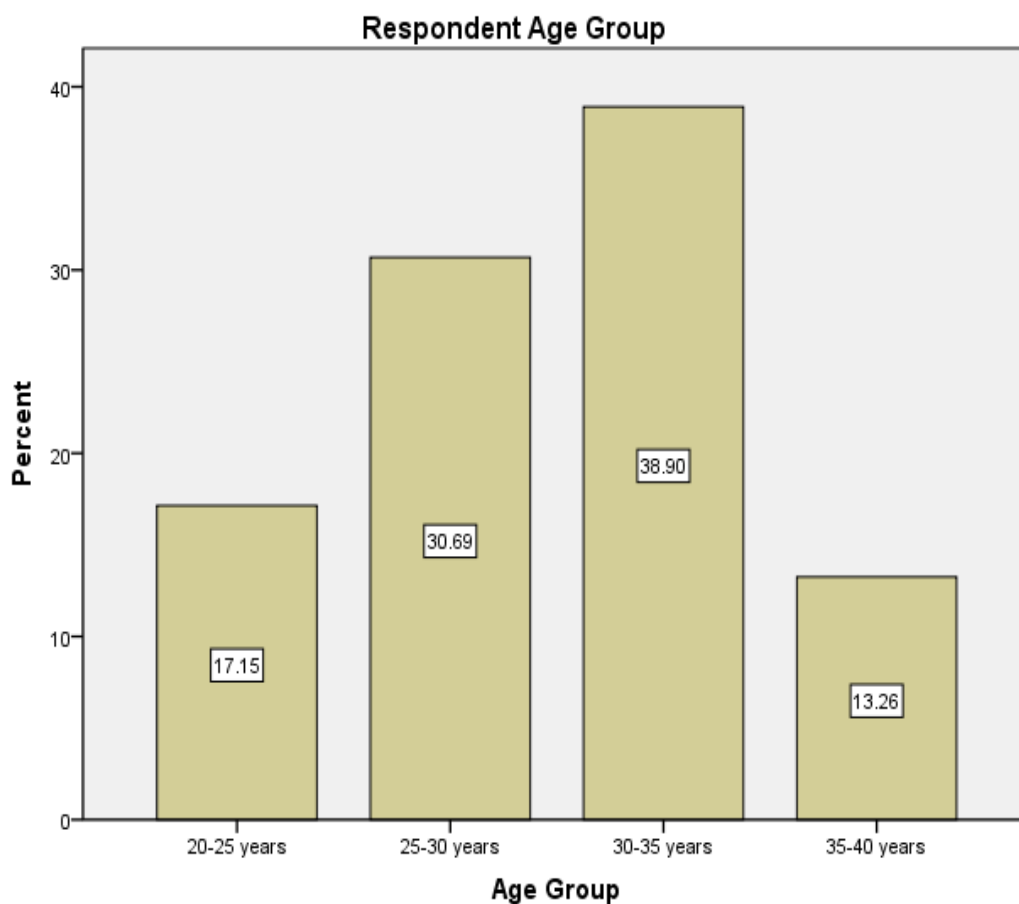
Graph 5.2

3. Total Work experience

From the graph it can be seen that approximately 13 percent of the respondent have 6 years of experience and rest spread between 1-18 years.

Total Work experience
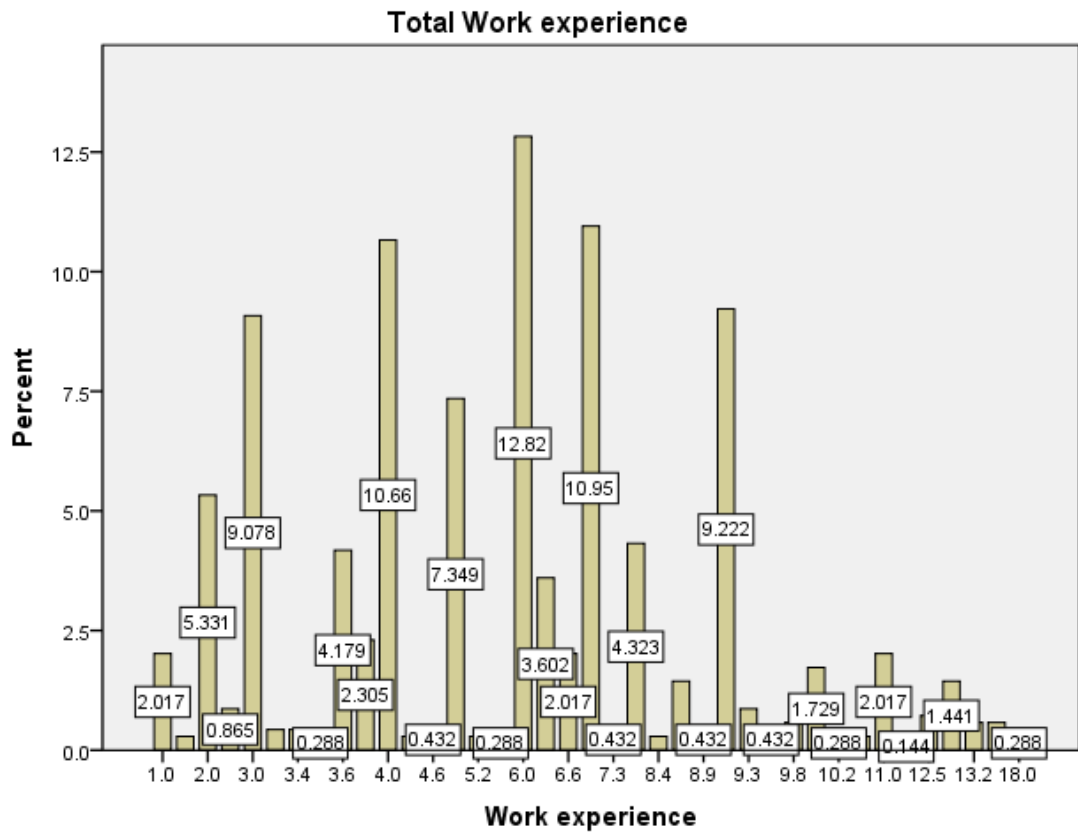
Graph 5.3

4. Worked with other organization

Researcher is interested to know the past experience of the respondents of other organizations to seek help in understanding work culture difference between the organizations.

Table 5.3 - You have worked with how may organization (in past)

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
0	344	24.8	24.8	24.8
1	320	23.1	23.1	47.8
2	502	36.2	36.2	84.0
3	118	8.5	8.5	92.5
4	18	1.3	1.3	93.8
5	80	5.8	5.8	99.6
6	6	.4	.4	100.0
Total	**1388**	**100.0**	**100.0**	

It is observed from table 5.3 that majority (i.e. 36.2 percent) of the respondents have experience in two organizations; rest respondents have experience between 0 to 6 organizations.
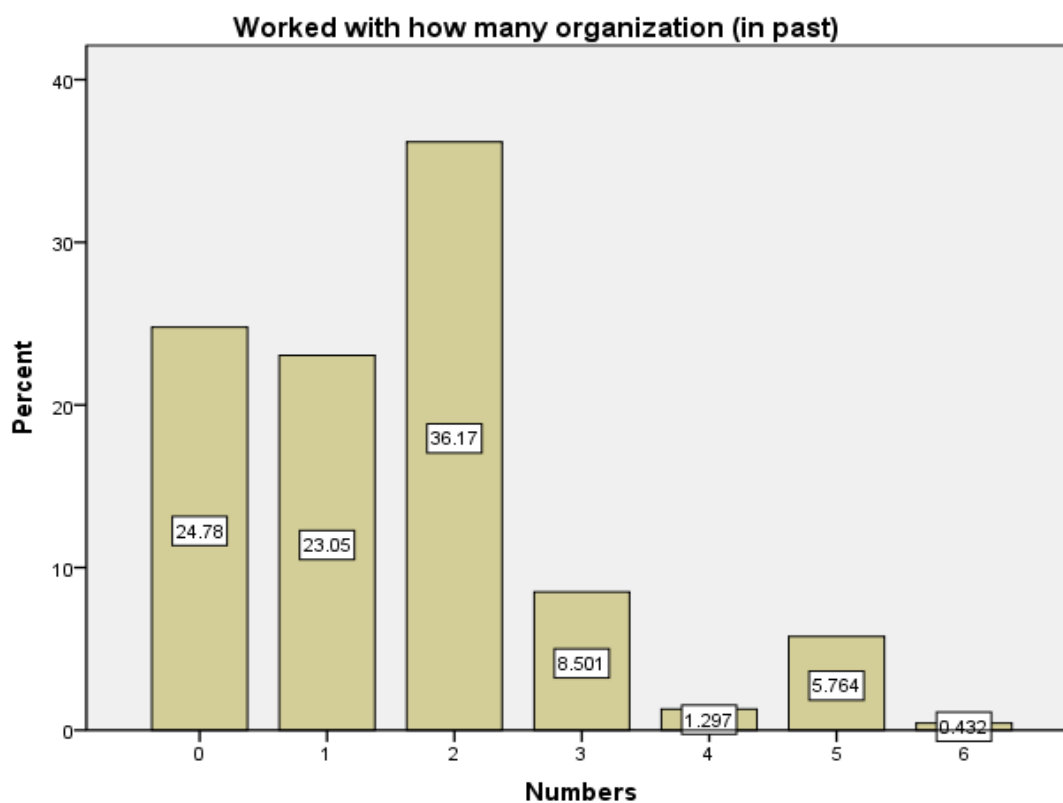
Graph 5.4

5. Experience in existing organization

Employees who have more experience lead to genuine response regarding the work culture.

Table 5.4 - Experience with the existing Organization
(in years)

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
.3	28	2.0	2.0	2.0
.4	30	2.2	2.2	4.2
.5	56	4.0	4.0	8.2
.6	102	7.3	7.3	15.6
.8	28	2.0	2.0	17.6
.9	28	2.0	2.0	19.6
1.0	**308**	**22.2**	**22.2**	**41.8**
1.3	14	1.0	1.0	42.8
1.5	60	4.3	4.3	47.1
1.6	32	2.3	2.3	49.4
1.7	6	.4	.4	49.9
1.8	2	.1	.1	50.0
2.0	**166**	**12.0**	**12.0**	**62.0**
2.3	10	.7	.7	62.7
2.4	6	.4	.4	63.1
2.5	40	2.9	2.9	66.0
2.6	12	.9	.9	66.9
2.8	2	.1	.1	67.0
3.0	**136**	**9.8**	**9.8**	**76.8**
3.3	14	1.0	1.0	77.8
3.4	6	.4	.4	78.2
3.5	32	2.3	2.3	80.5
3.6	44	3.2	3.2	83.7
3.9	28	2.0	2.0	85.7
4.0	54	3.9	3.9	89.6
4.5	36	2.6	2.6	92.2
5.0	70	5.0	5.0	97.3
5.3	18	1.3	1.3	98.6
6.0	2	.1	.1	98.7
7.0	6	.4	.4	99.1
8.0	8	.6	.6	99.7
9.0	4	.3	.3	100.0
Total	**1388**	**100.0**	**100.0**	

It is observed from the table 5.4 that 22.2 percent respondents are working with same organisation from last one year where as 12 percent are working from last two years and rest between three months to nine years.
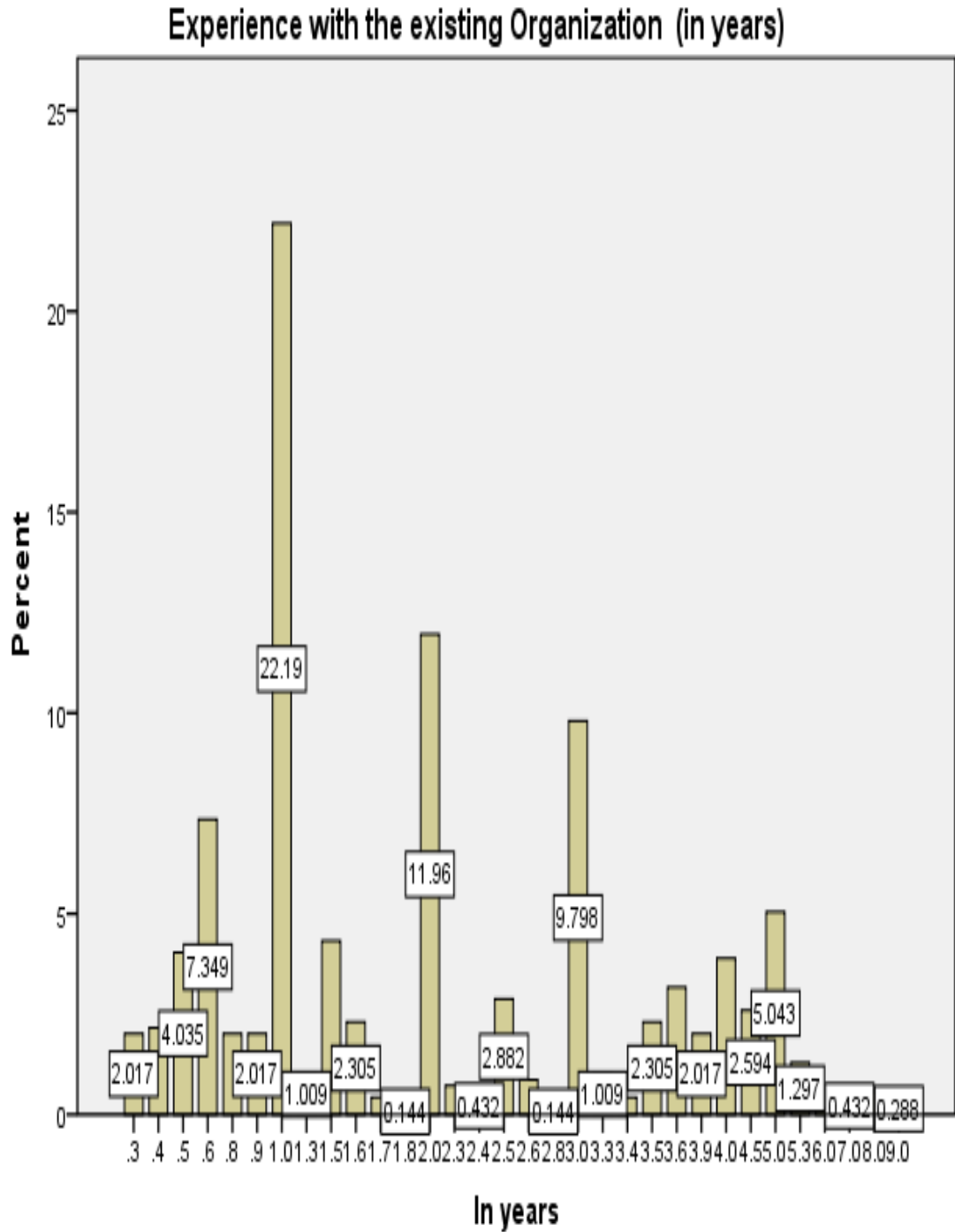
Graph 5.5

5.2.1 INFRASTRUCTURE

1. Quality of hardware and other instruments

In IT industry two factors are very important, one is human resources and other is hardware, software and other instruments. Both are dependent on each other so are their performances. In the competitive market the quality of instruments play vital role to deliver the product fast, with better quality and with latest technology.

Table 5.5 - The quality of hardware and other instruments are good at work place

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	124	8.9	8.9	9.4
Neither agree nor disagree	384	27.7	27.7	37.0
Agree	282	20.3	20.3	57.3
Strongly agree	592	42.7	42.7	100.0
Total	**1388**	**100.0**	**100.0**	

Approximately (43+20)63 percentages of respondents agree that the quality of hardware and other instruments are good at work place, 28 percent respondent neither agree nor disagree and 9 percent respondent strongly disagree.

Graph 5.6

73
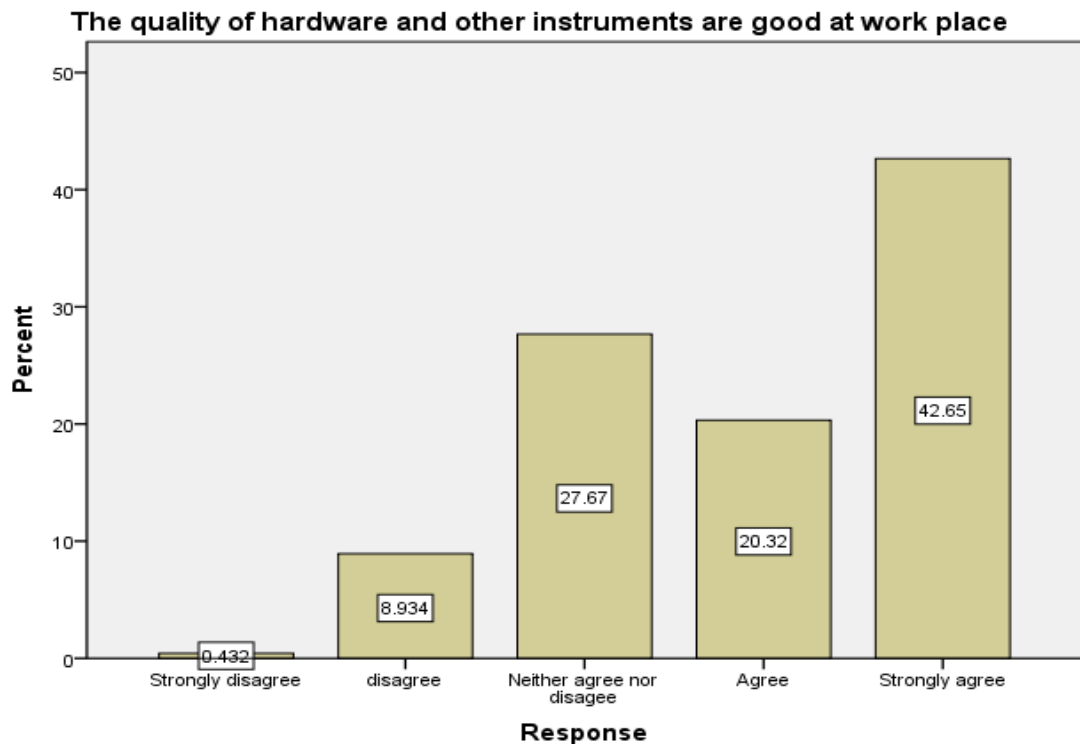
2. Company is located at the convenient location

In Pune, IT industry is not located at one place. It is scattered in different part of the city. It includes IT parks at Hinjewadi, kharadi and Hadapsar, which is outside the city. Also many companies are located within the city. Though the companies are located at different places, the location should be convenient with respect to locality, transportation and other infrastructure.

Table 5.6 - The company is located at the convenient location in the city

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	18	1.3	1.3	1.3
Disagree	280	20.2	20.2	21.5
Neither agree nor disagree	380	27.4	27.4	48.8
Agree	186	13.4	13.4	62.2
Strongly agree	524	37.8	37.8	100.0
Total	**1388**	**100.0**	**100.0**	

Above table indicates that around (37.8+13.4) 51 percent respondent are agrees that their company is located at convenient location where as 22 percent respondents disagree that their company is not located at convenient location. It is also observed that 27 percent respondents neither agrees not disagree.
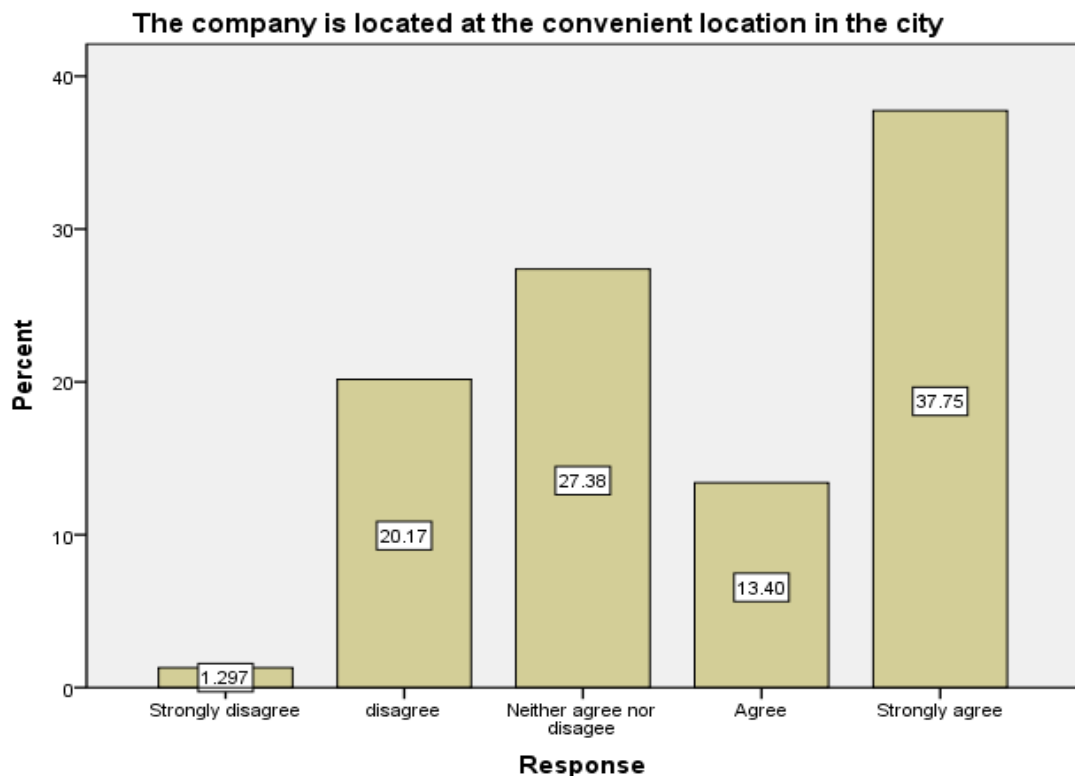
Graph 5.7

3. Ergonomics designed to support healthy postures

As it has been proven that most of the IT employees are suffering from back pain, neck pain and eyes related problems due to long work hours and wrong postures. To avoid this, work station needs to have ergonomically designed chairs and desks.

Table 5.7 - Chair and desk are ergonomics designed to support healthy postures

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	162	11.7	11.7	12.1
Neither agree nor disagree	312	22.5	22.5	34.6
Agree	308	22.2	22.2	56.8
Strongly agree	600	43.2	43.2	100.0
Total	**1388**	**100.0**	**100.0**	

It has been found that (43.2+22.2) 65 percent respondents agree that the company provides ergonomically designed chairs and desks which take care of employee's healthy sitting postures. However 12 percent employees do not agree and 23 percent respondents neither agree nor disagree.

Graph 5.8

75
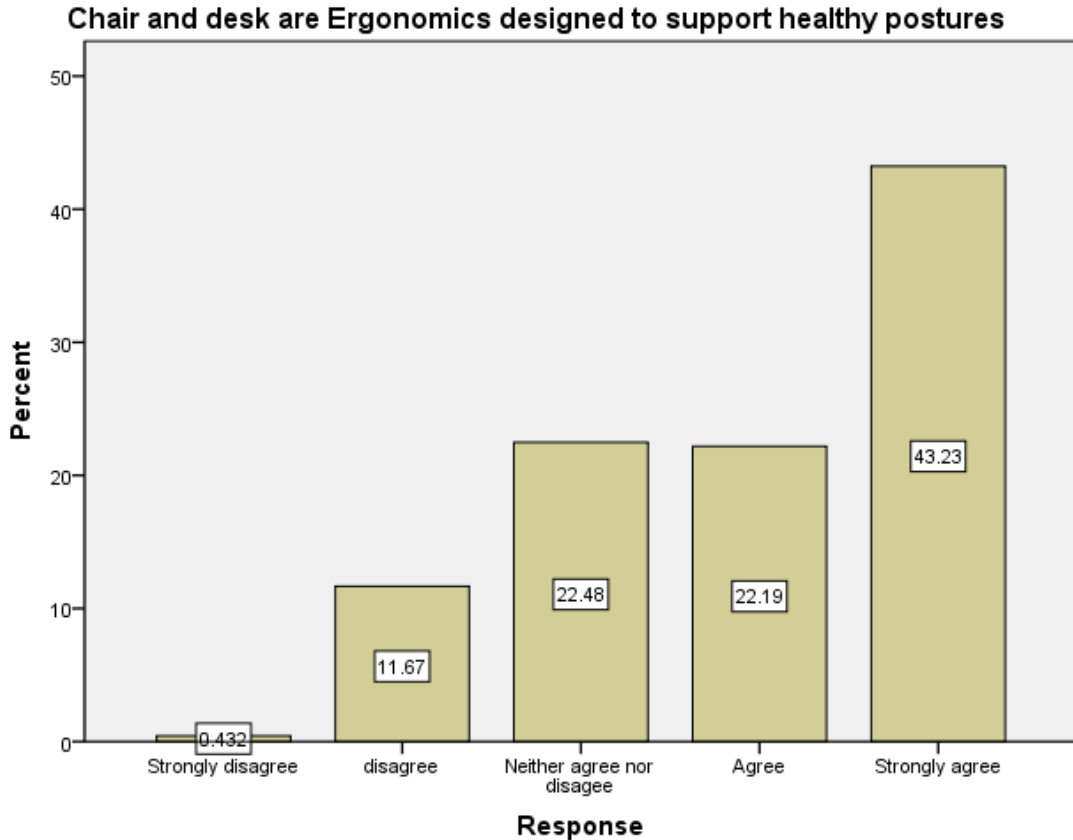
4. Enough car parking spaces available and easily accessible

It is also observed that the number of car user is increasing due to change in life style and affordability. Considering the rise in number of cars, their parking has become one of the major issues for most of the companies. Parking space is important and its accessibility is also matter of concern. Due to scarcity of parking space employee need to park their cars at long distance which is at times not secure.

Table 5.8 - There are enough car parking spaces available and easily accessible

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	78	5.6	5.6	5.6
Disagree	318	22.9	22.9	28.5
Neither agree nor disagree	266	19.2	19.2	47.7
Agree	198	14.3	14.3	62.0
Strongly agree	528	38.0	38.0	100.0
Total	**1388**	**100.0**	**100.0**	

It is observed that (38+14.3) 52 percent respondents agree that their company provides enough parking space and easy accessibility whereas (22.9+5.6) 29 percent respondent does not agree with it.

Graph 5.9

76
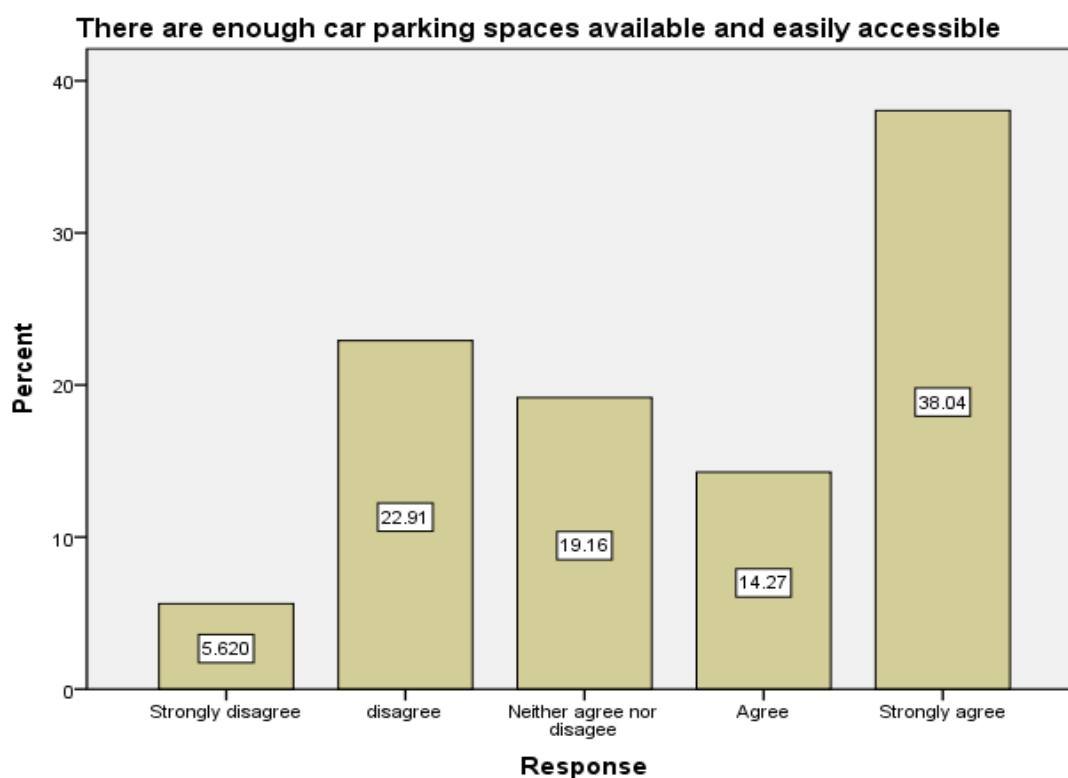
5. Elevators are spacious and with good quality

Elevators should be clean and spacious and noiseless and is a part of infrastructure provided to the employees making them comfortable.

Table 5.9 - Elevators are spacious and with good quality

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	68	4.9	4.9	4.9
Neither agree nor disagree	334	24.1	24.1	29.0
Agree	310	22.3	22.3	51.3
Strongly agree	676	48.7	48.7	100.0
Total	**1388**	**100.0**	**100.0**	

It is observed from the table 5.9 that (48.7+22.3) 71 percent respondents agree that elevators in their work place are spacious and of good quality whereas (24.1+4.9) 29 percent respondents does not agree to the statement.
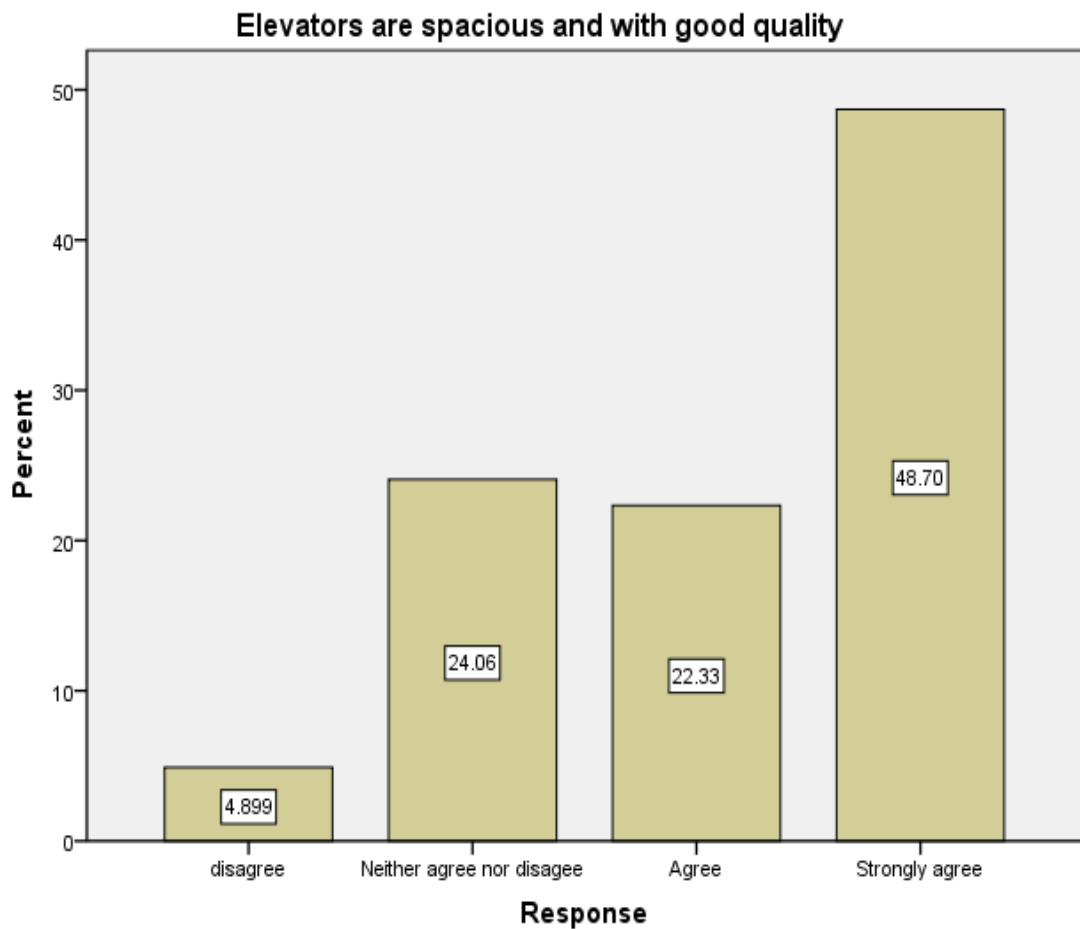
Graph 5.10

6. Public transport is easily available from company location

Good connectivity to the workplace plays an important role in employee's life, which also is a part of good infrastructure for better productivity.

Table 5.10 - Public transport is easily available from company location

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	72	5.2	5.2	5.2
Disagree	450	32.4	32.4	37.6
Neither agree nor disagree	390	28.1	28.1	65.7
Agree	222	16.0	16.0	81.7
Strongly agree	254	18.3	18.3	100.0
Total	**1388**	**100.0**	**100.0**	

It is easily seen from the table 5.10 that (18.3+16) 34 percent respondents agree that public transport is available from work place. (32.4+5.2) 38 percent respondents do not agree to the statement.
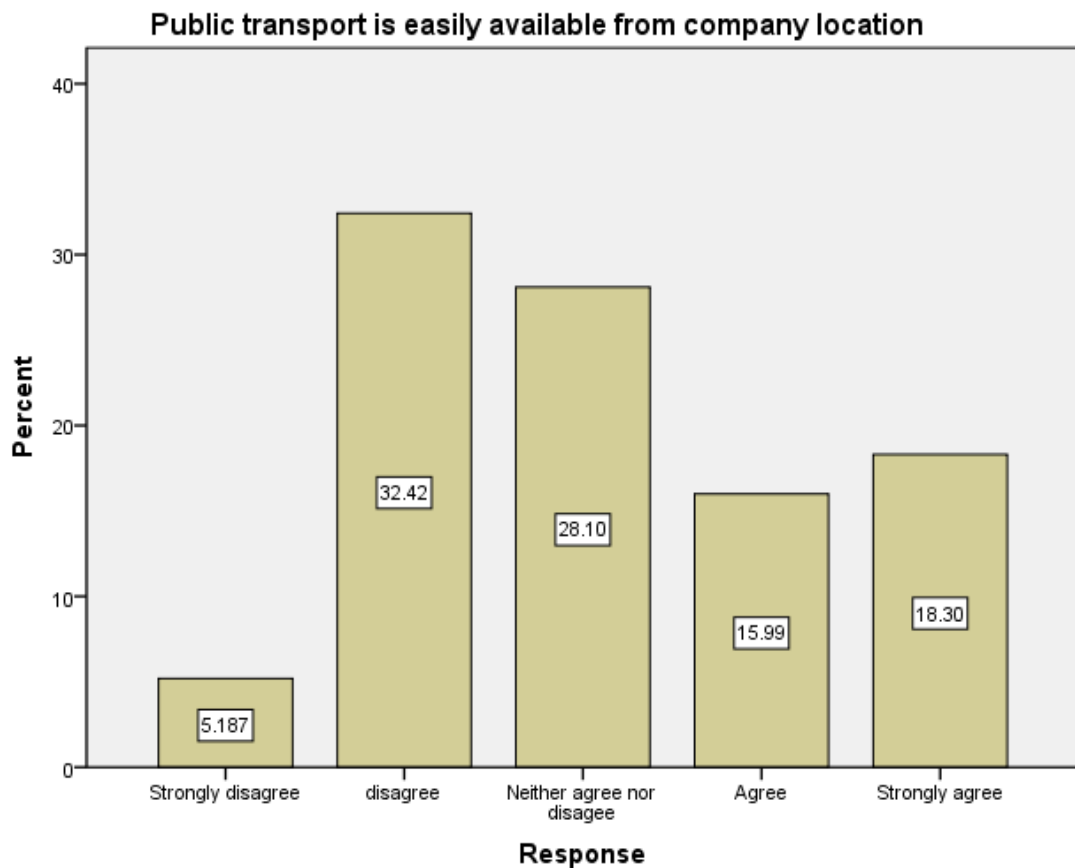
Graph 5.11

7. Enough number of audio and video rooms available for meetings

In IT firms meeting play a very important role to improve the business performance. Meeting may be with clients, different sales teams or software developers to discuss the strategies and other details.

Table 5.11 - There is enough number of audio and video rooms available for meetings

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	18	1.3	1.3	1.3
Disagree	284	20.5	20.5	21.8
Neither agree nor disagree	422	30.4	30.4	52.2
Agree	244	17.6	17.6	69.7
Strongly agree	420	30.3	30.3	100.0
Total	**1388**	**100.0**	**100.0**	

As illustrated in table 5.11, (30.3+17.6) 48 percent respondents are satisfied with audio and video rooms available for meetings, whereas (20.5+1.3) 21.8 percent respondents are not satisfied with the facility.

Graph 5.12

79
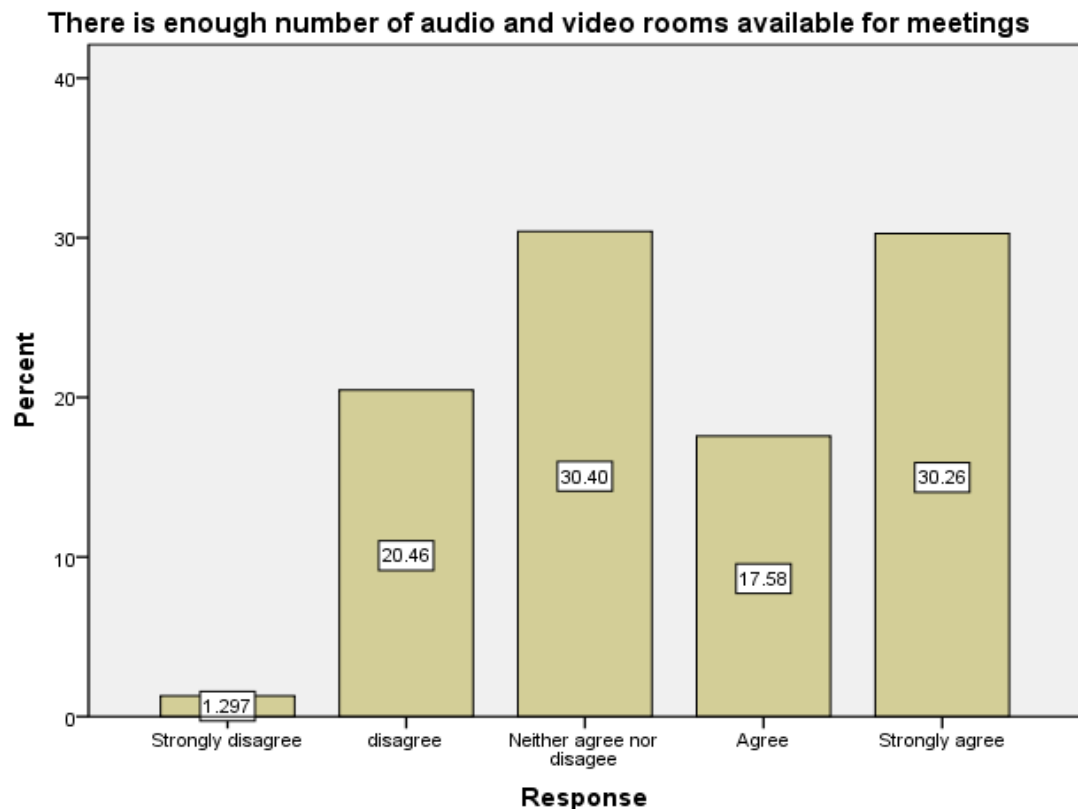
8. Enough number of printers available on the floor and are easily accessible

In IT firms the output of task completed is required to store in hard copy and for that printers are required.

Table 5.12 - There is enough number of printers available on the floor and are easily accessible

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	168	12.1	12.1	12.5
Neither agree nor disagree	312	22.5	22.5	35.0
Agree	238	17.1	17.1	52.2
Strongly agree	664	47.8	47.8	100.0
Total	**1388**	**100.0**	**100.0**	

It is observed from the table 5.12 that (47.8+17.1) 64.9 percent respondents are satisfied with printers available, whereas (12.1+.4) 12.5 percent respondents are not agreed to the given statement.

Graph 5.13

80
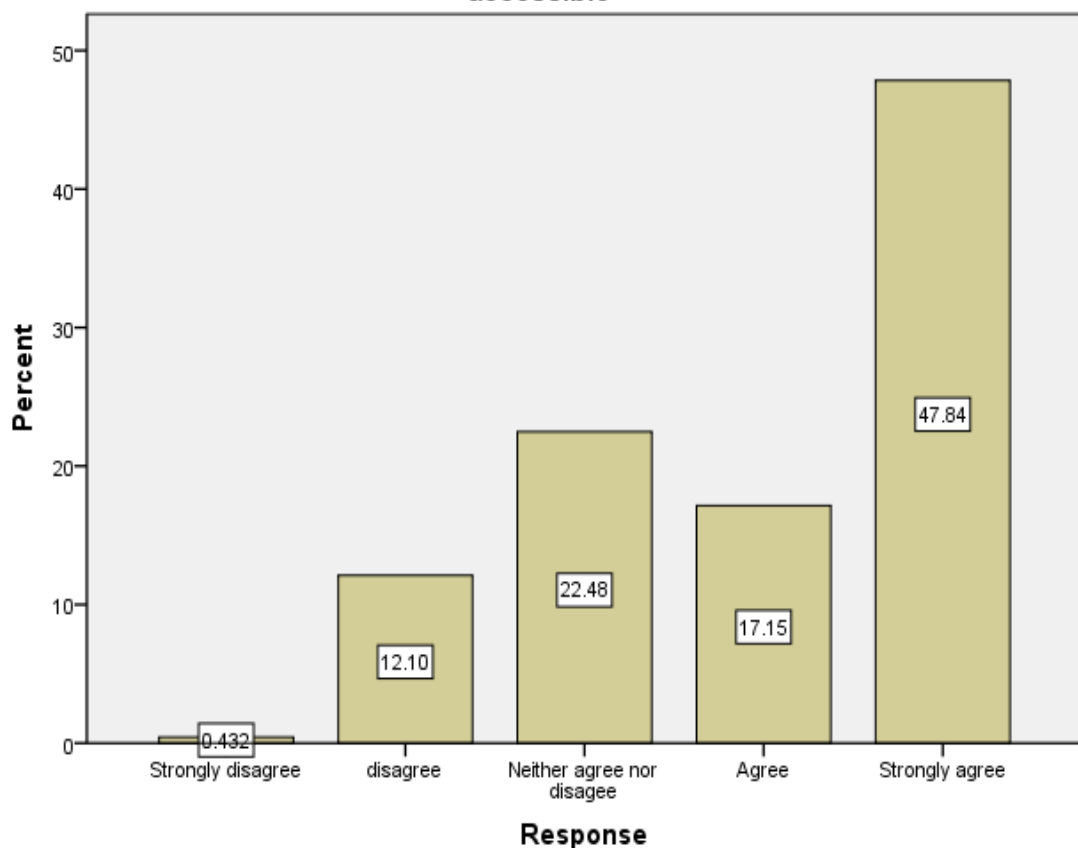
9. Rest rooms and floors are clean and hygienic

Clean work environment helps the employees to work more efficiently and enhances the productivity.

Table 5.13 - Rest rooms and floors are clean and hygienic

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	54	3.9	3.9	3.9
Neither agree nor disagree	228	16.4	16.4	20.3
Agree	296	21.3	21.3	41.6
Strongly agree	810	58.4	58.4	100.0
Total	**1388**	**100.0**	**100.0**	

Approximately 59 percent of the employees strongly agree with the clean environment, 21 percent disagree and 16.43 percent neither agree nor disagree the statement.
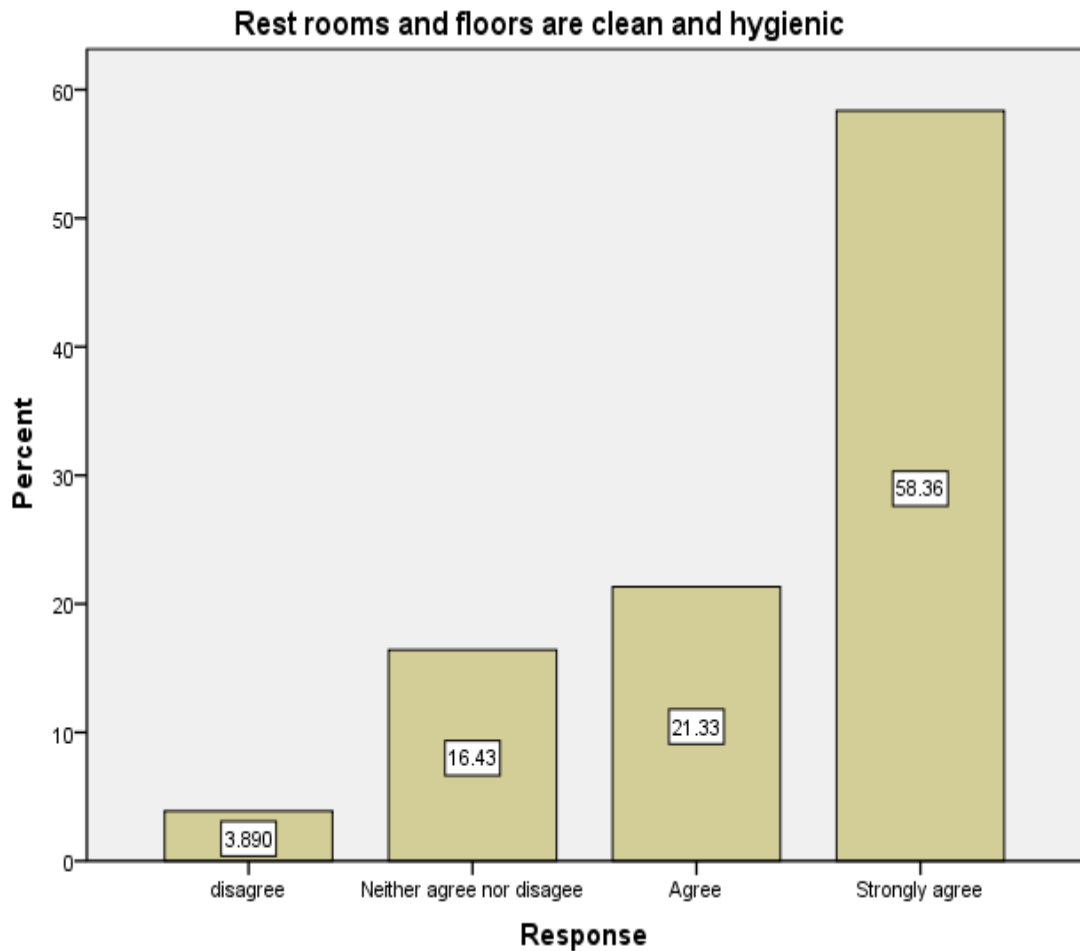
Graph 5.14

10. Enough number of tea/coffee machines with good quality is available

Installation of vending machines at the convenient locations help the employee to save his time in getting tea/coffee; It also help the employee to energies after his tight work schedule.

Table 5.14 - Enough number of tea/coffee machines with good quality is available on the floor

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	126	9.1	9.1	9.5
Neither agree nor disagree	400	28.8	28.8	38.3
Agree	276	19.9	19.9	58.2
Strongly agree	580	41.8	41.8	100.0
Total	**1388**	**100.0**	**100.0**	

Approximately (41.8+19.9) 61.7 percent of the employees agree with the number of tea/coffee machines are available with good quality, 29 percent employees neither agree nor disagree, 20 percent agree with the statement and only 9 percent disagree.
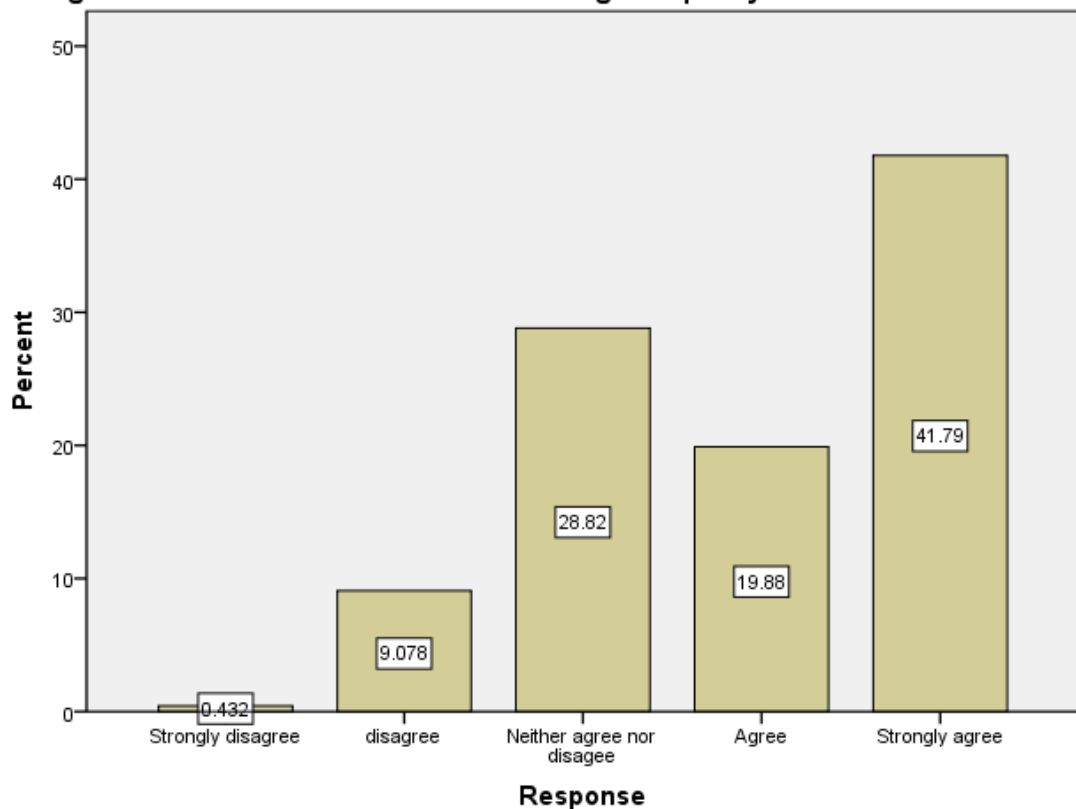
Graph 5.15

5.2.2 FACILITIES

1. Stress management programs are arranged in the company

Common problem for IT employees is stress. It is major cause for heart disease, hypertension and diabetes. The reason for stress in IT industry is due to tight schedules & deadlines, frequent technology changes, high competition, job insecurity and unhealthy lifestyle. Stress management program helps employees to manage their daily stress.

Table 5.15 - Overall Stress management programs are well arranged in the company

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	36	2.6	2.6	2.6
Disagree	408	29.4	29.4	32.0
Neither agree nor disagree	450	32.4	32.4	64.4
Agree	232	16.7	16.7	81.1
Strongly agree	262	18.9	18.9	100.0
Total	**1388**	**100.0**	**100.0**	

Above table shows that company arranges stress management programs at regular interval for their employees. (16.7+18.9) 35.6 percent respondents agree with it and (29.4+2.6) 32 percent respondents disagree with it.
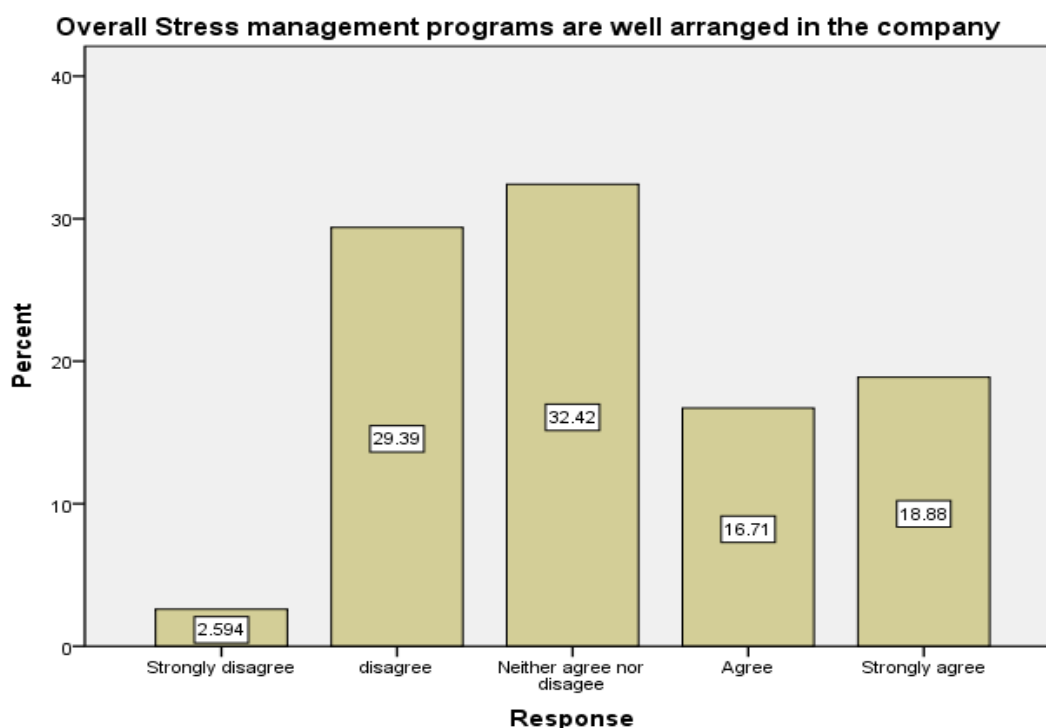
Graph 5.16

83

2. Company provides convenient transportation throughout the city

IT companies are located in the remote places of the city. Due to this, employees face difficulties in reaching the work place. An employee may also need to work in the shifts.

Table 5.16 - Company provides convenient transportation throughout the city

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	142	10.2	10.2	10.2
Disagree	384	27.7	27.7	37.9
Neither agree nor disagree	440	31.7	31.7	69.6
Agree	170	12.2	12.2	81.8
Strongly agree	252	18.2	18.2	100.0
Total	**1388**	**100.0**	**100.0**	

Using the above table researcher found that around (18.2+12.2) 30 percent respondents are agree that their company provides convenient transportation throughout the city. However (10.2+27.7) 38 percent respondents are disagreeing and 32 percent respondent are neither agree nor disagree.
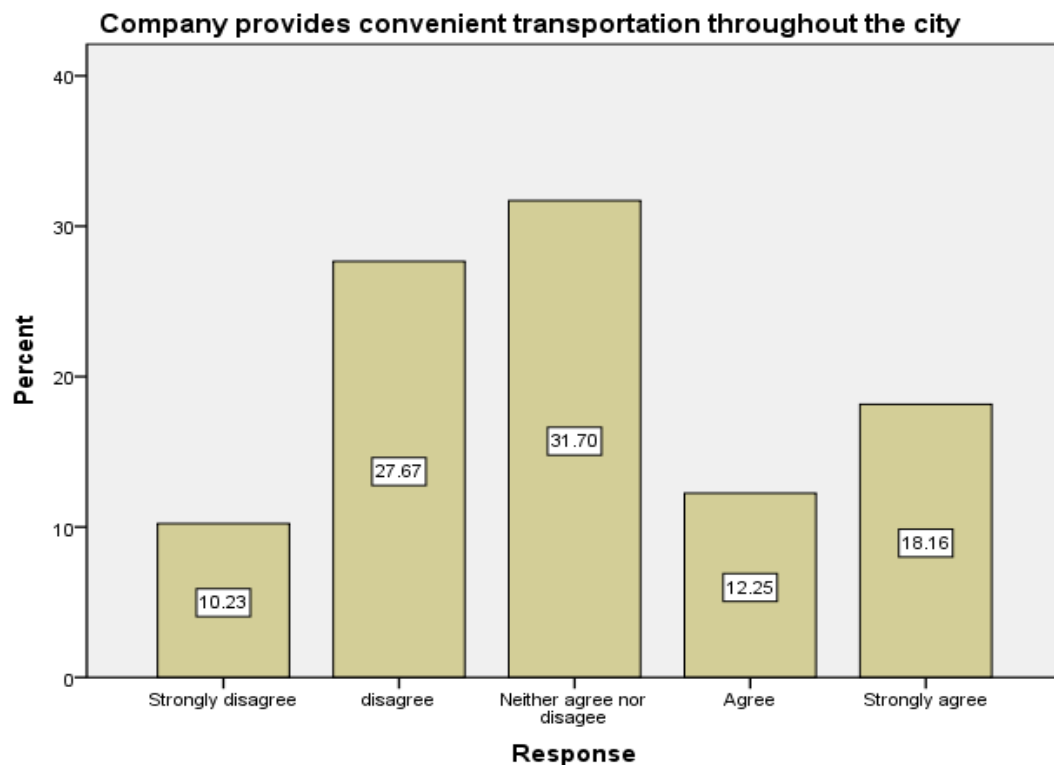
Graph 5.17

84

3. Gym facilities and instructors provided by company are up to the mark

To live a healthy life, one needs to be physically fit. Due to time constraint and stretched working hours, employees do not spare their time on gym other than the working hours. If the same facilities are provided in the company, one can happily think of physical fitness.

Table 5.17 - Gym facilities and instructors provided by company are up to the mark

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	256	18.4	18.4	18.4
Disagree	346	24.9	24.9	43.4
Neither agree nor disagree	464	33.4	33.4	76.8
Agree	150	10.8	10.8	87.6
Strongly agree	172	12.4	12.4	100.0
Total	**1388**	**100.0**	**100.0**	

Approximately (24.9+18.4) 43 percent are disagreed, only (12.4+10.8) 23 agreed and 33 percent of the employees neither agree nor disagree with the Gym facility and instructor,
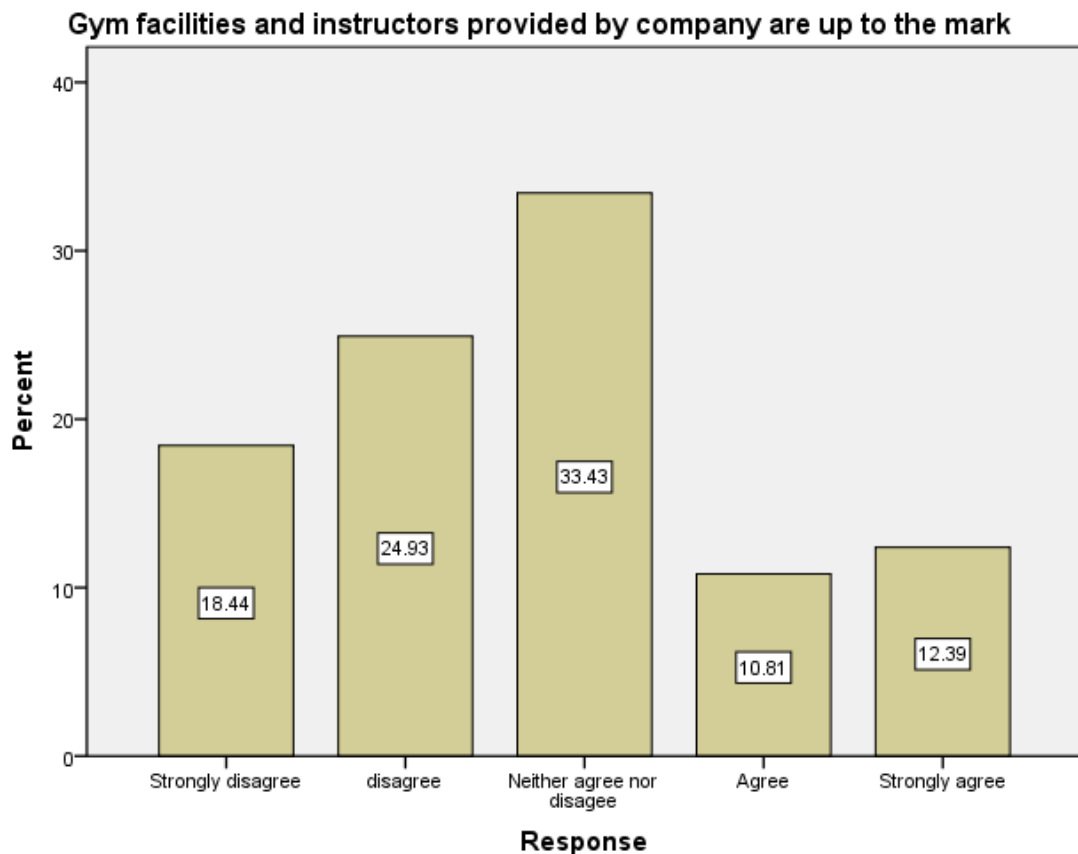
Graph 5.18

4. Good quality of food served in companies' cafeteria

If the quality food is served, employees will happily contribute to the organizational productivity. Employees spend their most of the time in the organization. Many times employees visit early morning to the shifts and stay till late working hours to complete project deadlines and interact with their global teams. By considering this, most of the companies provides canteen and food facilities for their employees which provides breakfast, lunch, snacks and dinner. Hence for better health of employees, the food should be healthy and of good quality.

Table 5.18 - Good quality of food served in companies' cafeteria

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	54	3.9	3.9	3.9
Disagree	338	24.4	24.4	28.2
Neither agree nor disagree	410	29.5	29.5	57.8
Agree	248	17.9	17.9	75.6
Strongly agree	338	24.4	24.4	100.0
Total	**1388**	**100.0**	**100.0**	

Above table describes that (24.4+17.9) 42 percent respondents agree that their companies provides good quality food however (24.4+3.9) 28 percent respondents disagree with it. Also 30 percent respondents neither agree nor disagree.
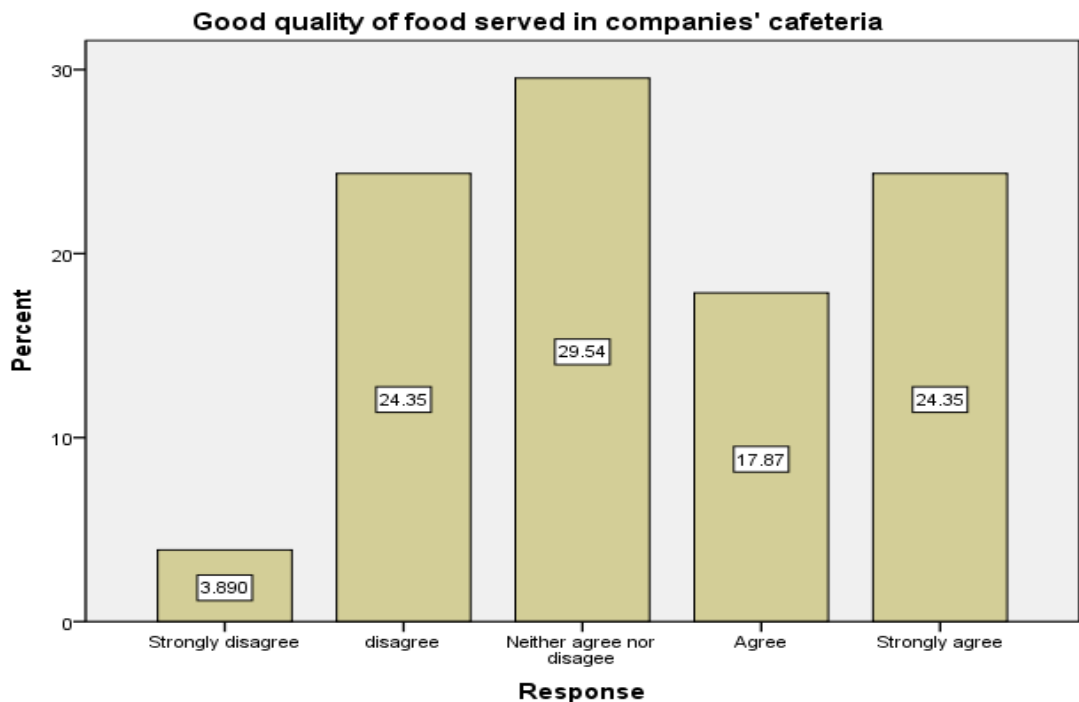
Graph 5.19

86

5. Enough number of food options is available for employees in cafeteria

Employees in IT companies are from different parts of our country and many visitors visit company from different parts of the globe, so it is obvious that their food preferences are different. As we have seen in last table that companies provide food and canteen facilities and employees benefit from it, the different options of food are equally important as its quality.

Table 5.19 - Enough number of food options is available for employees in cafeteria

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	88	6.3	6.3	6.3
Disagree	444	32.0	32.0	38.3
Neither agree nor disagree	390	28.1	28.1	66.4
Agree	198	14.3	14.3	80.7
Strongly agree	268	19.3	19.3	100.0
Total	**1388**	**100.0**	**100.0**	

It has been observed from previous table that 42 percent of the respondents agree that their companies provides good quality food however in current table only (19.3+14.3) 33 percent respondent agree that enough food options are available in companies cafeteria. Also (32+6.3) 39 percent respondent disagrees and 28 percent respondents neither agree nor disagree.
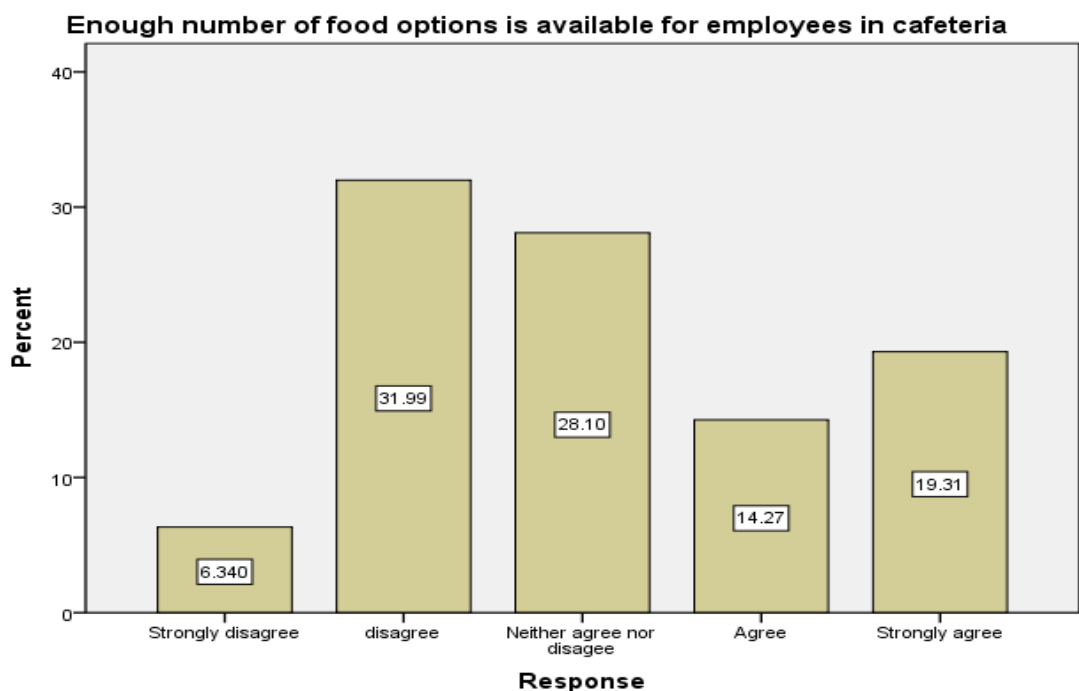
Graph 5.20

6. Company takes care of food and transportation for employees who work till late nights

If the employees are provided with the necessary facility, they will work more enthusiastically and will contribute more towards organizational productivity.

Table 5.20 - Company takes care of food and transportation for employees who works late nights

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	70	5.0	5.0	5.0
Disagree	258	18.6	18.6	23.6
Neither agree nor disagree	462	33.3	33.3	56.9
Agree	248	17.9	17.9	74.8
Strongly agree	350	25.2	25.2	100.0
Total	**1388**	**100.0**	**100.0**	

Approximately 33 percent of the employees neither agree nor disagree, (25.2+17.9) 43 percent of the employees agree to the statement and (18.6+5) 24 percent of the employees disagree to the same.

Company takes care of food and transportation for employees who works late nights
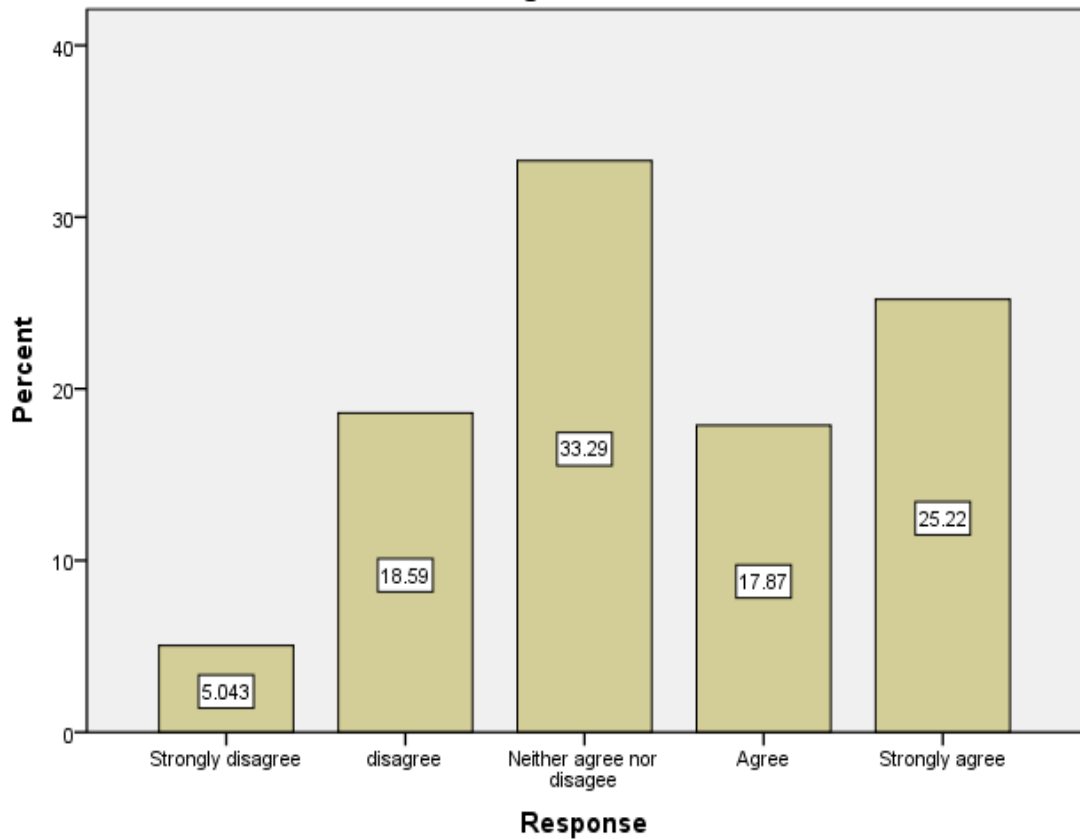
Graph 5.21

7. Library in company is spacious and well equipped

Library facility helps the employees to update their knowledge and skill sets required to perform the task. It also helps the employees to face competition in the extremely competitive environment.

Table 5.21 - Library in company is spacious and well equipped

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	180	13.0	13.0	13.0
Disagree	278	20.0	20.0	33.0
Neither agree nor disagree	524	37.8	37.8	70.7
Agree	216	15.6	15.6	86.3
Strongly agree	190	13.7	13.7	100.0
Total	**1388**	**100.0**	**100.0**	

Above table shows approximately 38 percent of the respondents neither agree nor disagree that the library in company is spacious and well equipped, (20+13) 33 percent of the respondents disagree and (13.7+15.6) 29 percent of the respondents agree.
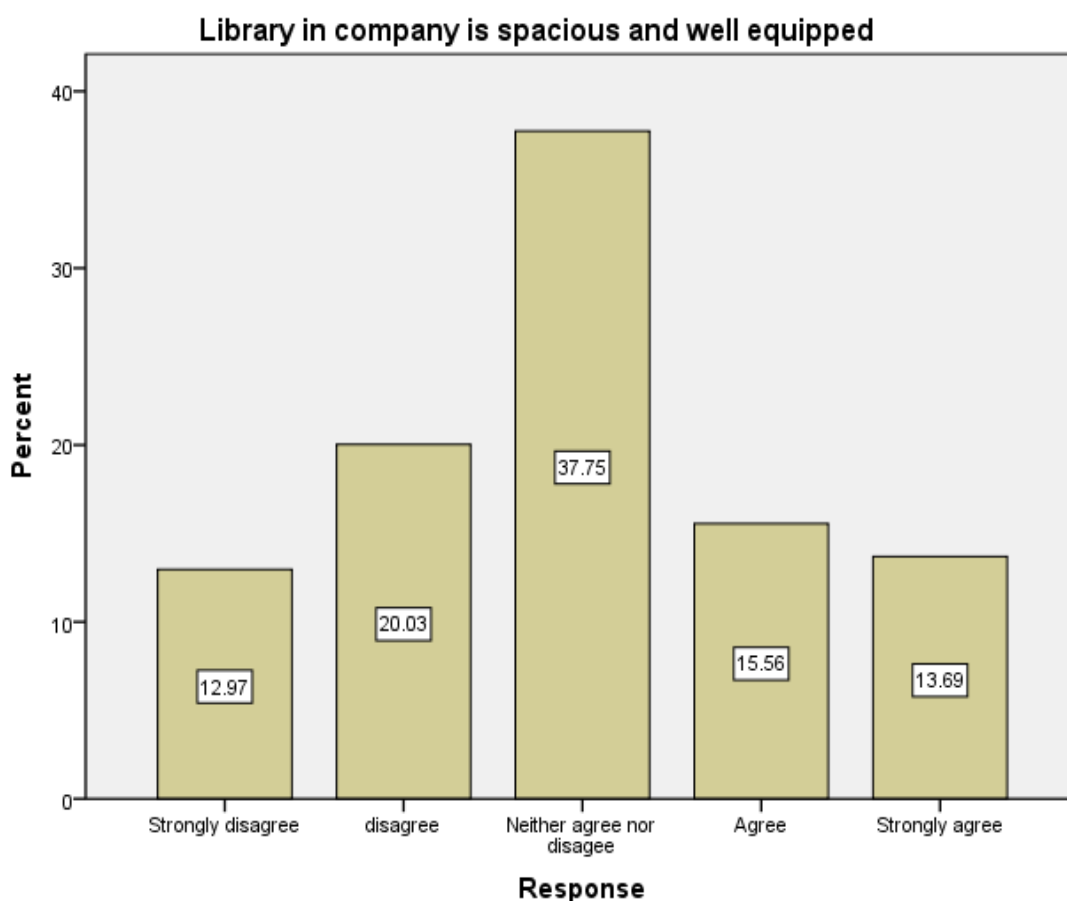
Graph 5.22

8. Team lunch and release parties help to improve company work culture

To have a good coordination and team spirit, it is very essential to have an informal interaction among each other through weekend parties, month end parties after achieving the targets or some social get together. This helps the employees to build and develop the relations which will help in creating the group dynamics.

Table 5.22 - Team lunch and release parties help to improve company work culture

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	42	3.0	3.0	3.0
Disagree	146	10.5	10.5	13.5
Neither agree nor disagree	432	31.1	31.1	44.7
Agree	282	20.3	20.3	65.0
Strongly agree	486	35.0	35.0	100.0
Total	**1388**	**100.0**	**100.0**	

It can be observed from the above table that (35+20.3) 55 percent of the respondents agree with the team lunch and parties to improve company work, 31 percent neither agree nor disagree and (10.5+3) 14 percent disagree to the team lunch and parties.
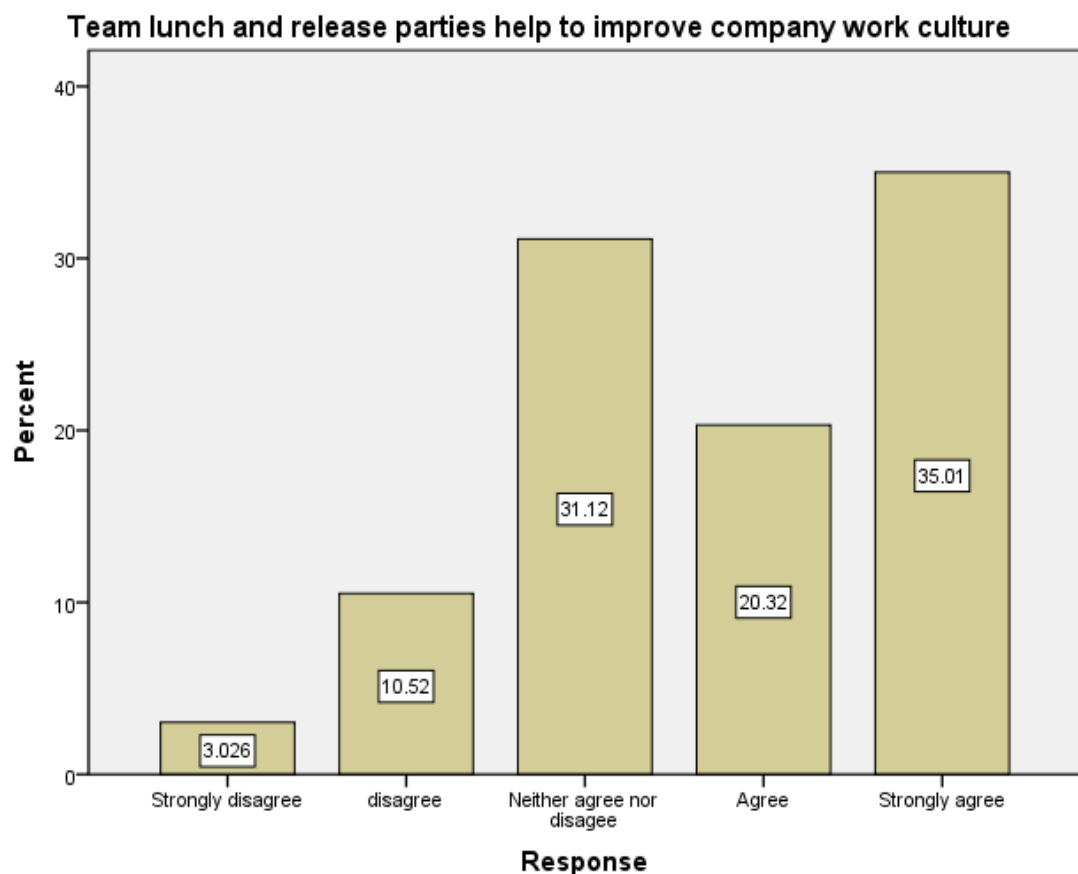
Team lunch and release parties help to improve company work culture

Graph 5.23

90

9. Employees get immediate assistance during medical emergency

Human resources are most important part of any IT company. IT Company pays more attention on employee's health and safety. Many company provides doctor and ambulance facilities in their premises so that employee can get quick medical assistance during emergency.

Table 5.23 - Employees get immediate assistance during medical emergency

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	112	8.1	8.1	8.5
Neither agree nor disagree	552	39.8	39.8	48.3
Agree	278	20.0	20.0	68.3
Strongly agree	440	31.7	31.7	100.0
Total	**1388**	**100.0**	**100.0**	

More than (31.7+20) 52 percent respondents agree that their company provides immediate medical assistance during emergency however only (8.1+.4) 8 percent respondents disagree. It is also observed that almost 40 percent respondents neither agree nor disagree.
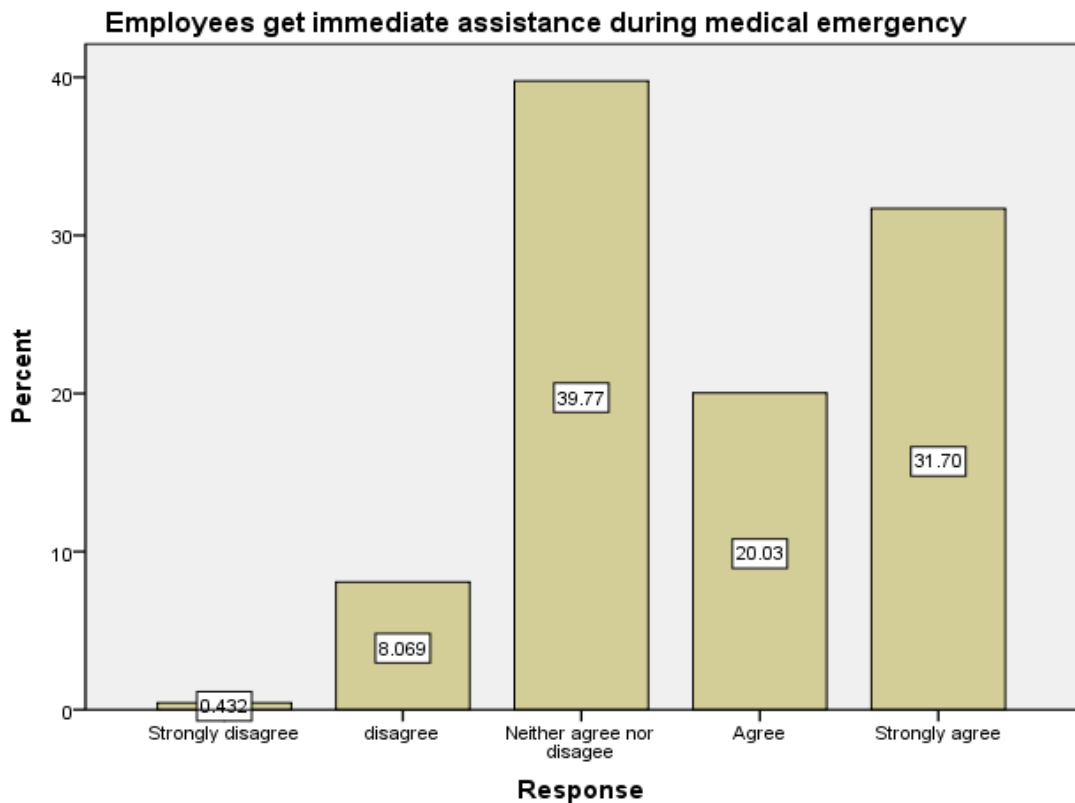
Employees get immediate assistance during medical emergency

Graph 5.24

91

10. Home pickup and drop facilities are available for employees working in odd hours

Home pick and drop is an additional support provided to the employees to reach safely to the workplace and back home.

Table 5.24 - Home pickup and drop facilities are available for employees working in odd hours

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	24	1.7	1.7	1.7
Disagree	116	8.4	8.4	10.1
Neither agree nor disagree	472	34.0	34.0	44.1
Agree	292	21.0	21.0	65.1
Strongly agree	484	34.9	34.9	100.0
Total	**1388**	**100.0**	**100.0**	

The table shows that (34.9+21) 56 percent of the respondents agree to the pick and drop facility, 34 percent neither agree nor disagree, and (1.7+8.4) 10 percent disagree to the home pick up and drop facilities available for working in odd hours.
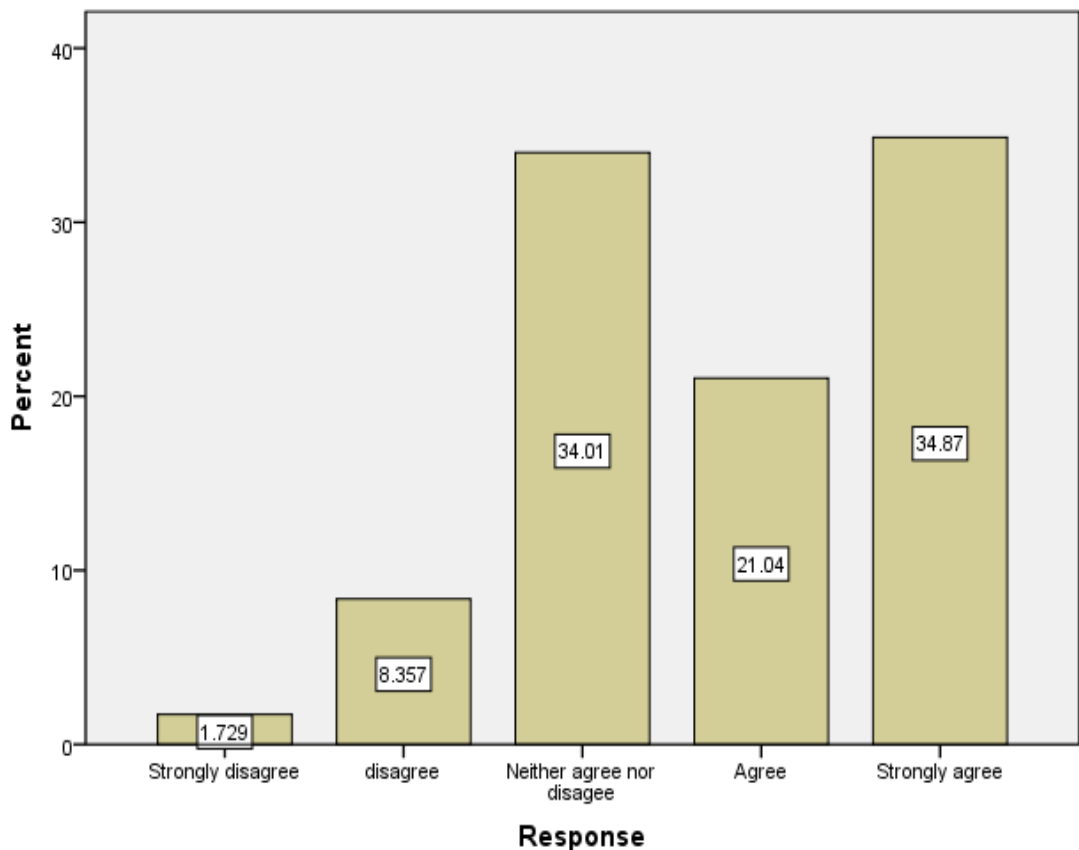
Graph 5.25

11. Company provides good quality of transportation and hotels for relocation of employees

The employees working in the software companies maintain a certain standard of living. To boost their standard, company should provide good quality of transportation and hotels for relocation of employees.

Table 5.25 - Company provides good quality of transportation and hotels for relocation of employees

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	170	12.2	12.2	12.7
Neither agree nor disagree	540	38.9	38.9	51.6
Agree	226	16.3	16.3	67.9
Strongly agree	446	32.1	32.1	100.0
Total	**1388**	**100.0**	**100.0**	

From the above table, 39 percent of the respondents neither agree nor disagree with the facility of transportation and hotels offered by the company, (32.1+16.3) 48 percent agree and (12.2+.4) 13 percent disagree for the same.

Graph 5.26

93

12. Onsite business trips are well arranged and managed by the company

Everyone is well aware that IT companies provide most of the onsite opportunities. It is very important for companies that these business trips are well arranged and managed. It is very comforting for employees to get settled in a new country and in a new environment because of company's initiative for providing these arrangements.

Table 5.26 - Onsite business trips are well arranged and managed by the company

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	34	2.4	2.4	2.4
Disagree	182	13.1	13.1	15.6
Neither agree nor disagree	592	42.7	42.7	58.2
Agree	216	15.6	15.6	73.8
Strongly agree	364	26.2	26.2	100.0
Total	**1388**	**100.0**	**100.0**	

Using above table it is seen that (26.2+15.6) 42 percent respondents agree that their company arranges and manages business trip well and (13.1+2.4) 15 percent respondents disagree with it. It is also observed that around 43 percent respondent are neither agree nor disagree.
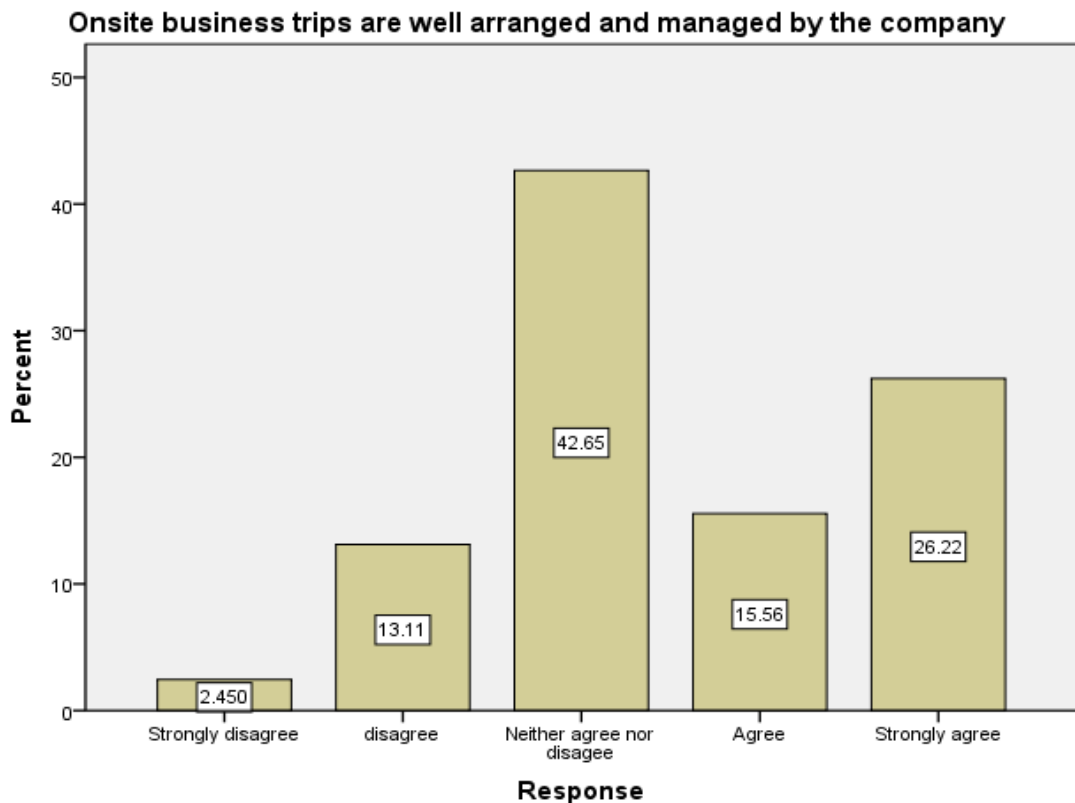
Graph 5.27

13. Entertainment facilities provided by company are up to the mark

Now a day, most of the IT companies offer various recreational activities and entertainment facility to the employees to boost their morale and keep up their energy.

Table 5.27 - Entertainment facilities provided by company are up to the mark

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	122	8.8	8.8	8.8
Disagree	466	33.6	33.6	42.4
Neither agree nor disagree	360	25.9	25.9	68.3
Agree	210	15.1	15.1	83.4
Strongly agree	230	16.6	16.6	100.0
Total	**1388**	**100.0**	**100.0**	

It can be observed from the table that 33.6 percent of the respondents disagree with the entertainment facility offered by the company, approximately 26 percent neither agree nor disagree, 16.6 percent strongly agree and 15 percent agree with the facility offered by the company.
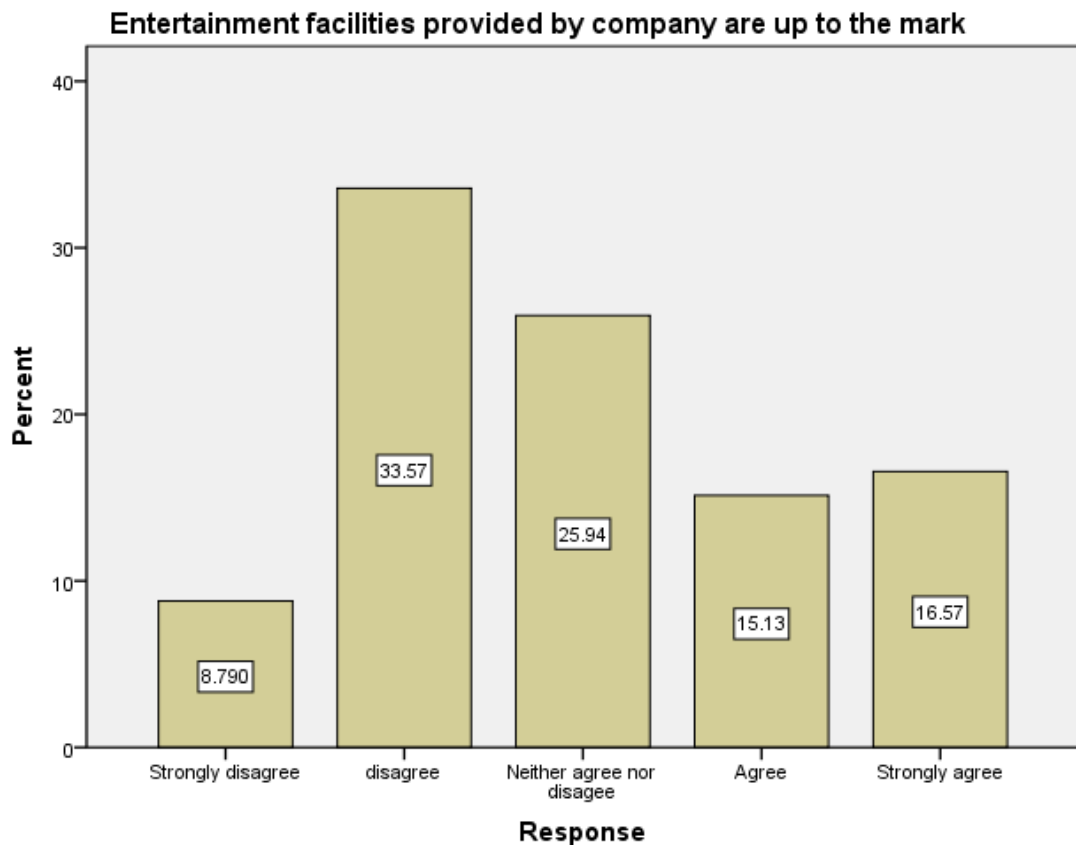
Graph 5.28

14. Adequate facilities are provided in rest rooms

Employees spend most of their time in organization. Therefore, the company should provide adequate facility in the rest room which will help the employees to relax for some time.

Table 5.28 - Adequate facilities are provided in rest rooms

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	34	2.4	2.4	2.4
Disagree	88	6.3	6.3	8.8
Neither agree nor disagree	414	29.8	29.8	38.6
Agree	296	21.3	21.3	59.9
Strongly agree	556	40.1	40.1	100.0
Total	**1388**	**100.0**	**100.0**	

It can be observed from the above table that 40 percent of the respondents strongly agree that the adequate facility is offered in rest the rest room, approximately 30 percent of the respondents neither agree nor disagree and 21.3 percent of the respondents agree with the adequate facility offered in the rest room.
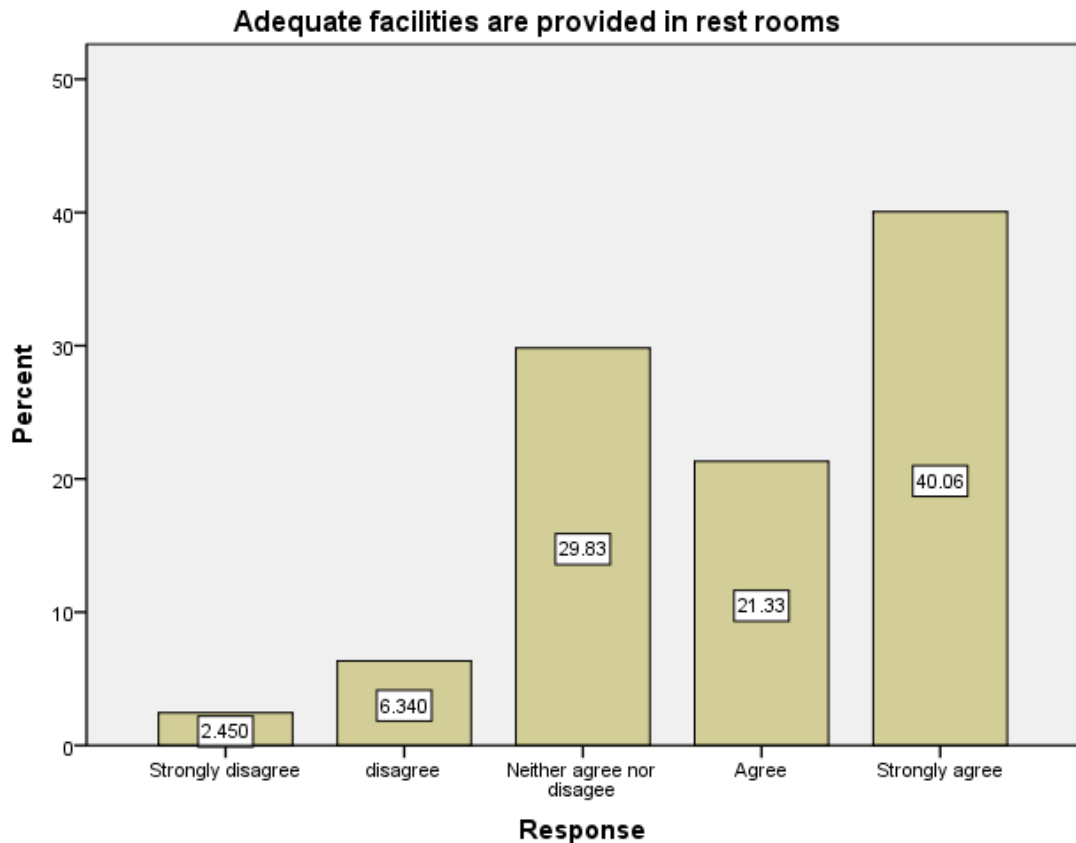
Graph 5.29

15. Company allows work from home by providing required hardware and software

Now a day most of the organizations offer work from home where an employee has an advantage of flexible working time and also work from home so that an employee can look after his priorities at home and can curtail travelling time.

Table 5.29 - Company allows work from home by providing required hardware and software

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	110	7.9	7.9	7.9
Disagree	288	20.7	20.7	28.7
Neither agree nor disagree	322	23.2	23.2	51.9
Agree	252	18.2	18.2	70.0
Strongly agree	416	30.0	30.0	100.0
Total	**1388**	**100.0**	**100.0**	

It is observed from the above table that 30 percent of the respondents strongly agree that the company allows work from home by providing hardware and software, 23.2 percent respondents neither agree nor disagree. 20.7 percent respondents disagree and 18 percent respondents agree with it.

Graph 5.30

97
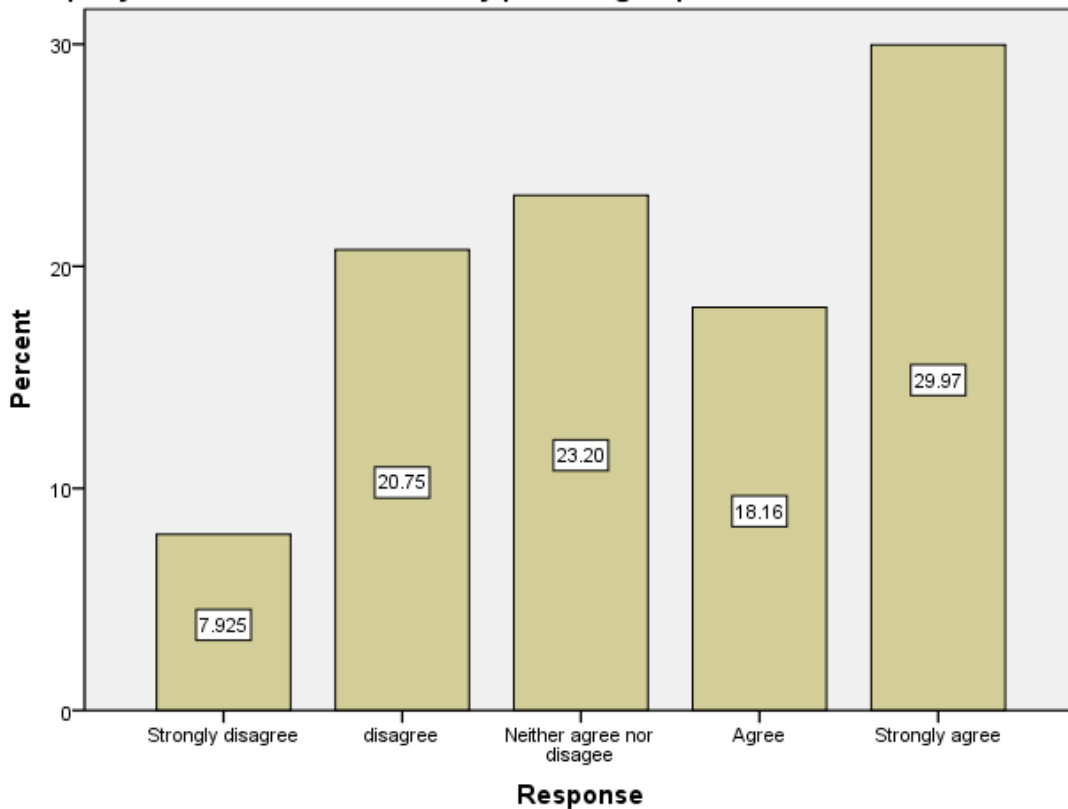
16. There is no restriction on use of internet and social networking sites

Facility like internet and use of social networking is an important provision which is made for the employees now days. With the use of this an employee can get connected to a client worldwide and helps in maintaining the client base.

Table 5.30 - There is no restriction on use of internet and social networking sites

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	174	12.5	12.5	12.5
Disagree	472	34.0	34.0	46.5
Neither agree nor disagree	240	17.3	17.3	63.8
Agree	168	12.1	12.1	75.9
Strongly agree	334	24.1	24.1	100.0
Total	**1388**	**100.0**	**100.0**	

The above table indicates that (34+12.5) 47 percent of the respondents disagree with the given statement, (24.1+12.1) 36 percent of the respondents agree and 17 percent of the respondents neither agree not disagree with the same.
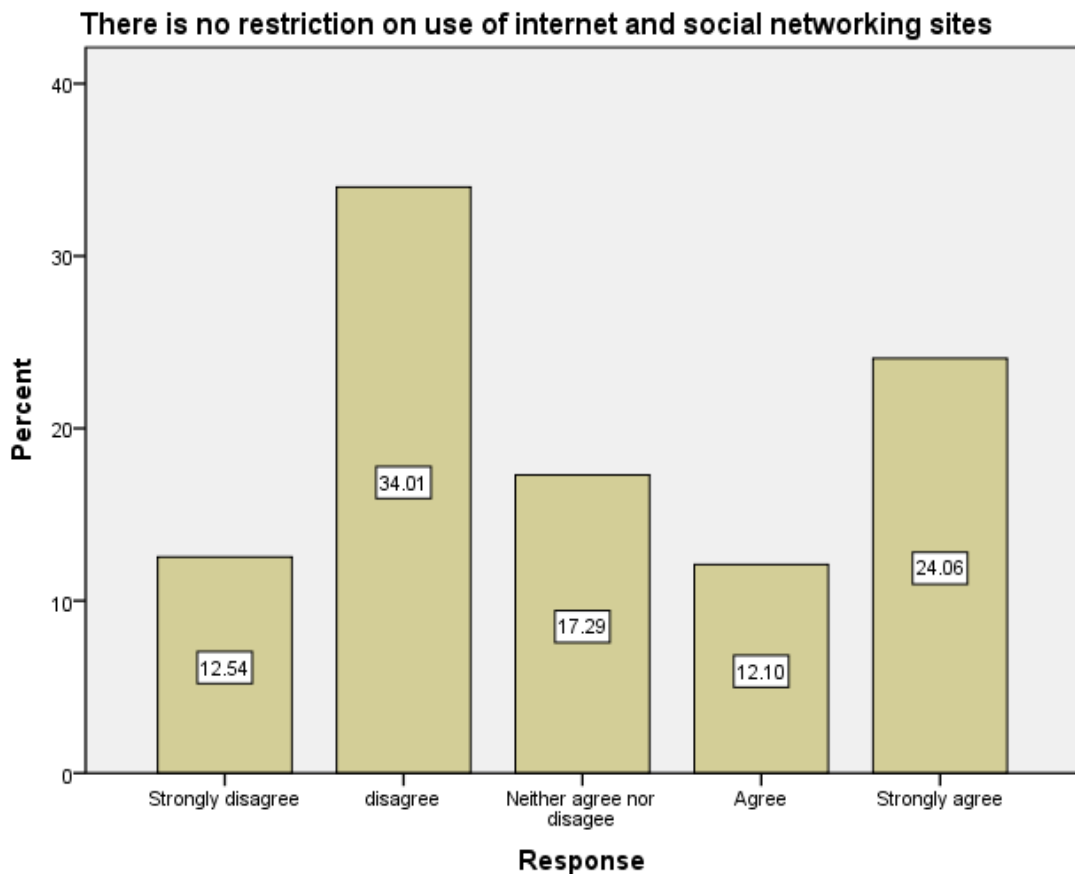
Graph 5.31

98

17. Reimbursements of bills for relocation and onsite trips are easy

Employees of IT firms have to relocate in search of new jobs or for the new projects. If the company offers them with the additional incentives of reimbursements of bills for onsite trips, it will be of a great help to them.

Table 5.31 - Reimbursements of bills for relocation and onsite trips are easy

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	34	2.4	2.4	2.4
Disagree	212	15.3	15.3	17.7
Neither agree nor disagree	500	36.0	36.0	53.7
Agree	214	15.4	15.4	69.2
Strongly agree	428	30.8	30.8	100.0
Total	**1388**	**100.0**	**100.0**	

It can be depicted from the above table that 36 percent of the respondents neither agree nor disagree. (30.8+15.4) 46 percent of the respondents agree that the reimbursement bills for relocation and onsite trips are offered by the company and (15.4+2.4) 18 percent disagree with the same.

Reimbursements of bills for relocation and onsite trips are easy
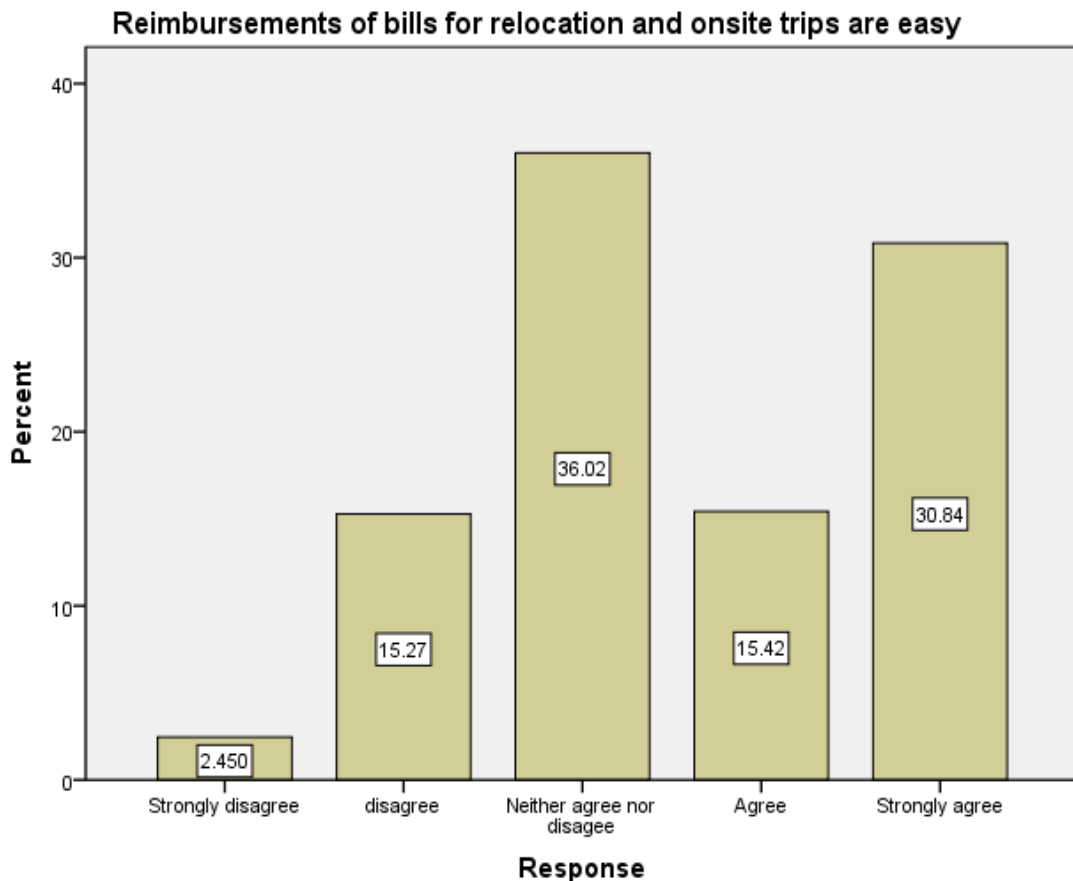
Graph 5.32

5.2.3   RECRUITMENT AND INDUCTION PROGRAM

1.   Recruitment process is very lengthy and time consuming

In IT industry, recruitment is continuous process because of attrition and new projects. Recruitment process starts from submitting resume to employee. The time varies from 1 week to 10 week depending on company processes, size, criticality, position and skills required. If the process is very lengthy and time consuming, candidate loses interest and tries to approach for other firms.

Table 5.32 - Recruitment process is very lengthy and time consuming

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	170	12.2	12.2	12.7
Neither agree nor disagree	412	29.7	29.7	42.4
Agree	258	18.6	18.6	61.0
Strongly agree	542	39.0	39.0	100.0
Total	**1388**	**100.0**	**100.0**	

Above table indicates that (18.6+39) 58 percent respondents agree that the recruitment process is very lengthy and time consuming while only (12.2+.4) 13 percent respondents disagree.
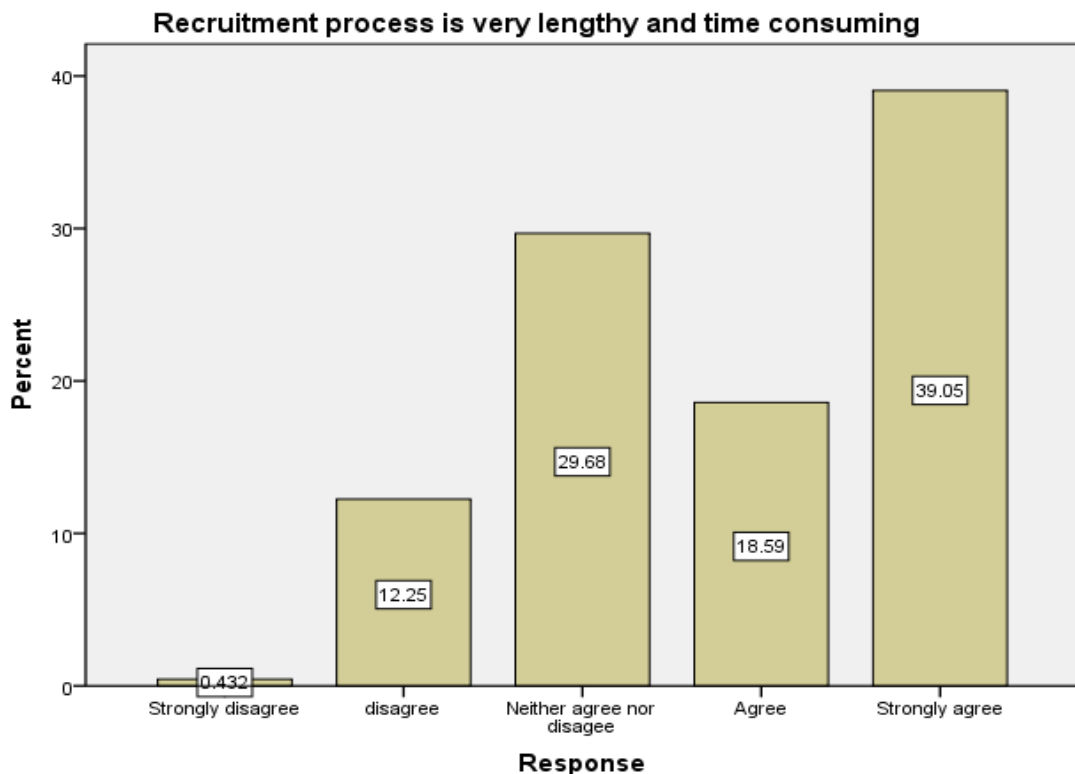
Graph 5.33

2. The qualities of interview questions are very good

The standard of the organization is decided with the quality of interview conducted and the questions being asked during the interview.

Table 5.33 - The qualities of interview questions are very good

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	38	2.7	2.7	2.7
Neither agree nor disagree	436	31.4	31.4	34.1
Agree	354	25.5	25.5	59.7
Strongly agree	560	40.3	40.3	100.0
Total	**1388**	**100.0**	**100.0**	

It can be depicted from the table that approximately (40.3+25.5) 66 percent of the respondents agree with the statement, 31 percent of the respondents neither agree nor disagree and only 3 percent of the respondents disagree with the statement.
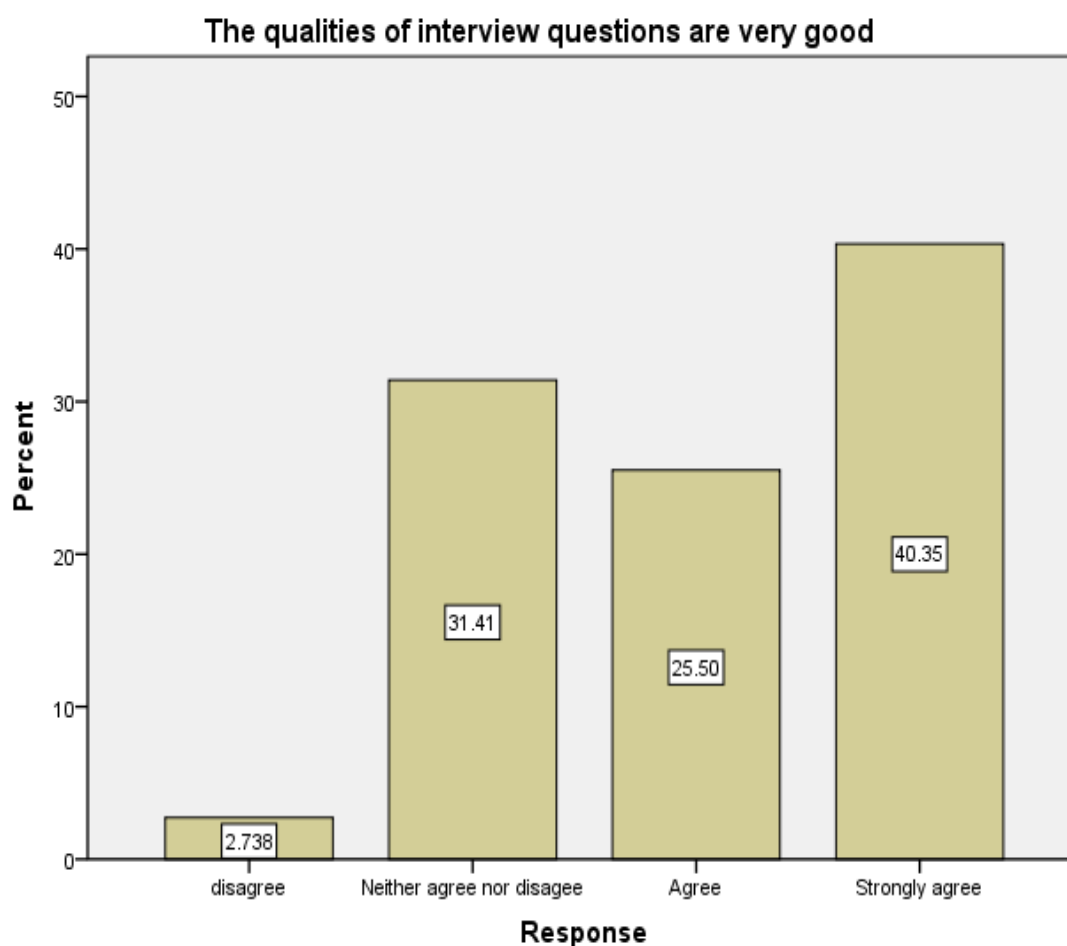
Graph 5.34

3. Company gives proper training for hiring and interviewing

After short listing resume, a candidate needs to go through many interview rounds. Different levels of rounds are conducted by different interviewers. Most of the companies gives proper trainings for hiring and interviewing to setup up standard process of interviews and gets best candidates in short span of time. It helps companies to reduce time and cost on recruitment process.

Table 5.34 - Company gives proper training for hiring and interviewing

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	60	4.3	4.3	4.3
Disagree	490	35.3	35.3	39.6
Neither agree nor disagree	392	28.2	28.2	67.9
Agree	196	14.1	14.1	82.0
Strongly agree	250	18.0	18.0	100.0
Total	**1388**	**100.0**	**100.0**	

It is observed from table that (35.3+4.3) 40 percent respondents does not agree that their company gives proper training to their interviewers and only (14.1+18) 32 percent candidates agrees that their company gives proper training for hiring and interviewing.

Graph 5.35

4. The on-boarding process in company is very professional and well managed

On-boarding is a strategic process of bringing a new employee to the organization and providing information, training, mentoring and coaching throughout the transition. The process begins at the acceptance of an offer and throughout the first six to twelve months of employment.

Table 5.35 - The on-boarding process in company is very professional and well managed

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	34	2.4	2.4	2.4
Disagree	306	22.0	22.0	24.5
Neither agree nor disagree	566	40.8	40.8	65.3
Agree	228	16.4	16.4	81.7
Strongly agree	254	18.3	18.3	100.0
Total	**1388**	**100.0**	**100.0**	

According to data only (18.3+16.4) 35 percentage respondents agree that the on-boarding process in company is professional and well managed. It is also interesting that around 41 percent respondents are neither agrees not disagrees and only (22+2.4) 24 percent respondents disagree to the statement.
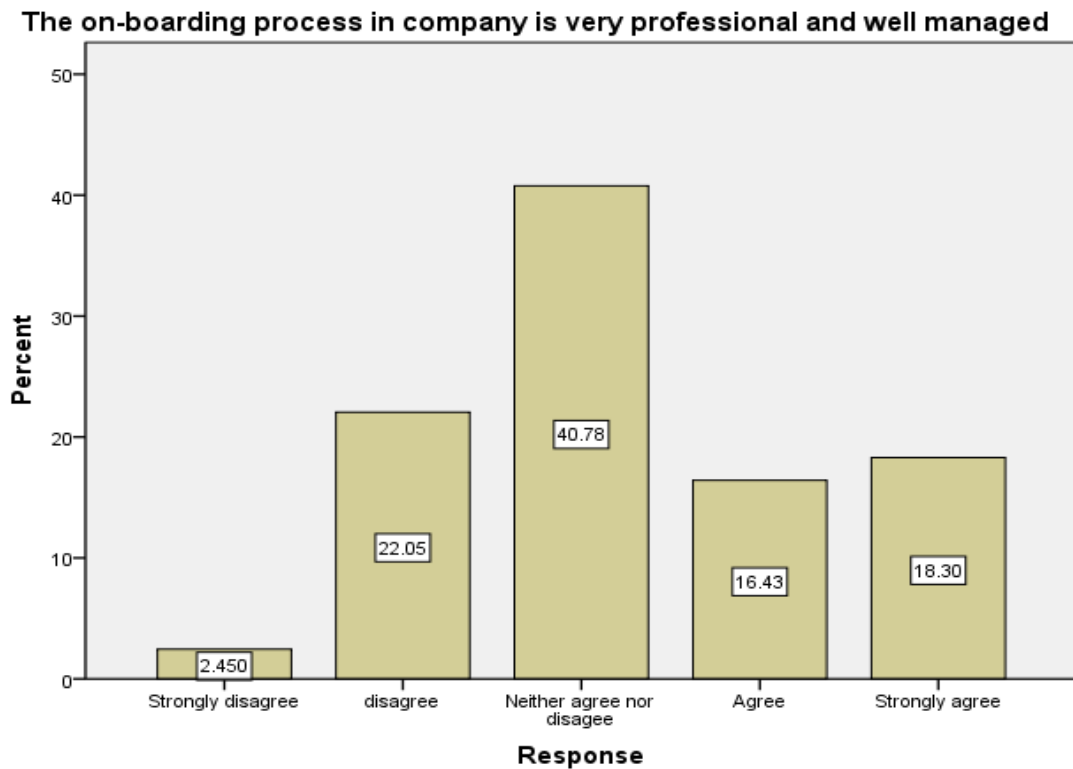
Graph 5.36

103

5. The recruitment process is very friendly and employee caring

In IT companies, the recruitment process takes 1 to 10 week. In many companies this process is very friendly and employee caring. Company is always in touch with candidates in every step of recruitment process and help candidate to solve their issues and concerns.

Table 5.36 - The recruitment process is very friendly and employee caring

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	42	3.0	3.0	3.0
Disagree	198	14.3	14.3	17.3
Neither agree nor disagree	500	36.0	36.0	53.3
Agree	252	18.2	18.2	71.5
Strongly agree	396	28.5	28.5	100.0
Total	**1388**	**100.0**	**100.0**	

(28.5+18.2) 47 percent respondents agrees that the recruitment process is very friendly and employee caring, (14.3+3) 17 percent disagree and 36 percent respondents are neither agree or nor disagree.

Graph 5.37

104

6. Company provides transportation and stay facilities for employees and family members for relocation

Facilities like transportation and stay facilities for employees and family members make them appealing and satisfied working with the organization.

Table 5.37 - Company provides transportation and stay facilities for employees and family members for relocation

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	150	10.8	10.8	11.2
Neither agree nor disagree	488	35.2	35.2	46.4
Agree	234	16.9	16.9	63.3
Strongly agree	510	36.7	36.7	100.0
Total	**1388**	**100.0**	**100.0**	

It has been observed from the above table that approximately (36.7+16.9) 54 percent of the respondents agree, 35 percent of the respondents neither agree nor disagree and (10.8+.4) 11 percent disagree that the provision of transportation and stay facility offered by the company.
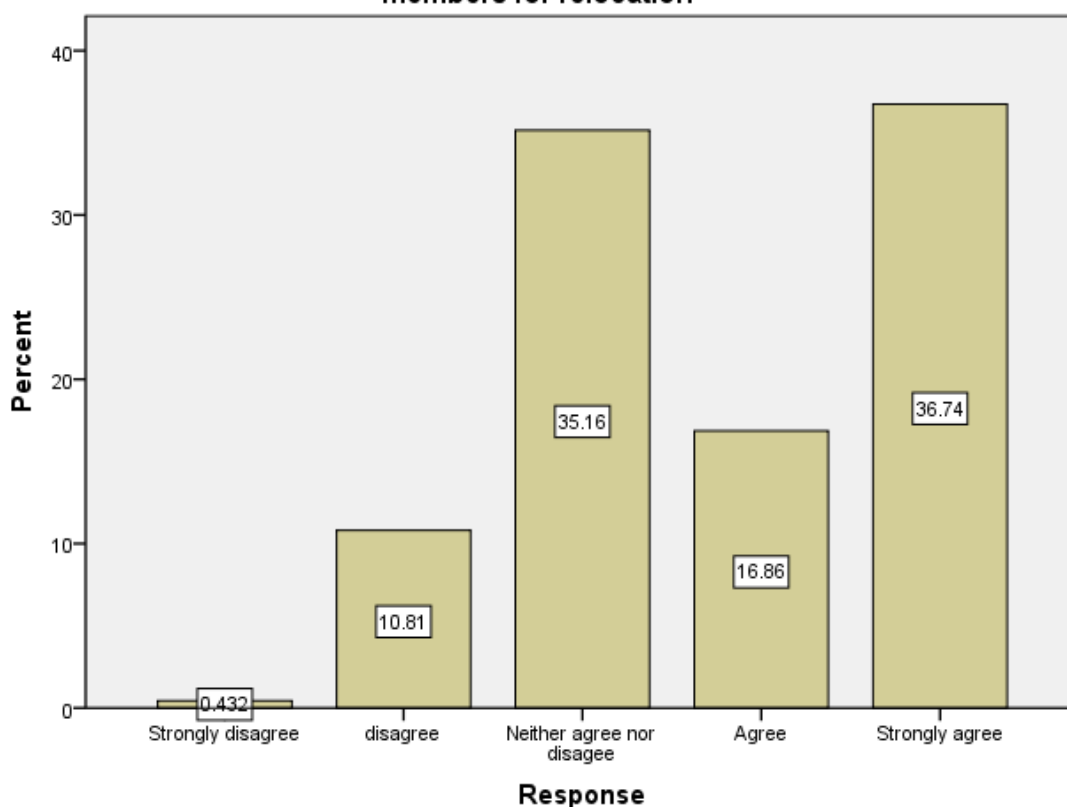
Graph 5.38

7. Induction provides a warm and sincere welcome and put the newcomer at ease

Induction is a welcoming process offered by the company to the new employees to introduce them to the organization culture and its environment. It helps employees to get acquainted with the rules and regulations, policies and procedures of the organizations

Table 5.38 - Induction provides a warm and sincere welcome and put the newcomer at ease

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	46	3.3	3.3	3.3
Disagree	262	18.9	18.9	22.2
Neither agree nor disagree	282	20.3	20.3	42.5
Agree	280	20.2	20.2	62.7
Strongly agree	518	37.3	37.3	100.0
Total	**1388**	**100.0**	**100.0**	

Nearly (37.3+20.2) 58 percent of the respondents agree with the given statement, 20.3 percent neither agree nor disagree, (18.9+3.3) 22 percent respondents disagree with the same.
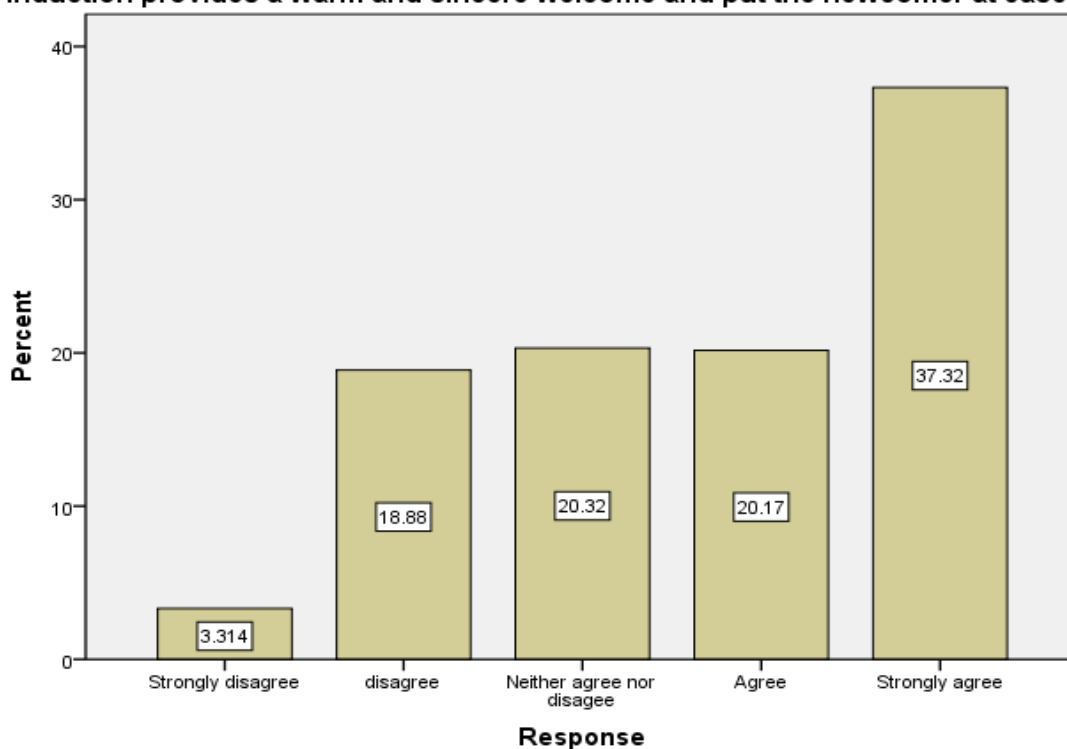
Graph 5.39

8. Induction provides an understanding of the company: its culture, structure, products and clients

Induction is an important activity for any new comer in the organization which helps him to understand its culture, structure, products and clients.

Table 5.39 - Induction provides an understanding of the company: its culture, structure, products and clients

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	114	8.2	8.2	8.6
Neither agree nor disagree	456	32.9	32.9	41.5
Agree	310	22.3	22.3	63.8
Strongly agree	502	36.2	36.2	100.0
Total	**1388**	**100.0**	**100.0**	

It can be seen that 36. 2 percent of the respondents strongly agree, approximately 33 percent of the respondents neither agree nor disagree and 22 percent are agreed with the induction procedure.
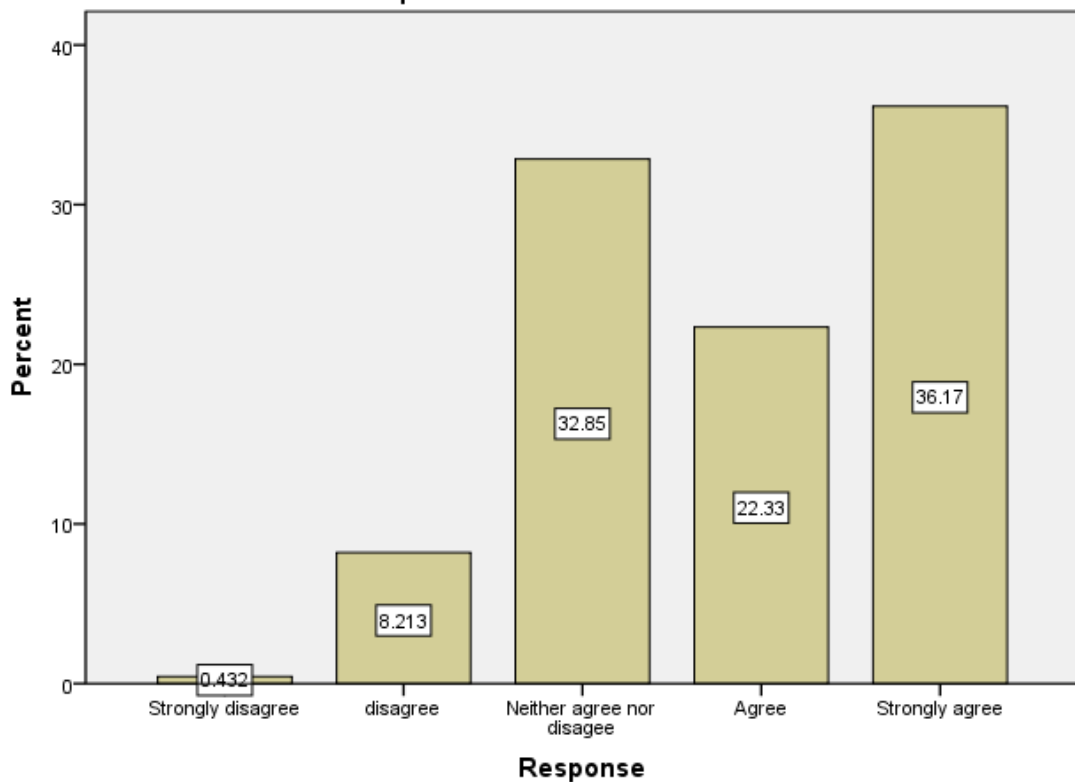
Graph 5.40

9. Quality of input material in induction is very good and useful

The resources in the induction used could be LCD projector, PC, phone, stationery etc. if appropriate material is used in the induction; it helps to ease the process.

Table 5.40 - Quality of material in induction is very good and useful

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	12	.9	.9	.9
Disagree	184	13.3	13.3	14.1
Neither agree nor disagree	482	34.7	34.7	48.8
Agree	296	21.3	21.3	70.2
Strongly agree	414	29.8	29.8	100.0
Total	**1388**	**100.0**	**100.0**	

Approximately (29.8+21.3) 51 percent respondents agree with statement whereas 35 percent of the respondents neither agree nor disagree and (13.3+.9) 14 percent respondents disagree that input material is good and useful at the time of induction.
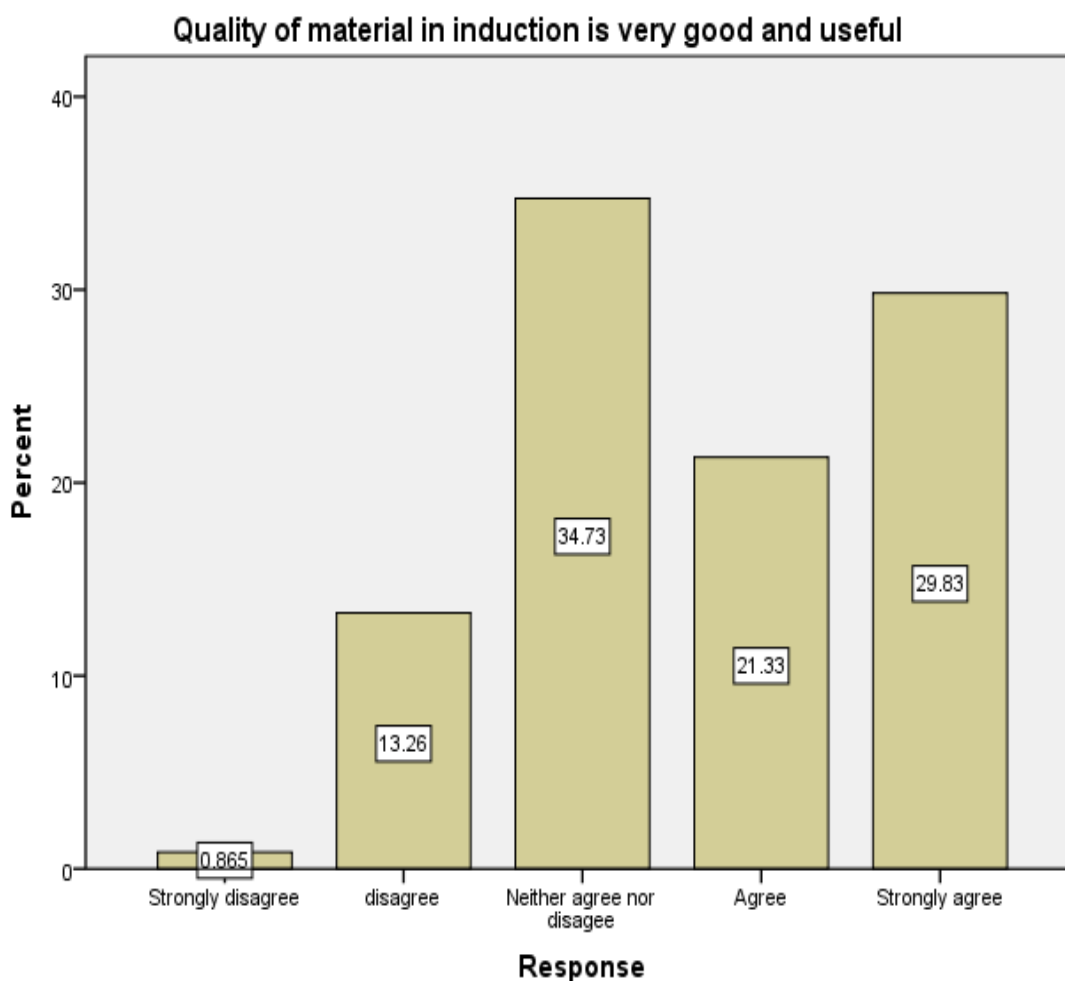
Graph 5.41

108

10. The time for induction is sufficient

An organization should take utmost care to introduce its employees to the policies and procedures.

Table 5.41 - The time for induction is sufficient

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	30	2.2	2.2	2.2
Disagree	106	7.6	7.6	9.8
Neither agree nor disagree	448	32.3	32.3	42.1
Agree	292	21.0	21.0	63.1
Strongly agree	512	36.9	36.9	100.0
Total	**1388**	**100.0**	**100.0**	

It can be seen that (36.9+21) 58 percent of the respondents agree with the given statement, 32 percent neither agree nor disagree and (7.6+2.2) 10 percent agree with it.
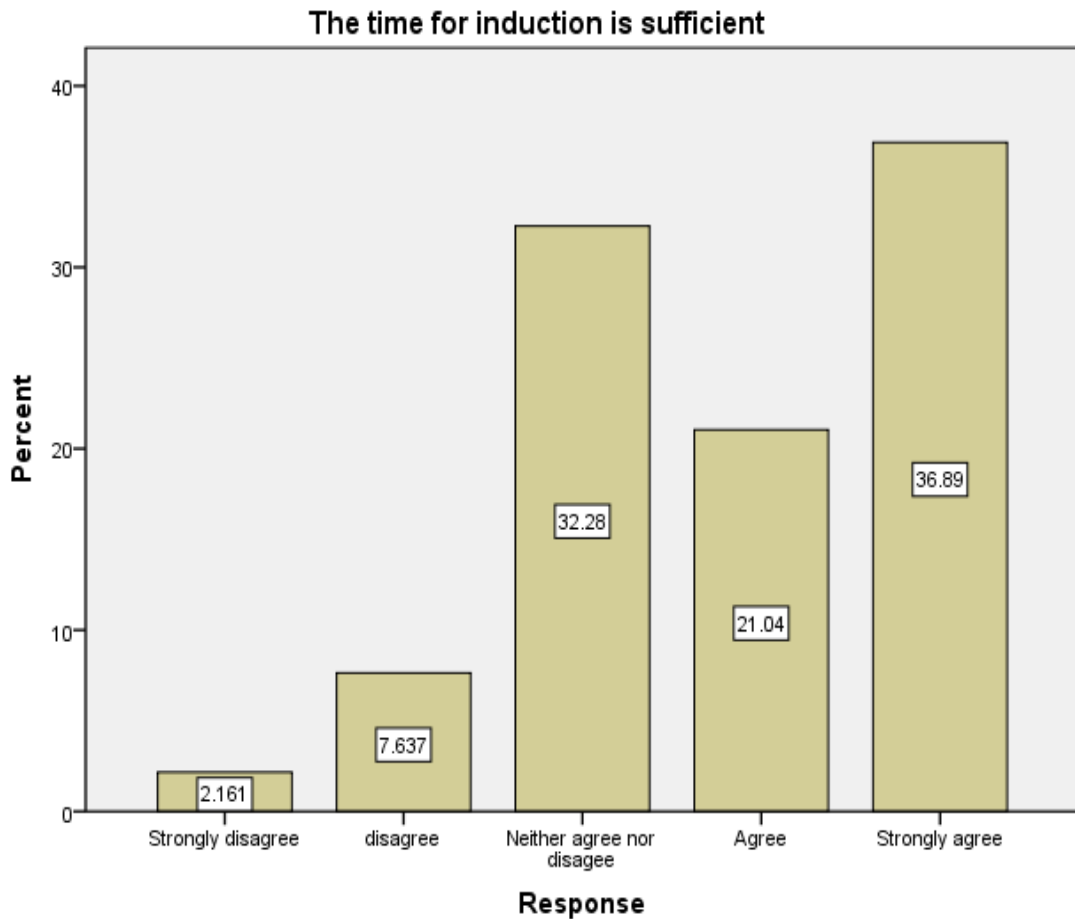
Graph 5.42

109

11. Induction provides a good impression of the organization

Implementation of induction program helps in maintaining a good impression of the organization.

Table 5.42 - Induction provides a good impression of the organization

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	100	7.2	7.2	7.6
Neither agree nor disagree	452	32.6	32.6	40.2
Agree	294	21.2	21.2	61.4
Strongly agree	536	38.6	38.6	100.0
Total	**1388**	**100.0**	**100.0**	

It can be seen from the above table that (38.6+21.2) 60 percent of the respondents agree, 33 percent neither agree nor disagree and (7.2+.4) 8 percent disagree that the induction provides good impression of the organization.
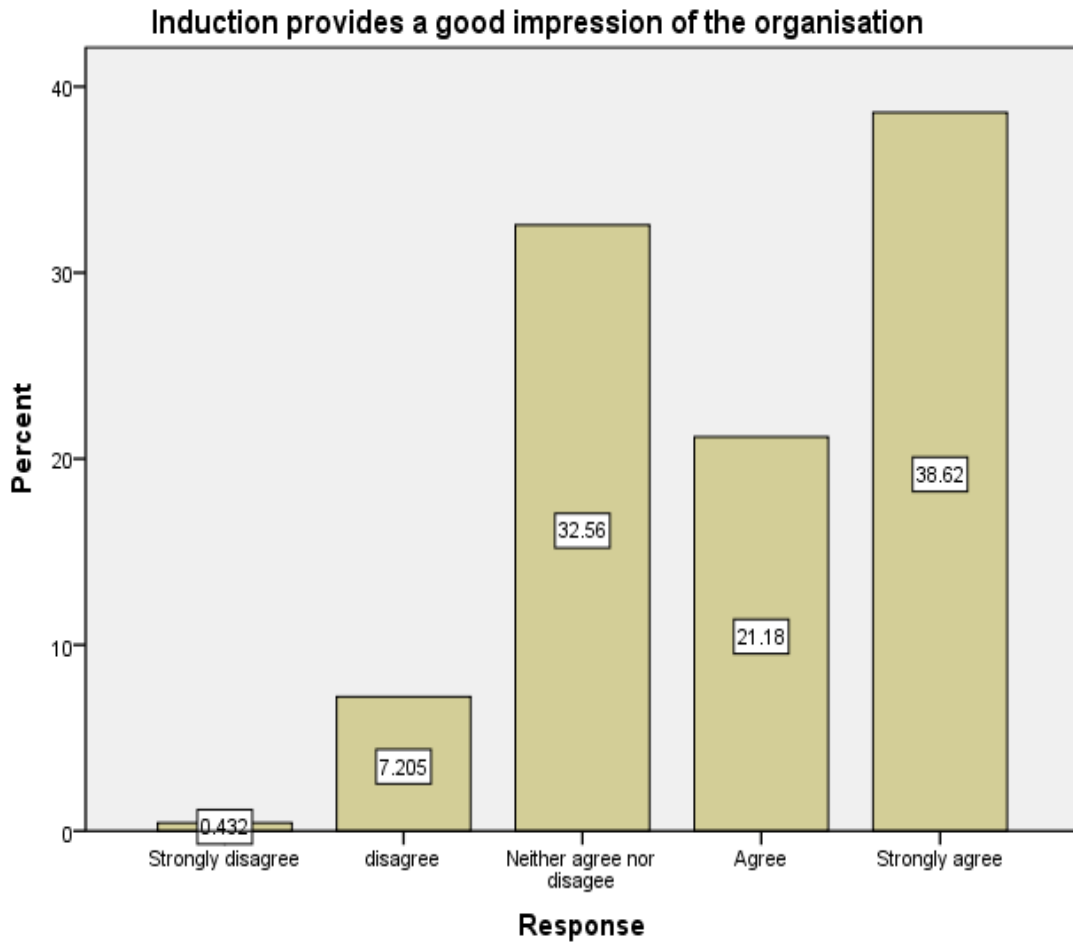
Graph 5.43

110

12. Induction integrates the new comer quickly and effectively

Organization with good induction program helps the employee to acquaint well with the organization and its culture**.**

Table 5.43 - Induction integrates the new comer quickly and effectively

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	12	.9	.9	.9
Disagree	230	16.6	16.6	17.4
Neither agree nor disagree	412	29.7	29.7	47.1
Agree	264	19.0	19.0	66.1
Strongly agree	470	33.9	33.9	100.0
Total	**1388**	**100.0**	**100.0**	

It is observed that, approximately (33.9+19) 53 percent agree that the induction integrates the new comer quickly and effectively, 30 percent neither agree nor disagree, (16.6+.9) 17 percent disagree with the statement.
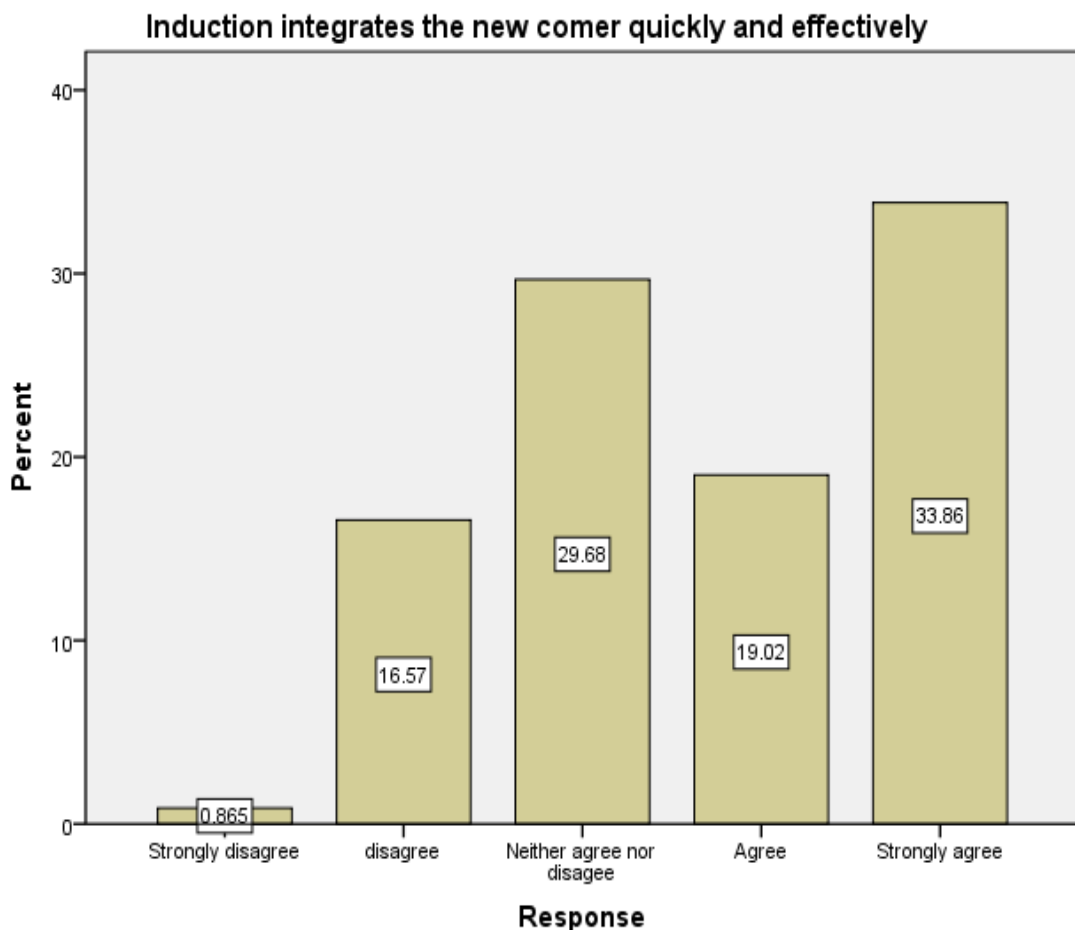
Graph 5.44

5.2.4   TRAINING AND DEVELOPMENT

1.   Proper analysis tools are used to identify the training need

After completing all joining formalities and induction program, company needs to find out the proper training for employee. This training may be related to technology, domain, soft skills or specific process skills needed for the product. Therefore organization uses proper analyzing tools to find out the proper training needs.

Table 5.44 - Proper analysis tools are used to identify the training need

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	112	8.1	8.1	8.1
Disagree	444	32.0	32.0	40.1
Neither agree nor disagree	350	25.2	25.2	65.3
Agree	204	14.7	14.7	80.0
Strongly agree	278	20.0	20.0	100.0
Total	**1388**	**100.0**	**100.0**	

From the table 5.44 it can be seen that around (32+8.1) 40 percent respondent disagree with the given statement, 25 percent respondent are neither agrees not disagree, whereas only 35 percent respondents agree with the same.
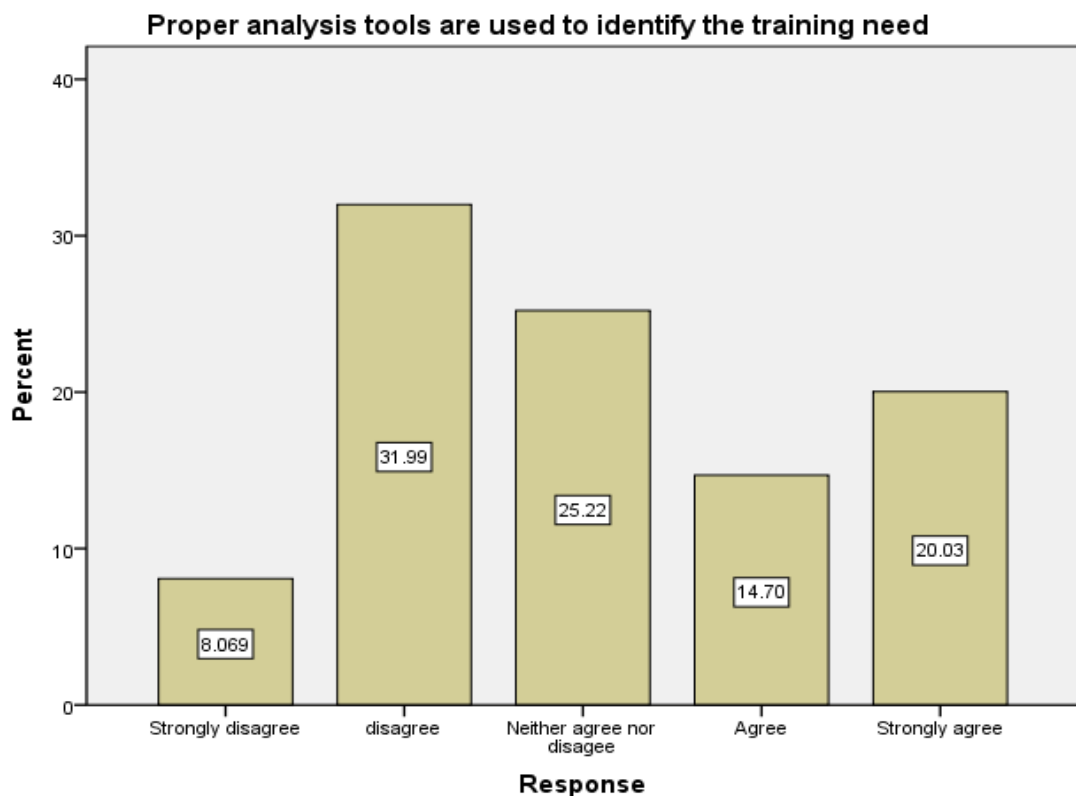
Graph 5.45

112

2. Highly qualified and professional trainers are appointed for the trainings

Once the training need is identified, employee needs to undergo class room or online training. Sometime the company arranges in-house training or needs to appoint external trainers for the same. It depends on type of training and skills.

Table 5.45 - Highly qualified and professional trainers are appointed for the trainings

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	158	11.4	11.4	11.8
Neither agree nor disagree	468	33.7	33.7	45.5
Agree	288	20.7	20.7	66.3
Strongly agree	468	33.7	33.7	100.0
Total	**1388**	**100.0**	**100.0**	

It is observed from the table above that (33.7+20.7) 64 percent respondents agree that highly qualified and professional trainers are appointed for the trainings, 34 percent respondents neither agrees nor disagree and only (11.4+.4) 12 percent respondents disagree.
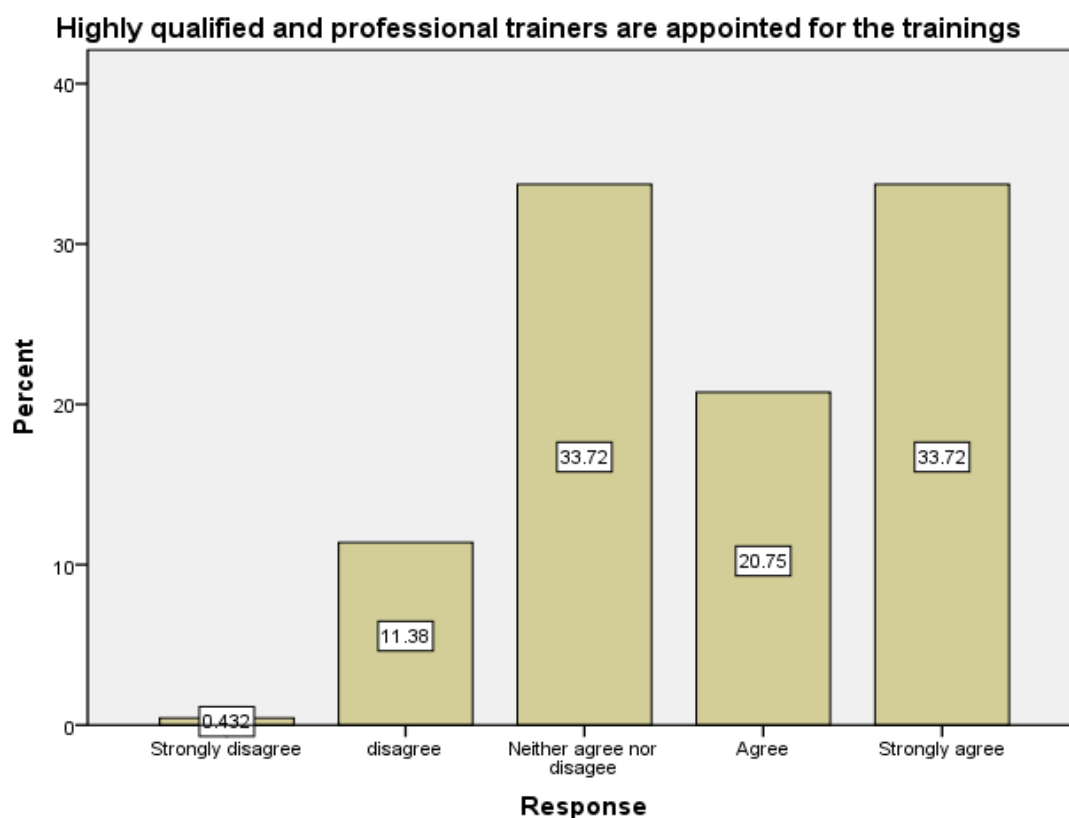
Highly qualified and professional trainers are appointed for the trainings

Graph 5.46

113

3. The training resources that company provides helps to build job related skills

Only identifying needs of trainings and giving it through expert trainers is not enough, important factor is to apply this knowledge to current job, role and project by the employee which will help them to improve efficiency.

Table 5.46 - The training resources that company provides helps to build job related skills

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	170	12.2	12.2	12.7
Neither agree nor disagree	502	36.2	36.2	48.8
Agree	288	20.7	20.7	69.6
Strongly agree	422	30.4	30.4	100.0
Total	**1388**	**100.0**	**100.0**	

Above table shows that (30.4+20.7) 51 percent respondent agree to the given statement, 36 percent neither agrees nor disagrees and only (12.2+.4) 13 percent respondents disagree the same.

Graph 5.47

114
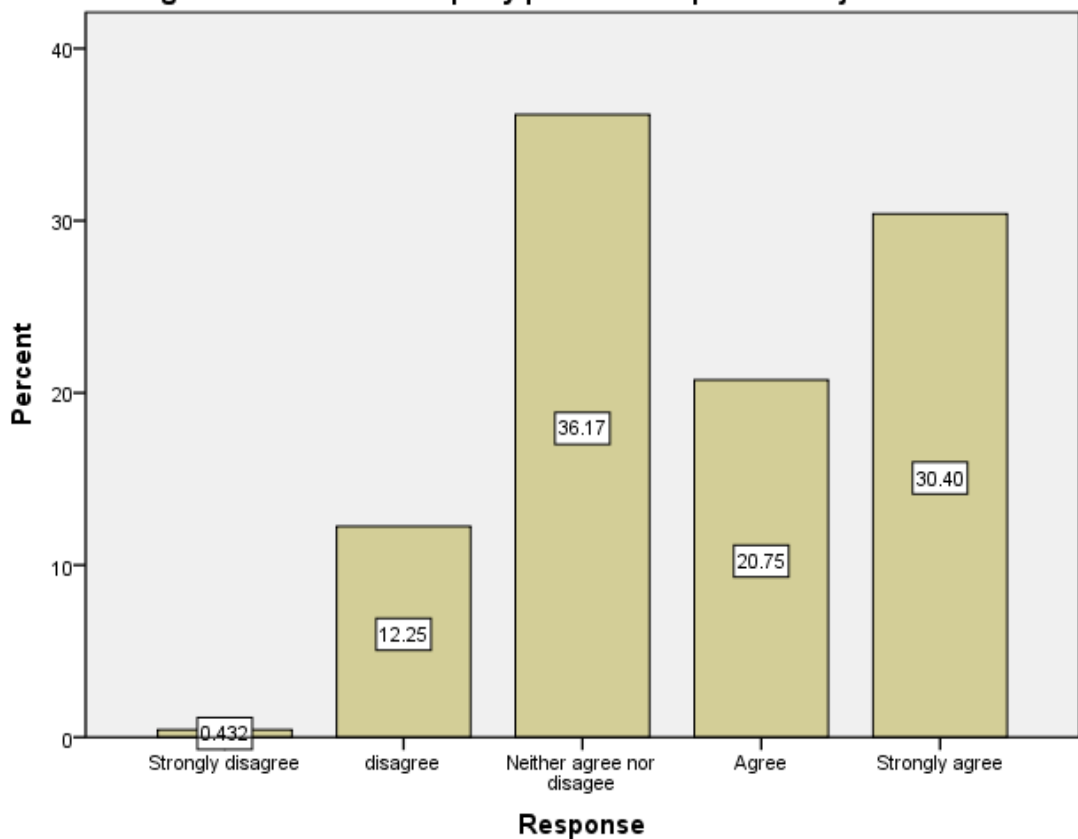
4. Training time should be considered in release planning

Firms should be careful about the training time while planning release to deliver the product on time.

Table 5.47 - Training time should be considered in release planning

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	46	3.3	3.3	3.3
Disagree	178	12.8	12.8	16.1
Neither agree nor disagree	290	20.9	20.9	37.0
Agree	274	19.7	19.7	56.8
Strongly agree	600	43.2	43.2	100.0
Total	**1388**	**100.0**	**100.0**	

Researcher found that (43.2+19.7) 63 percent agree to the statement that training time should be considered in release planning whereas only (12.8+3.3) 16 percent disagree with the same and 21 percent neither agree nor disagree.

Graph 5.48

115

5. The evening and weekend courses are more convenient and accessible

It is very important that the employees should be offered with the evening and weekend courses to educate them to grow in their career path.

Table 5.48 - The evening and weekend courses are more convenient and accessible

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	146	10.5	10.5	10.5
Disagree	376	27.1	27.1	37.6
Neither agree nor disagree	520	37.5	37.5	75.1
Agree	216	15.6	15.6	90.6
Strongly agree	130	9.4	9.4	100.0
Total	**1388**	**100.0**	**100.0**	

It can be depicted that 37.5 percent respondents neither agree nor disagree, (27.1+10.5) 38 percent respondents disagree that the evening and weekend courses to be offered by the organization and (15.6+9.4) percent agree with the evening and weekend courses.
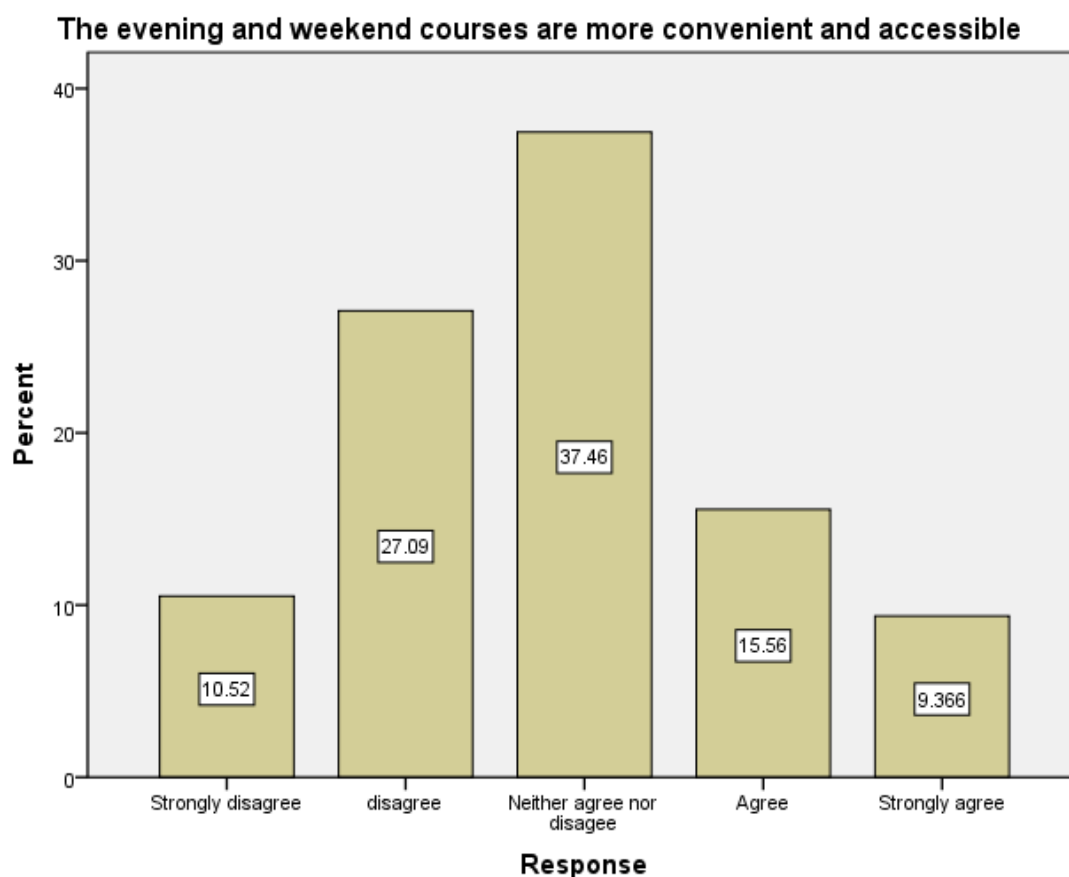
Graph 5.49

116

6. Employees are aware of the training programs well in advance

Company arranges training program on regular basis and publishes the training calendar well in advance. It helps employee to estimate their work by considering the training period and arranges releases accordingly. If employees do not get the training dates in advance it hampers the release dates, work and commitments.

Table 5.49 - Employees are aware of the training programs well in advance

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	240	17.3	17.3	17.7
Neither agree nor disagree	460	33.1	33.1	50.9
Agree	288	20.7	20.7	71.6
Strongly agree	394	28.4	28.4	100.0
Total	**1388**	**100.0**	**100.0**	

Above table shows that (28.4+20.7) 49 percent respondents agree and only (17.3+.4) 18 percent respondents are disagrees with the statement .33 percent neither agree nor disagree.

Graph 5.50

117

5.2.5 LEADERSHIP

1. Employees have confidence in the overall effectiveness of company's leadership

Product base IT companies are mostly recognized by their leaders like Bill Gates, Steve Jobs. Software products are created thorough innovation and ideas. Leadership is the only major factor which gives new height and brand to the company and makes it world class. Many times if company is not doing well, company brings dynamic and passionate leader.

Table 5.50 - Employees have confidence in the overall effectiveness of company's leadership

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	12	.9	.9	.9
Disagree	226	16.3	16.3	17.1
Neither agree nor disagree	424	30.5	30.5	47.7
Agree	302	21.8	21.8	69.5
Strongly agree	424	30.5	30.5	100.0
Total	**1388**	**100.0**	**100.0**	

From the table it is observed that (30.5+21.8) 52 percent respondents agree and only (16.3+.9) 17 percent respondents disagree with the given statement.

Graph 5.51

118

2. Managers in company, treat employees with respect and dignity

As everyone knows that, leadership is one of the main pillars of company which decides the brand, values and culture of the company. Since in IT company, human is most important resource and they are from different area, cast, gender and culture. If employees are not treated with respect and dignity, it will mess up the work culture of the team and company. If manager treat employee equally, his sub-ordinate also follows the same.

Table 5.51 - Managers in company, treat employees with respect and dignity

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	96	6.9	6.9	6.9
Neither agree nor disagree	446	32.1	32.1	39.0
Agree	266	19.2	19.2	58.2
Strongly agree	580	41.8	41.8	100.0
Total	**1388**	**100.0**	**100.0**	

Above table describes that 61 percent respondents agree and only 7 percent respondents are disagrees.
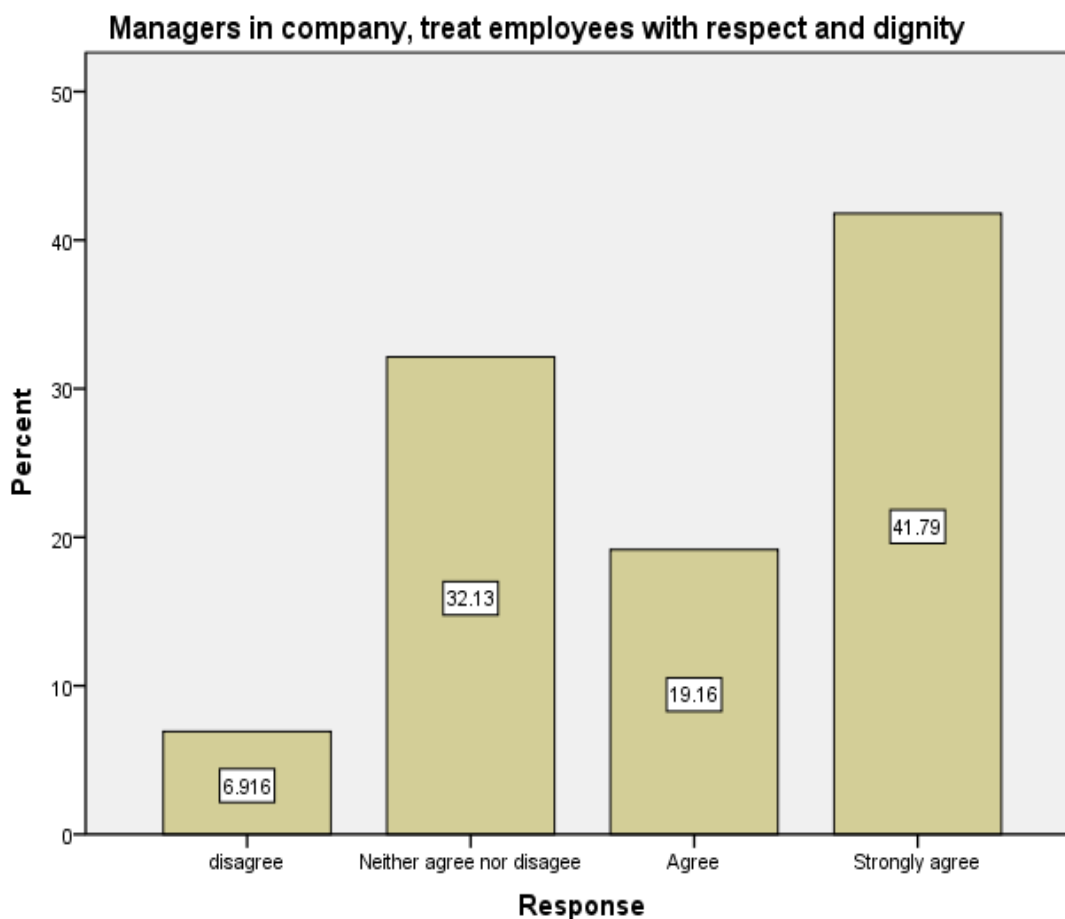
Graph 5.52

3. Managers communicate with employees frequently

Communication is the key factor to create healthy work culture. Frequent communication between manager and sub-ordinates helps to solve conflicts and issues. It also helps to share new ideas and innovation. It surely helps to develop strong relationship between manager and sub-ordinates

Table 5.52 - Managers communicate with employees frequently

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	34	2.4	2.4	2.4
Disagree	134	9.7	9.7	12.1
Neither agree nor disagree	426	30.7	30.7	42.8
Agree	270	19.5	19.5	62.2
Strongly agree	524	37.8	37.8	100.0
Total	**1388**	**100.0**	**100.0**	

Table illustrates that (37.8+19.5) 57 percent respondents agree to the statement, (9.7+2.4) 12 percent respondents are disagree and around 31 percent respondents are neither agree nor disagree.
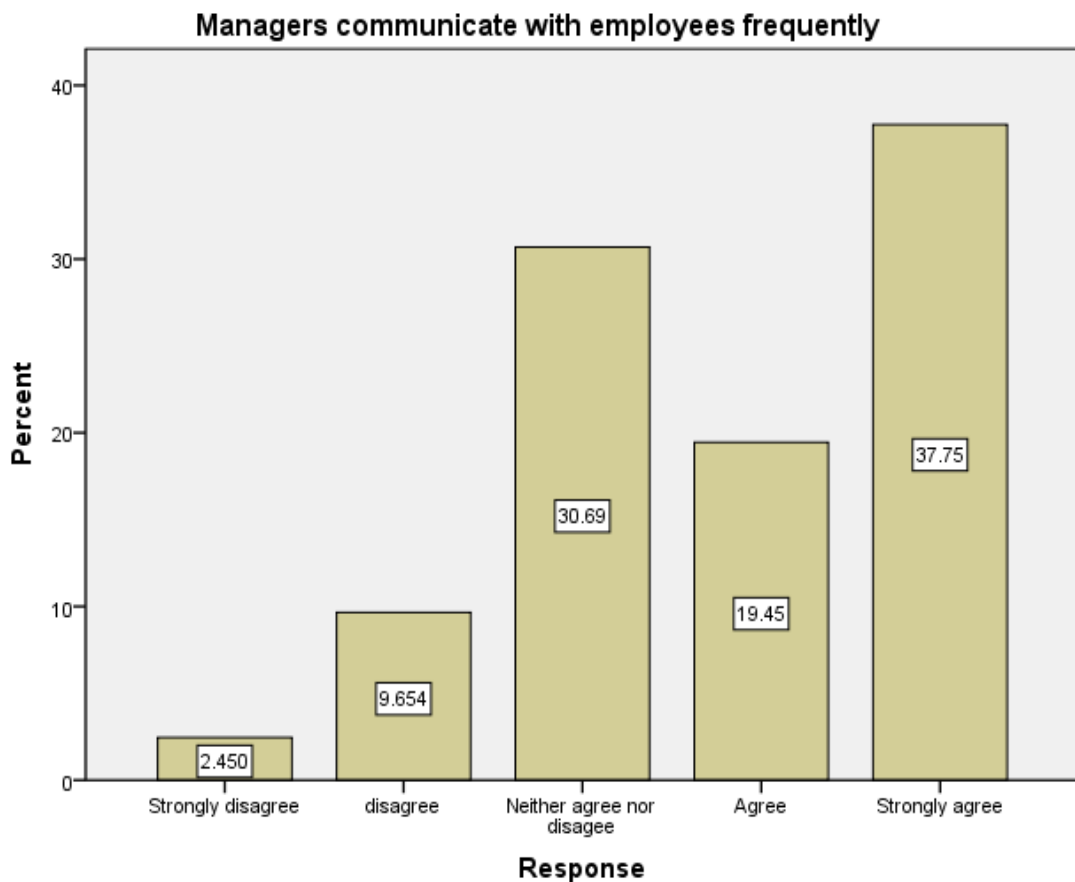
Graph 5.53

4. **To maintain team cohesiveness, manager makes sure that team members create common goals**

To achieve the targets and reach to a common goal, manager's role is very important to make sure that the team members create common goal.

Table 5.53 - To maintain team cohesiveness, manager makes sure that team members create common goals

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	78	5.6	5.6	5.6
Disagree	124	8.9	8.9	14.6
Neither agree nor disagree	334	24.1	24.1	38.6
Agree	292	21.0	21.0	59.7
Strongly agree	560	40.3	40.3	100.0
Total	**1388**	**100.0**	**100.0**	

It can be seen that (40.3+21) 61 percent of the respondents agree that manager makes sure that members create common goals, 24 percent neither agree nor disagree and (8.9+5.6) 15 percent disagree with the team cohesiveness.

Graph 5.54

121
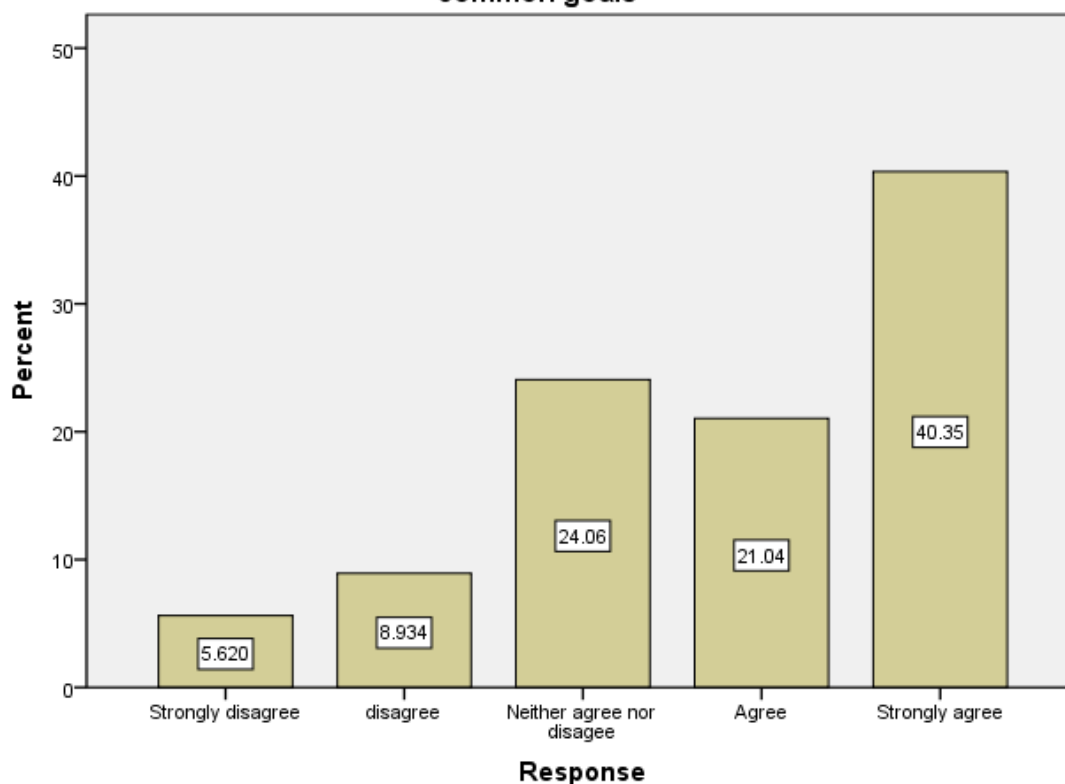
5. Manager provides clear vision, direction and expectations while delegating the tasks

Managers are primary responsible for allocating the tasks and work to team members. Manager allocates the work according to priority and team member's skills and experience.

Table 5.54 - Manager provides clear vision, direction and expectations while delegating the tasks

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	66	4.8	4.8	4.8
Disagree	178	12.8	12.8	17.6
Neither agree nor disagree	508	36.6	36.6	54.2
Agree	260	18.7	18.7	72.9
Strongly agree	376	27.1	27.1	100.0
Total	**1388**	**100.0**	**100.0**	

It is depicted from the table that (27.1+18.7) 46 percent respondents agreed to the role of manager, (12.8+4.8) 18 percent respondents disagree to the above. However 37 percent respondents are neither agree nor disagree to the given statement.

Manager provides clear vision, direction and expectations while delegating the tasks

Graph 5.55

122
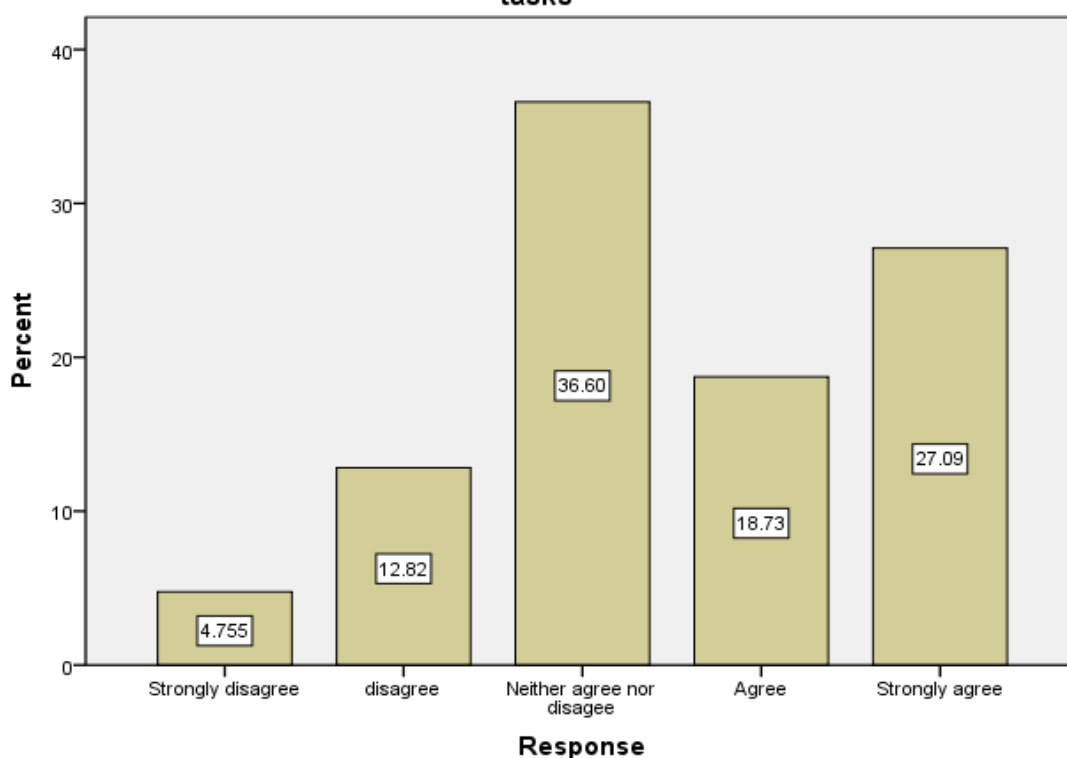
6. Leaders are plan-full about talent movement and development

An organization is said to be organized if the leaders plan-full talent movement and development.

Table 5.55 - Leaders are plan-full about talent movement and development

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	48	3.5	3.5	3.5
Disagree	316	22.8	22.8	26.2
Neither agree nor disagree	528	38.0	38.0	64.3
Agree	230	16.6	16.6	80.8
Strongly agree	266	19.2	19.2	100.0
Total	**1388**	**100.0**	**100.0**	

It has been observed that 38 percent respondents neither agree nor disagree, (22.8+3.5) percent disagree and (19.2+16.6) 36 percent agree that the leaders plan-full about talent movement and development.
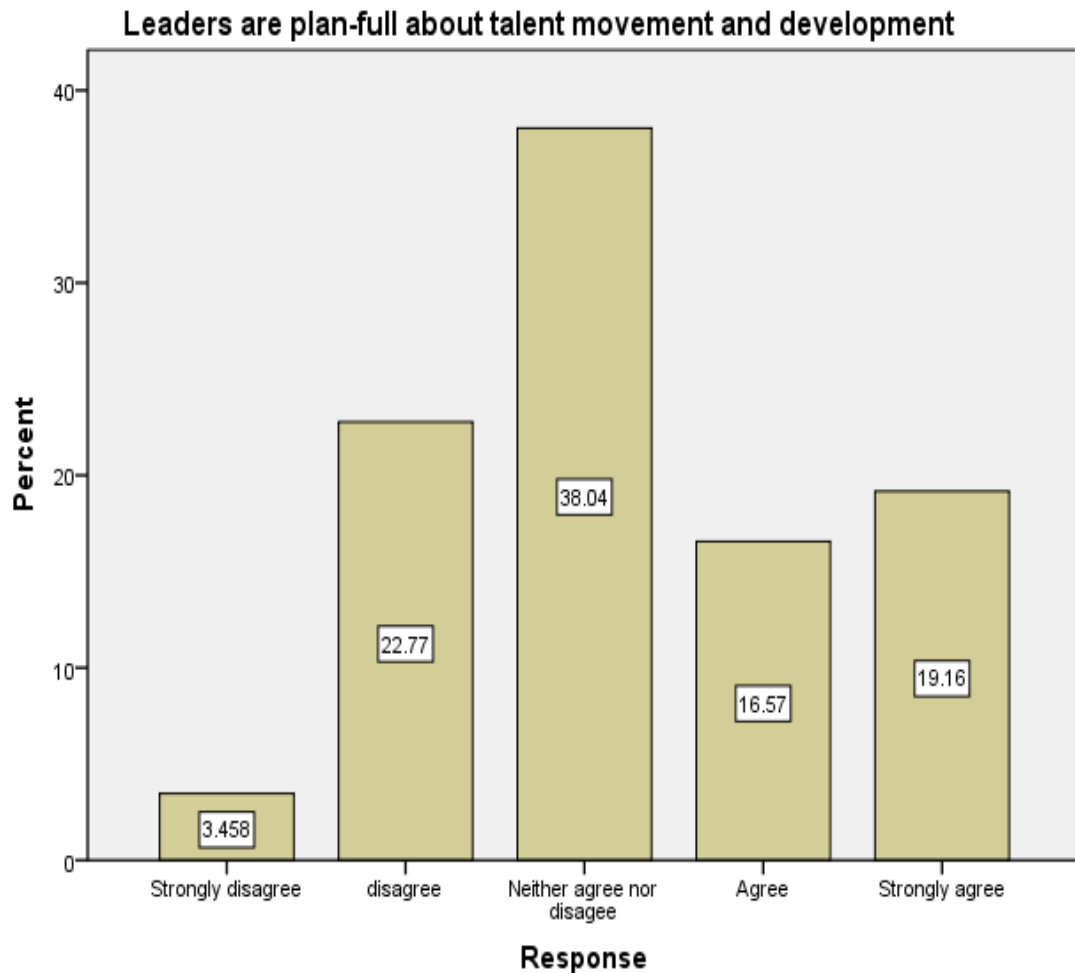
Graph 5.56

123

7. While delegating any task, manager takes peers expectation, employees characteristics and behaviour in consideration

A manager should understand its employee's expectations and characteristics while delegating the task.

Table 5.56 - While delegating any task, manager takes peers expectation, employees characteristics and behaviour in consideration

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	42	3.0	3.0	3.0
Disagree	246	17.7	17.7	20.7
Neither agree nor disagree	464	33.4	33.4	54.2
Agree	248	17.9	17.9	72.0
Strongly agree	388	28.0	28.0	100.0
Total	**1388**	**100.0**	**100.0**	

It is seen that 33.4 percent neither agree nor disagree, (28+17.9) 46 percent agree, and (17.7+3) 21 percent of the respondents disagree that managers takes peers expectation, employees characteristics and behaviour in consideration while delegating any task.

Graph 5.57

124
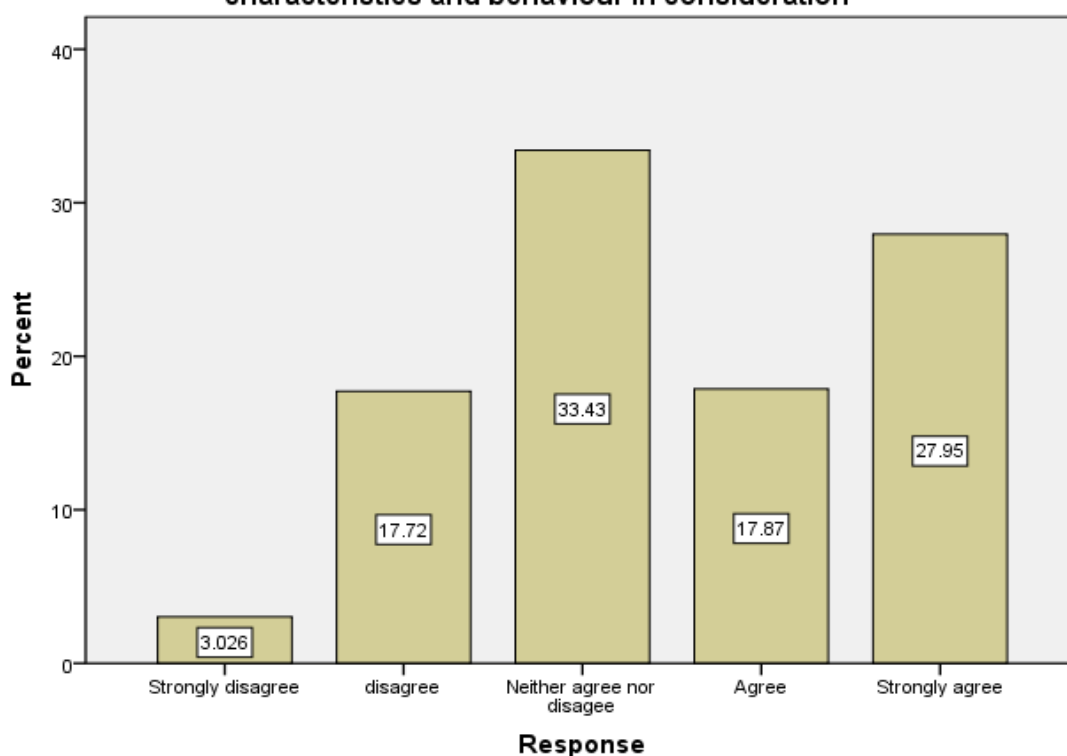
8. Manager has a great personal vision and energy

If a manager has a clear vision and energy, same can be seen in the employee's performance.

Table 5.57 - Manager has a great personal vision and energy

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	42	3.0	3.0	3.0
Disagree	140	10.1	10.1	13.1
Neither agree nor disagree	504	36.3	36.3	49.4
Agree	292	21.0	21.0	70.5
Strongly agree	410	29.5	29.5	100.0
Total	**1388**	**100.0**	**100.0**	

Nearly 36 percent neither agree nor disagree, (29.5+21) 51 percent agree and (10.1+3) 13 percent disagree with the statement that managers have personal vision and energy.
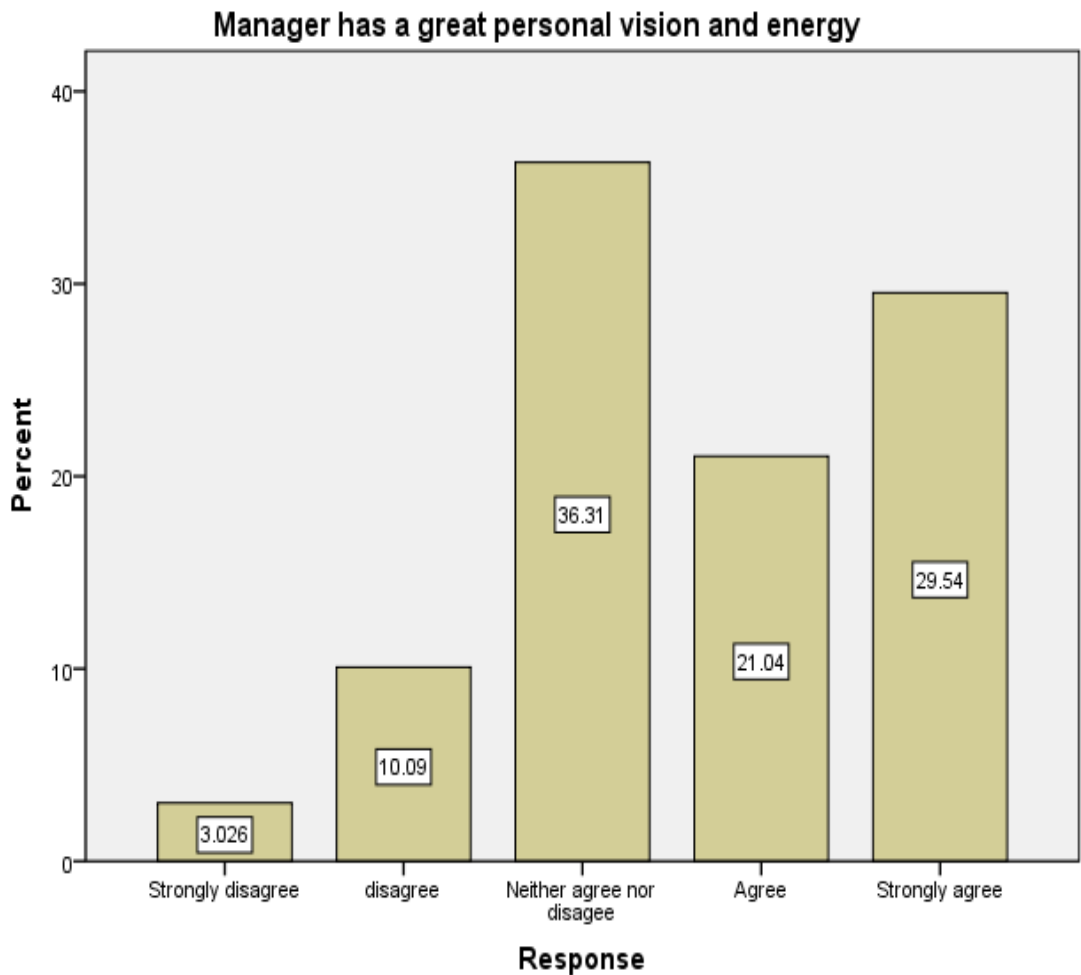
Graph 5.58

9. Frequent leadership and organizational changes, causes problems and disruption

Frequent change in the leadership and organizational changes causes distraction in the employees towards task accomplishment and creates chaos amongst them.

Table 5.58 - Frequent leadership and organizational changes, causes problems and disruption

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	12	.9	.9	.9
Disagree	94	6.8	6.8	7.6
Neither agree nor disagree	376	27.1	27.1	34.7
Agree	272	19.6	19.6	54.3
Strongly agree	634	45.7	45.7	100.0
Total	**1388**	**100.0**	**100.0**	

It can be observed that (45.7+19.6) 65 percent respondents agree, 27 percent respondents neither agree nor disagree and (6.8+.9) 8 percent respondents disagree with the statement i.e. frequent leadership and organizational changes, causes problems and disruption.

Graph 5.59

5.2.6 WORK GROUP

1. Team member gives importance to group success over individuals

Team work is important part of work culture. No one can do work alone to complete the software product, because software product requires different skill set like analysis, design, development and quality. Team members are committed to complete the project more effectively and efficiently than each individual. Team work is also important because team members contribute their unique abilities and skills to complete the project on time.

Table 5.59 - Team member gives importance to group success over individuals

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	36	2.6	2.6	2.6
Disagree	144	10.4	10.4	13.0
Neither agree nor disagree	502	36.2	36.2	49.1
Agree	278	20.0	20.0	69.2
Strongly agree	428	30.8	30.8	100.0
Total	**1388**	**100.0**	**100.0**	

It is seen in the table that (30.8+20) 51 percent respondents agree that team member gives more importance to group success over individuals whereas (10.4+2.6) 13 percent respondents do not agree and 36 percent respondents are neither agree nor disagree.

Graph 5.60

127
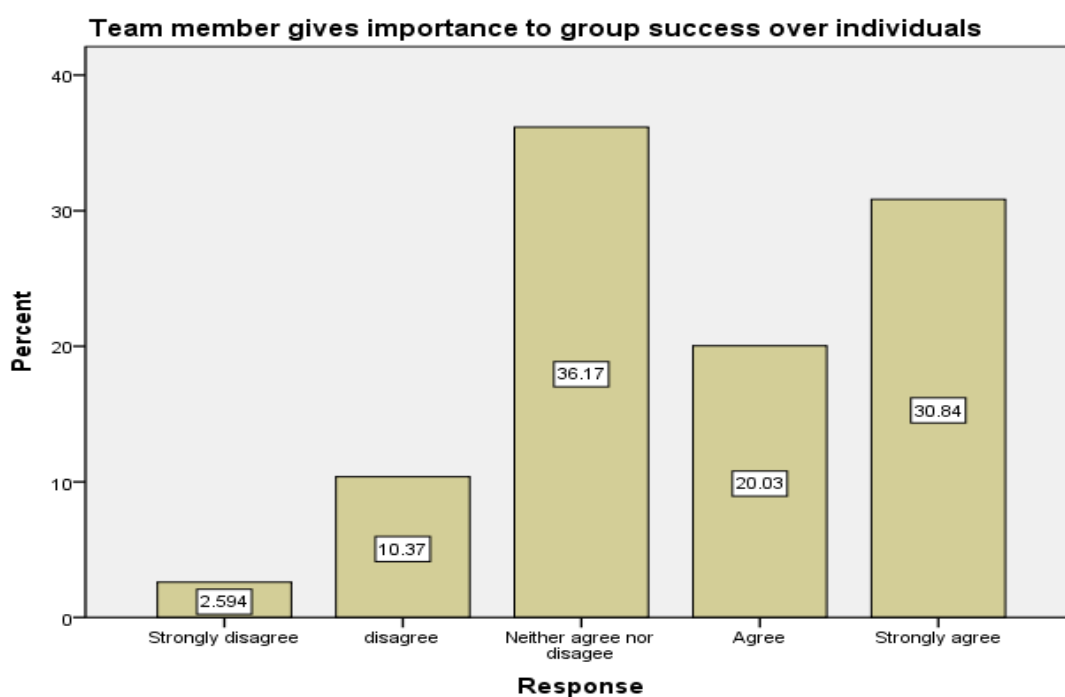
2. Group members respect each other irrespective of caste, creed and gender

Most of the IT projects are successfully completed because of good team work. Team members in IT industry are from different part of country with different caste, greed and gender still they work together and respect each other.

Table 5.60 - Group members respect each other irrespective of caste, creed and gender

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	58	4.2	4.2	4.2
Neither agree nor disagree	258	18.6	18.6	22.8
Agree	328	23.6	23.6	46.4
Strongly agree	744	53.6	53.6	100.0
Total	**1388**	**100.0**	**100.0**	

Above table describes that (53.6+23.6) 77 percent respondents agree that there is respect between team members, only 4 percent respondents does not agree and 19 percent respondents are neither agree nor disagree.

Graph 5.61

128
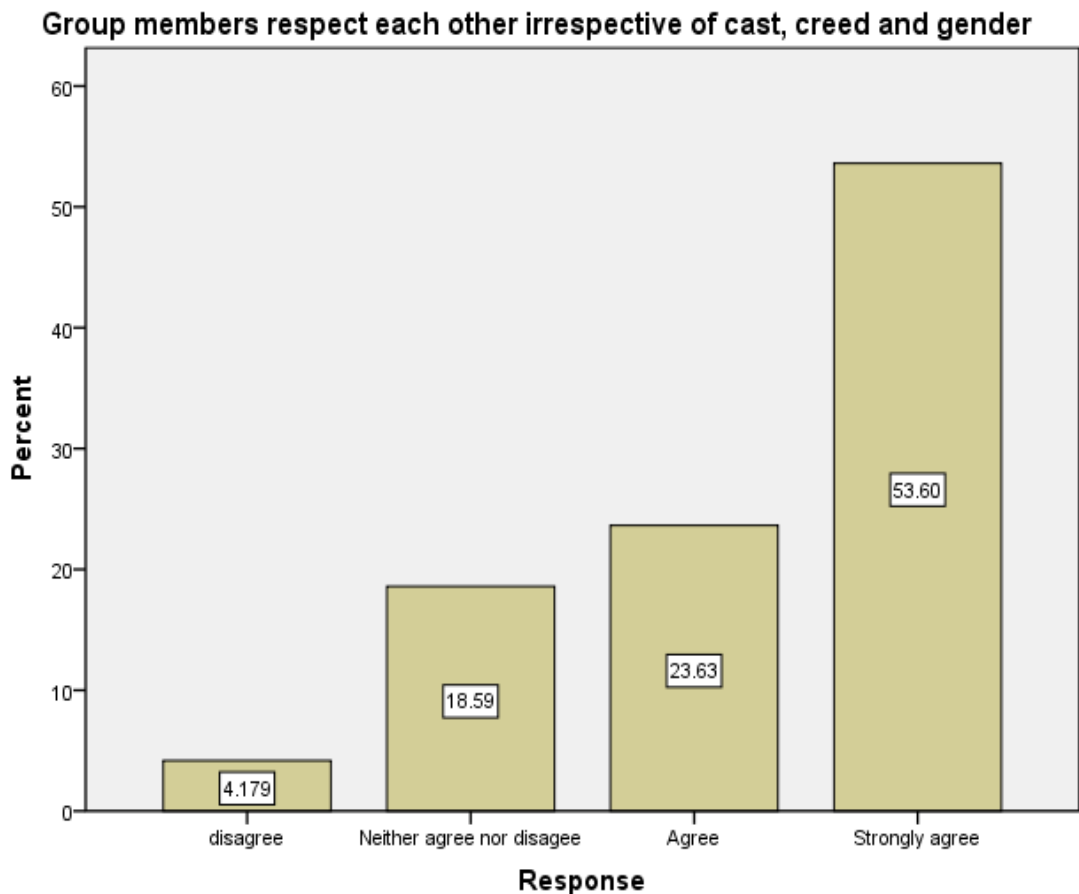
3. Diverse perspectives are respected and valued in the group

Innovations and ideas with diverse perspectives are always a value add to the organization.

Table 5.61 - Diverse perspectives are respected and valued in the group

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	66	4.8	4.8	4.8
Neither agree nor disagree	314	22.6	22.6	27.4
Agree	302	21.8	21.8	49.1
Strongly agree	706	50.9	50.9	100.0
Total	**1388**	**100.0**	**100.0**	

It can be seen that approximately (50.9+21.8) 72 percent of the respondents agree with the diverse perspectives of employees, 23 percent neither agree nor disagree and only 5 percent disagree with the diverse perspective of the employees.
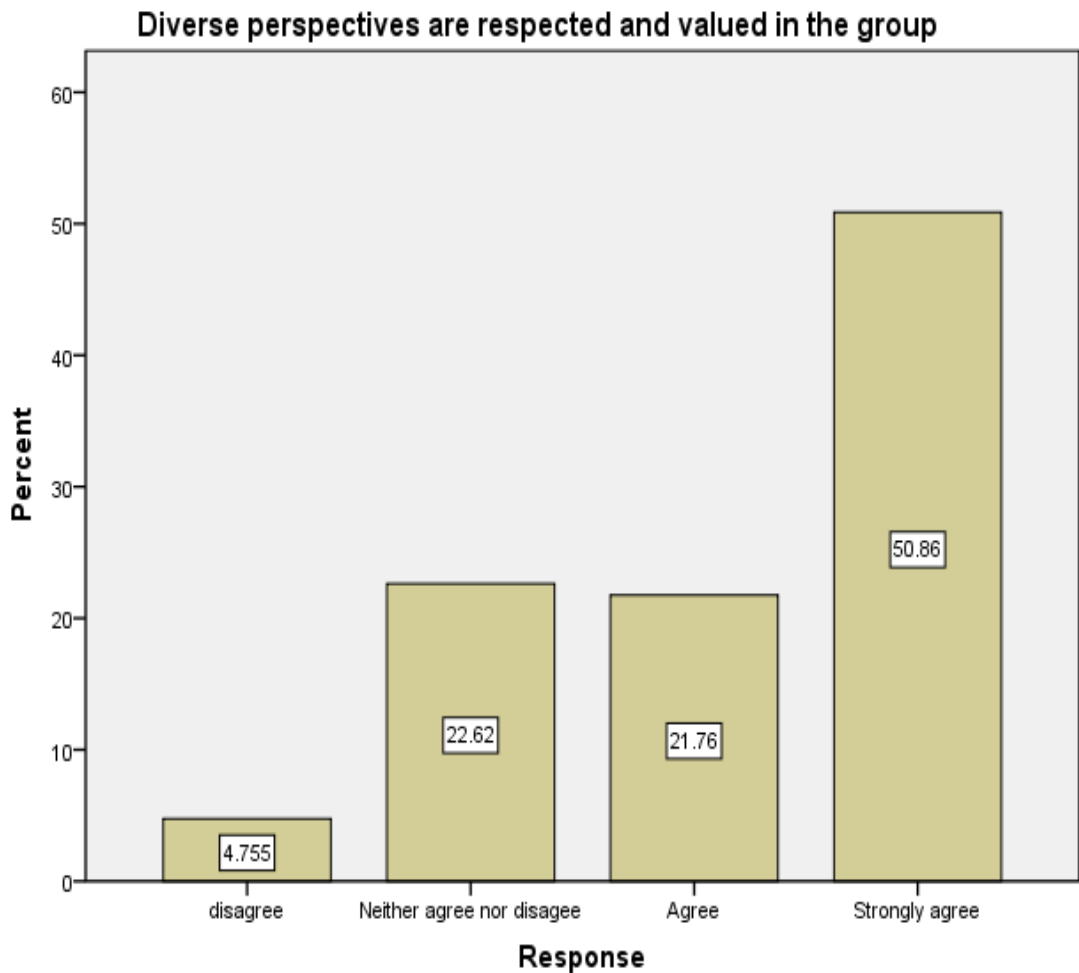
Graph 5.62

4. Contributing to others' success is recognized and rewarded

Timely appreciation of the employees is very important to keep their morale high which will help in growing the organization.

Table 5.62 - Contributing to others' success is recognized and rewarded

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	72	5.2	5.2	5.2
Disagree	218	15.7	15.7	20.9
Neither agree nor disagree	546	39.3	39.3	60.2
Agree	250	18.0	18.0	78.2
Strongly agree	302	21.8	21.8	100.0
Total	**1388**	**100.0**	**100.0**	

It can be observed that 39 percent neither agree nor disagree, (21.8+18) 40 percent agree and (15.7+5.2) 21 percent disagree to the statement that recognition and reward are offered for the success.
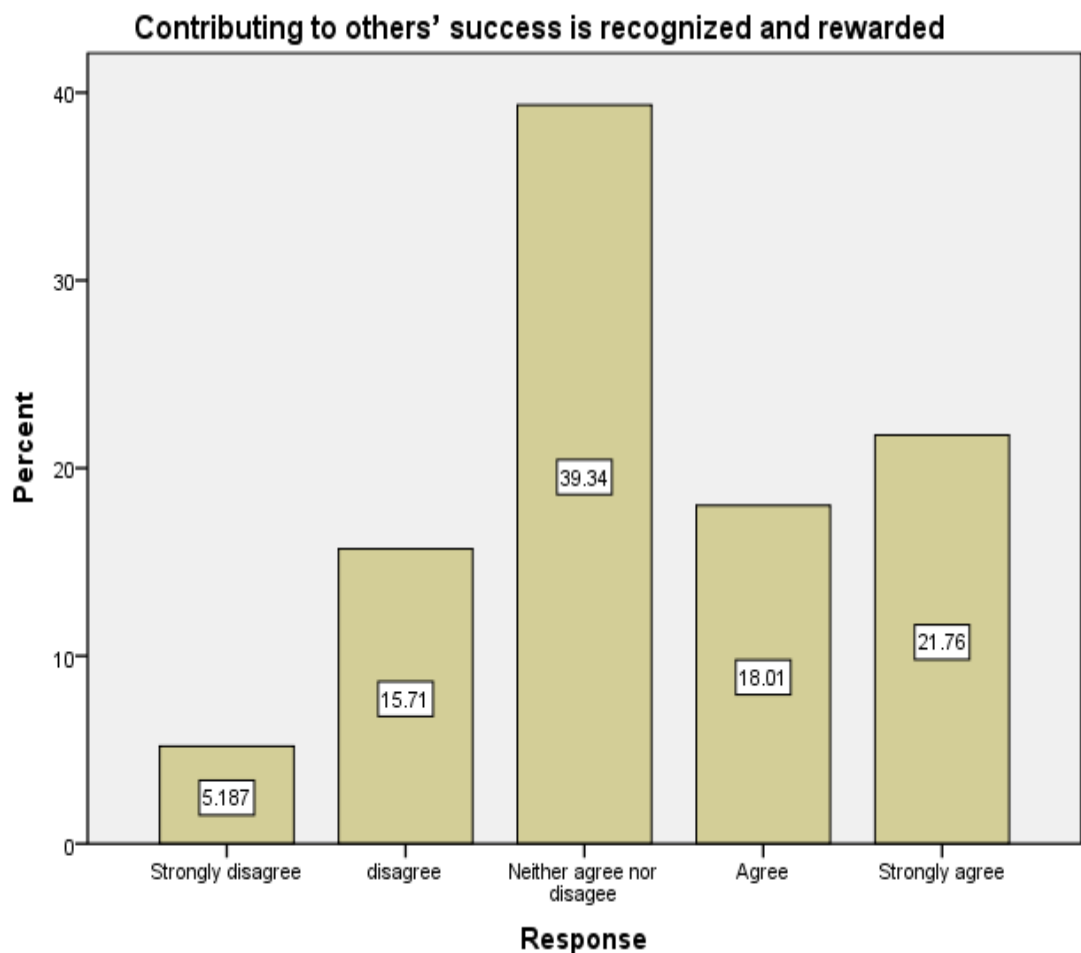
Graph 5.63

130

5. There is good coordination between different work groups with related goals

If the employees work in coordination with each other, it helps in achieving the targets on time.

Table 5.63 - There is good coordination between different work groups with related goals

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	42	3.0	3.0	3.0
Disagree	152	11.0	11.0	14.0
Neither agree nor disagree	462	33.3	33.3	47.3
Agree	268	19.3	19.3	66.6
Strongly agree	464	33.4	33.4	100.0
Total	**1388**	**100.0**	**100.0**	

Above table shows that (33.4+19.3) 53 percent respondents agree, 33 percent respondents neither agree nor disagree and (11+3) 14 percent disagreed with the statement that good coordination between different work groups with related goals.
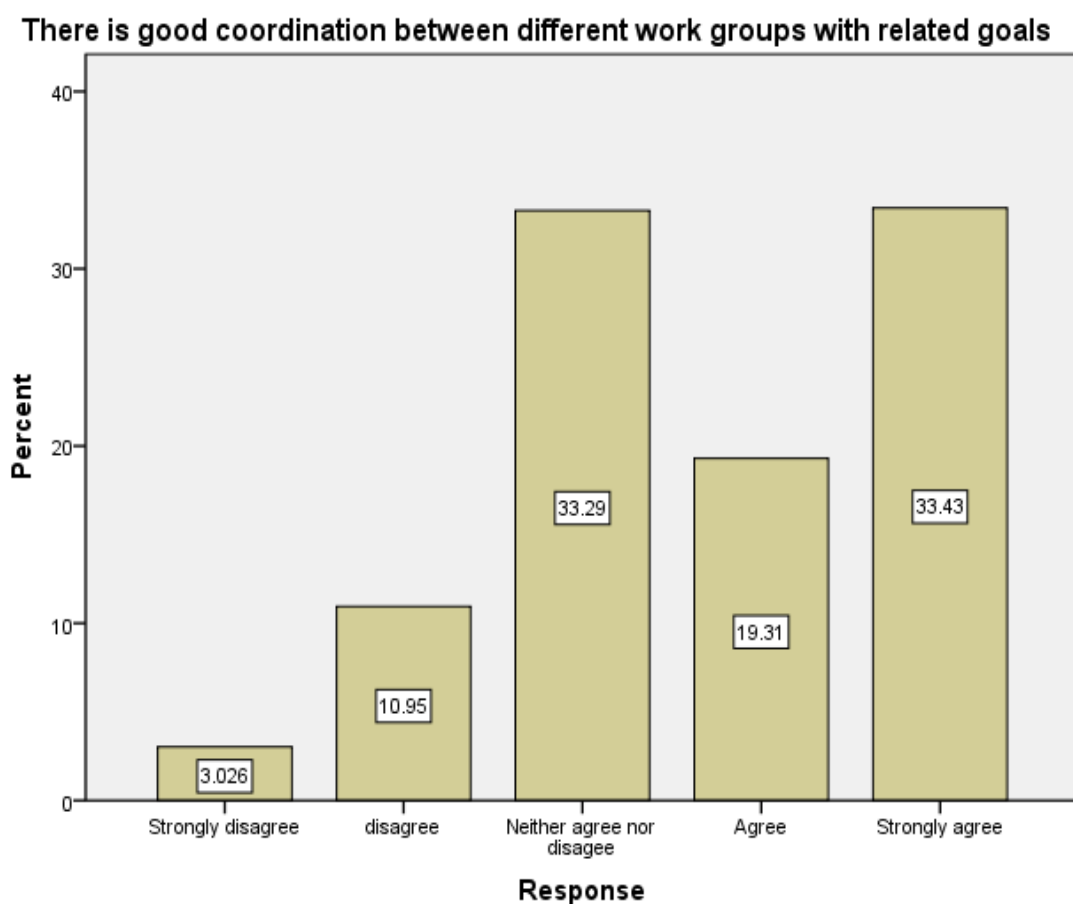
Graph 5.64

131

6. The members in work group speak openly and honestly

As we seen without team work, achieving organization goals is not possible. For good team work, communication is the most important factor.

Table 5.64 - The members in work group speak openly and honestly

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	12	.9	.9	.9
Disagree	180	13.0	13.0	13.8
Neither agree nor disagree	522	37.6	37.6	51.4
Agree	288	20.7	20.7	72.2
Strongly agree	386	27.8	27.8	100.0
Total	**1388**	**100.0**	**100.0**	

It is seen from the above table that (27.8+20.7) 49 percent respondents agree to the team members speaks openly and honestly with each other whereas (13+.9) 14 percent respondents disagree the same .
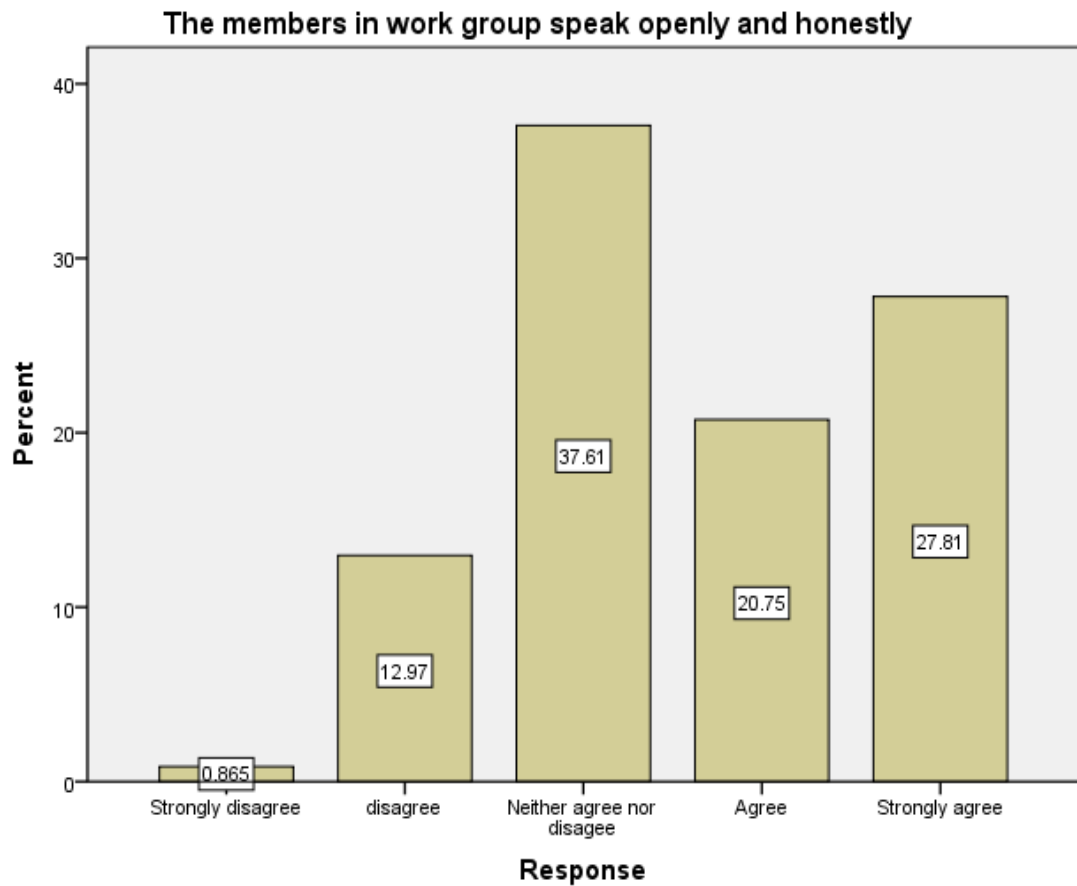
Graph 5.65

132

7. Politics trumps collaborative efforts and productivity of the work group

Productivity is affected in the organization if employees are indulged in the politics.

Table 5.65 - Politics trumps collaborative efforts and productivity of the work group

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	18	1.3	1.3	1.3
Disagree	166	12.0	12.0	13.3
Neither agree nor disagree	438	31.6	31.6	44.8
Agree	244	17.6	17.6	62.4
Strongly agree	522	37.6	37.6	100.0
Total	**1388**	**100.0**	**100.0**	

It is observed that (37.6+17.6) 55 percent respondents agree, 31.6 percent respondents neither agree nor disagree and (12+1.3) 13.3 percent respondents disagree to the given statement that the politics trumps collaborative efforts and productivity of the work group.
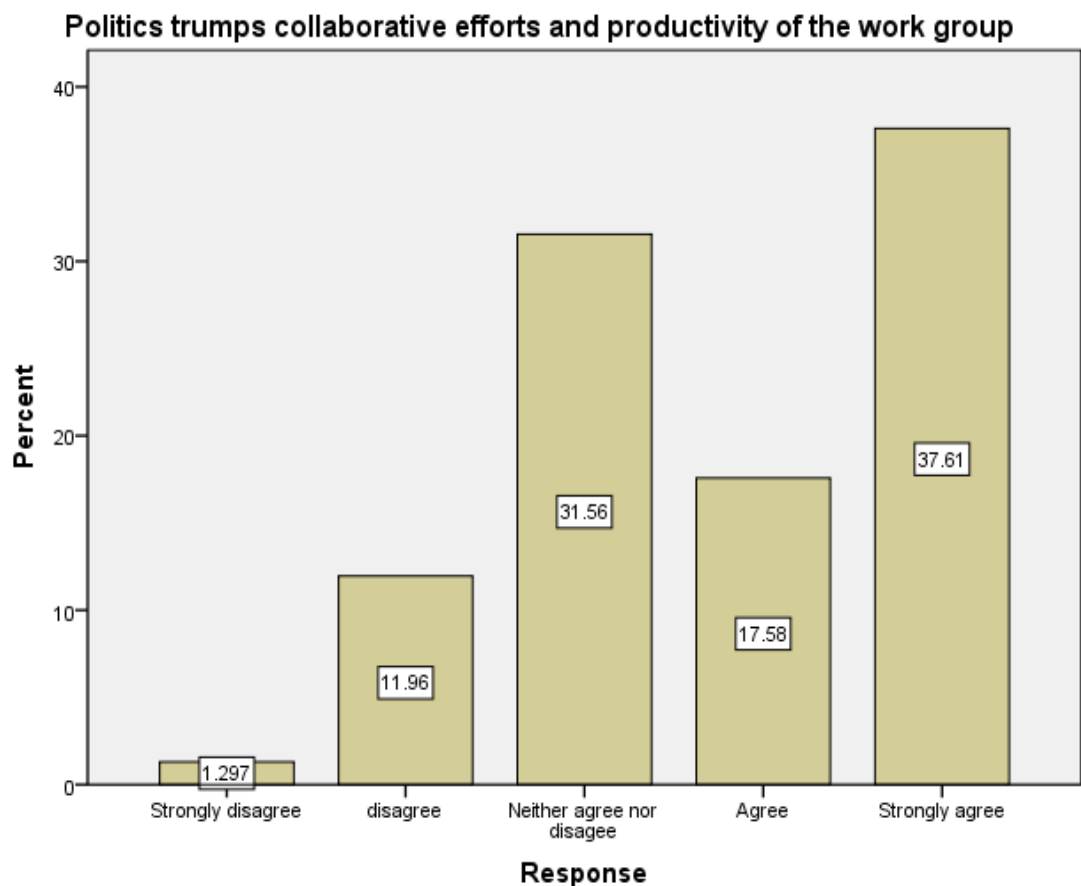
Graph 5.66

8. Members in work group express their ideas clearly and listen to others

Members in the work group should express their ideas clearly and listen to others. This will motivate the group cohesiveness and help in achieving the task.

Table 5.66 - Members in work group express their ideas clearly and listen to each others

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	106	7.6	7.6	8.1
Neither agree nor disagree	524	37.8	37.8	45.8
Agree	306	22.0	22.0	67.9
Strongly agree	446	32.1	32.1	100.0
Total	**1388**	**100.0**	**100.0**	

It is seen from the above table that 38 percent respondents neither agree nor disagree, (32.1+22) 54 percent agree and (7.6+.4) 8 percent respondents disagree with the statement that members in work group express their ideas clearly and listen to each other.
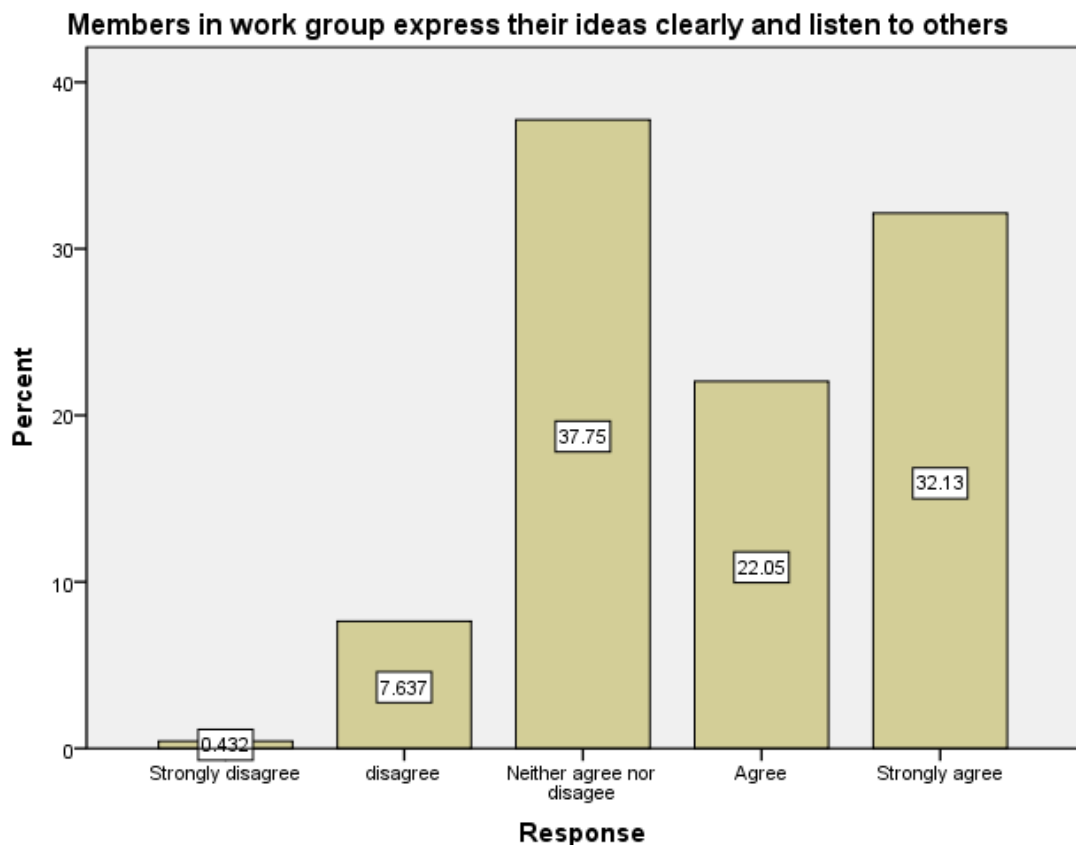
Graph 5.67

134

9. **Apart from work, team member participates in sport, events and social activities**

Because of hectic work schedules, most of the IT firms offer various recreational programs to the employees who help them to keep their morale high and ultimately help in achieving targets.

Table 5.67 - Apart from work, team member participates in sport, events and social activities

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	60	4.3	4.3	4.3
Disagree	374	26.9	26.9	31.3
Neither agree nor disagree	402	29.0	29.0	60.2
Agree	254	18.3	18.3	78.5
Strongly agree	298	21.5	21.5	100.0
Total	**1388**	**100.0**	**100.0**	

It is illustrated in the table that (21.5+18.3) 40 percent respondents agree to the given statement whereas (26.9+4.3) 31 percent disagree and 29 percent neither agree nor disagree.

Graph 5.68

135
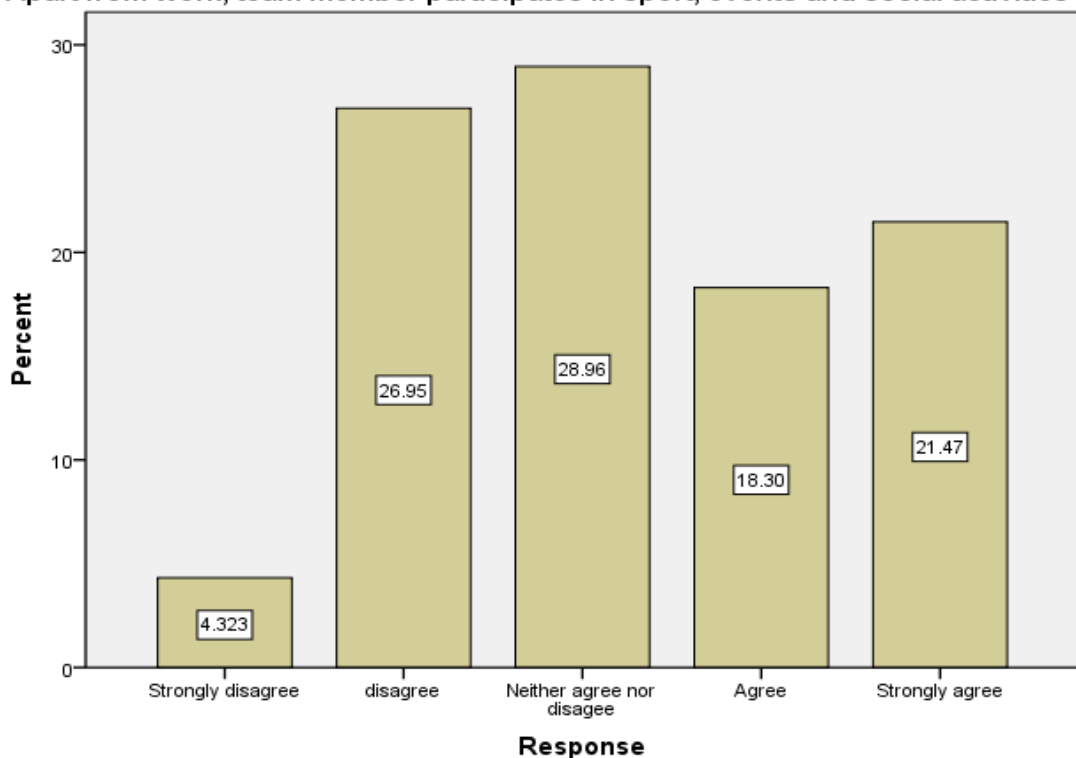
5.2.7 WORK LIFE BALANCE

1. Employee spends more hours at work than regular working hours

Work Life Balance is an important constituent of work culture. It creates and maintains healthy work culture, which help employees to have balance between work and personal responsibilities and strengthen their loyalty and productivity.

Table 5.68 - Employee spends more hours at work than regular working hours

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	76	5.5	5.5	5.5
Disagree	368	26.5	26.5	32.0
Neither agree nor disagree	370	26.7	26.7	58.6
Agree	264	19.0	19.0	77.7
Strongly agree	310	22.3	22.3	100.0
Total	**1388**	**100.0**	**100.0**	

Above table helps the researcher to conclude that (22.3+19) 41 percent respondents agree, (26.5+5.5) 32 percent respondents are disagree that employees spends more hours at work.
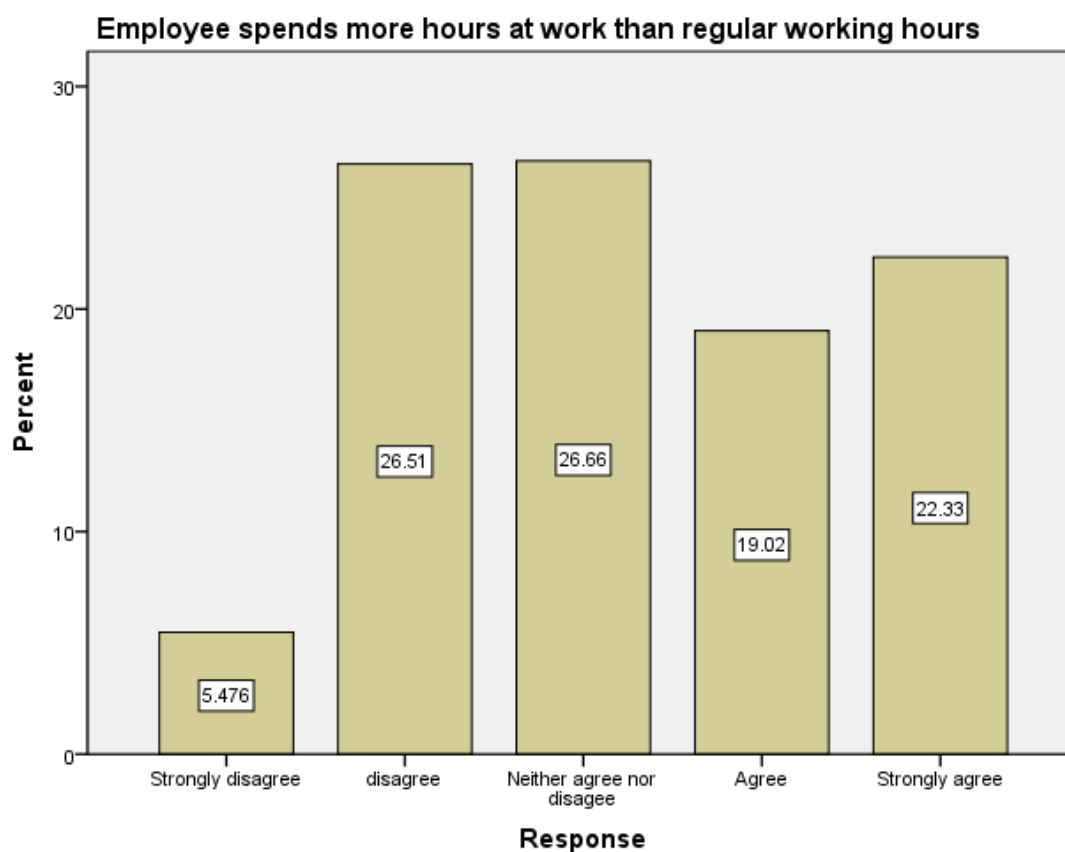
Graph 5.69

2. Most of the times employee spends their holidays and weekends at work

Long and hectic working hours make employees' life stressful and this is the only reason for the high employee turnover in IT companies.

Table 5.69 - Most of the times employee spends their holidays and weekends at work

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	236	17.0	17.0	17.0
Disagree	584	42.1	42.1	59.1
Neither agree nor disagree	362	26.1	26.1	85.2
Agree	152	11.0	11.0	96.1
Strongly agree	54	3.9	3.9	100.0
Total	**1388**	**100.0**	**100.0**	

It can be depicted from the above table that 42 percent of the respondents disagree that most of the weekend time spent by the employees is at workplace, 26 percent respondents neither agree nor disagree and 17 percent strongly agree.
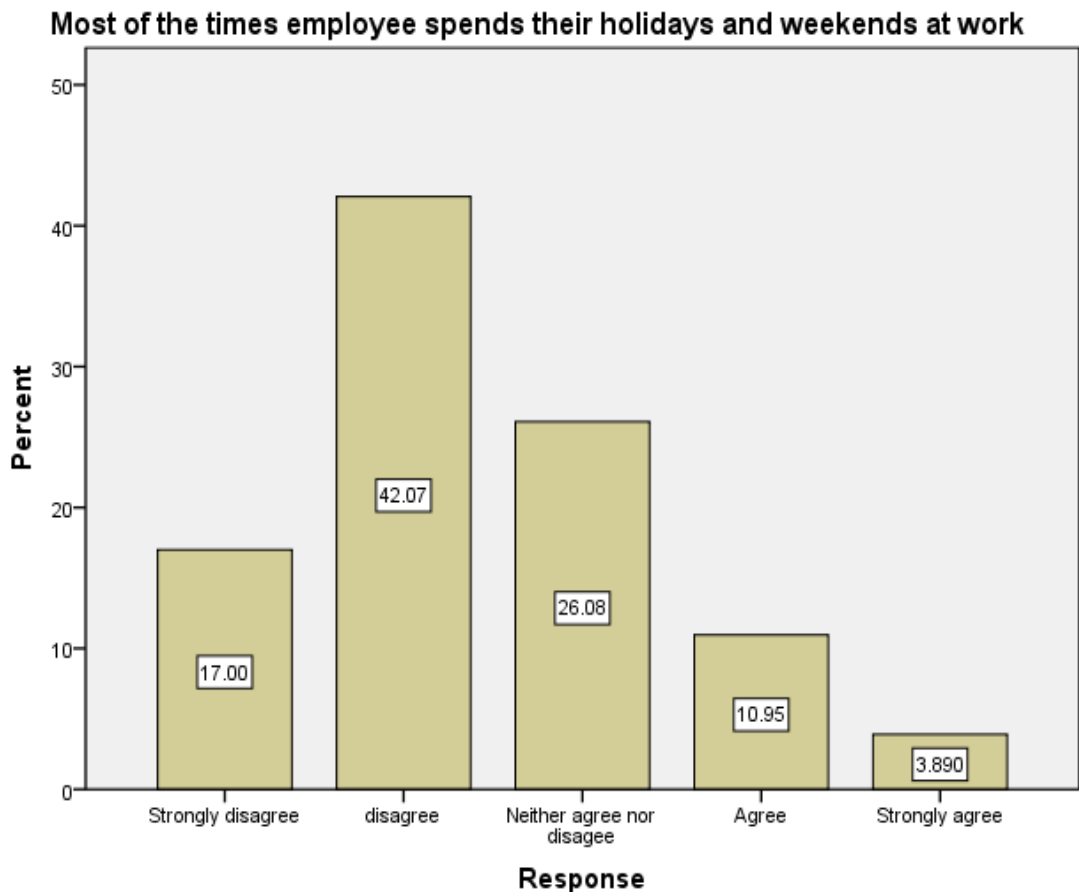
Graph 5.70

137

3. **Employees are aware of important releases early enough so that they can plan their leaves and holidays**

To improve WLB, most of the IT firms encourage employees to use their yearly leaves and holidays so that employees get break from their hectic work schedule. It helps employees to get relax and refresh. If employees are made aware of their important dates of releases and project plan in advance, they can plan their leaves and holidays.

Table 5.70 - Employees are aware of important releases early enough so that they can plan their leaves and holidays

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	68	4.9	4.9	4.9
Neither agree nor disagree	310	22.3	22.3	27.2
Agree	336	24.2	24.2	51.4
Strongly agree	674	48.6	48.6	100.0
Total	**1388**	**100.0**	**100.0**	

Table 5.70 illustrates that (48.6+24.2) 73 percent of respondents are agree to the statement that employees are aware the releases early so they plan their leaves and holidays and only 5 percent respondents are disagree.

Employees are aware of important releases early enough so that they can plan their leaves and holidays

Graph 5.71

138
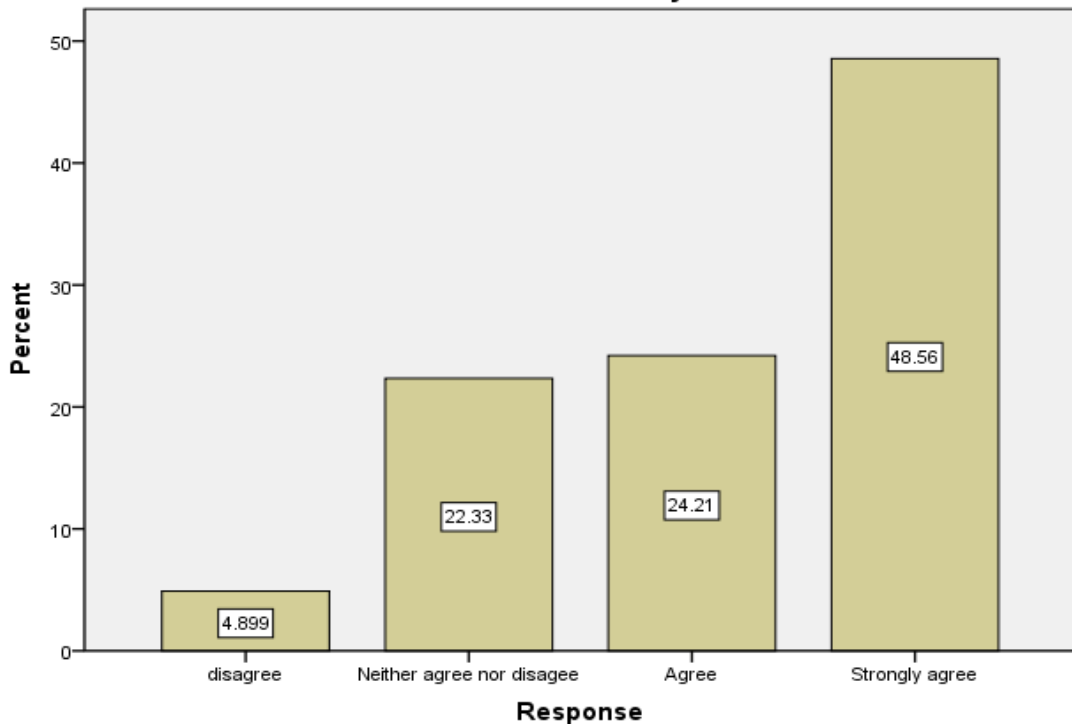
4. Manger effectively coordinates employee's workloads

As we seen company takes many steps to improve the work life balance of employees. Manager plays important role to execute this. In many cases it is observed that some team members in team are heavily loaded with work whereas some team members don't have enough work for a day.

Table 5.71 - Manger effectively coordinates employee's workloads

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	42	3.0	3.0	3.0
Disagree	230	16.6	16.6	19.6
Neither agree nor disagree	396	28.5	28.5	48.1
Agree	292	21.0	21.0	69.2
Strongly agree	428	30.8	30.8	100.0
Total	**1388**	**100.0**	**100.0**	

It is seen from the table that (30.8+21) 52 percent respondents agree that manager effectively coordinate employee's workload, (16.6+3) 20 percent respondents disagree and 29 percent respondents neither agree nor disagree.
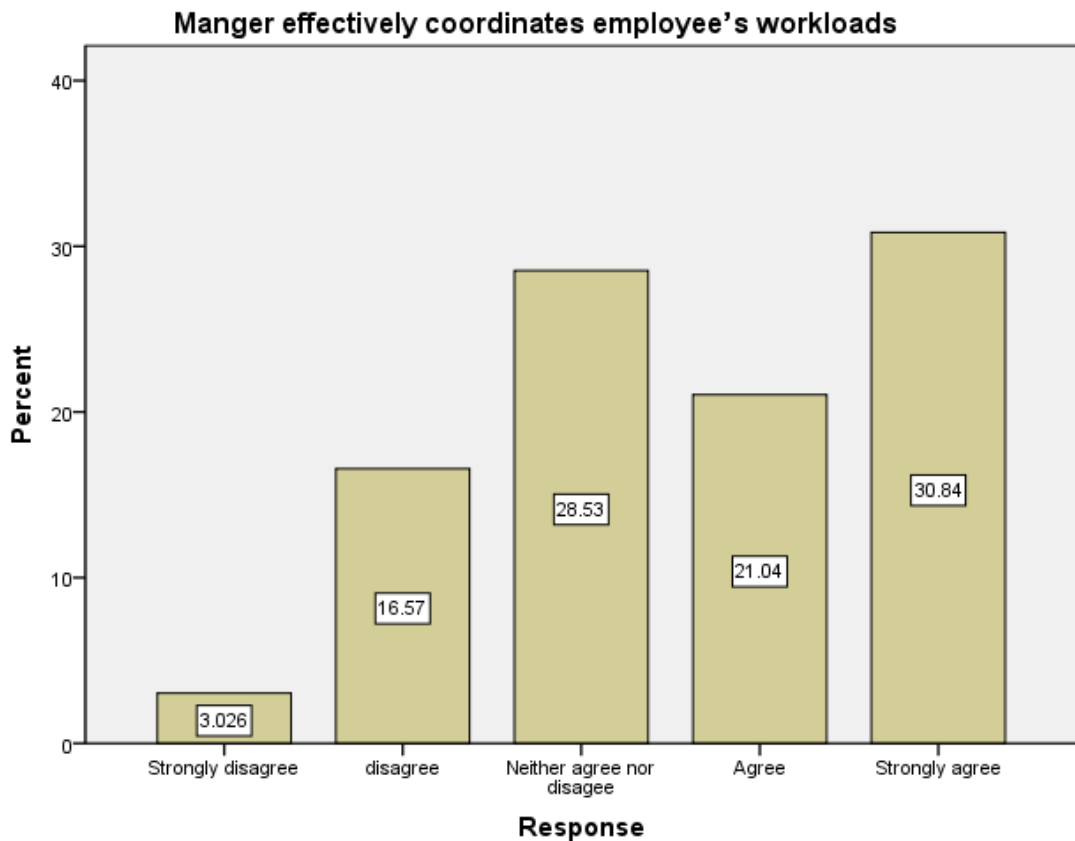
Graph 5.72

139

5. Company supports fun and entertainment at work

Conducive and free work environment makes the employees to enjoy the work at the fullest which is ultimately reflected in the employees' productivity.

Table 5.72 - Company supports fun and entertainment at work

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	24	1.7	1.7	1.7
Disagree	322	23.2	23.2	24.9
Neither agree nor disagree	390	28.1	28.1	53.0
Agree	222	16.0	16.0	69.0
Strongly agree	430	31.0	31.0	100.0
Total	**1388**	**100.0**	**100.0**	

The above table shows that (31+16) 47 percent respondents agree, 28 percent neither agree nor disagree and (23.2+1.7) 25 percent disagree with the fun and entertainment at work in the company.
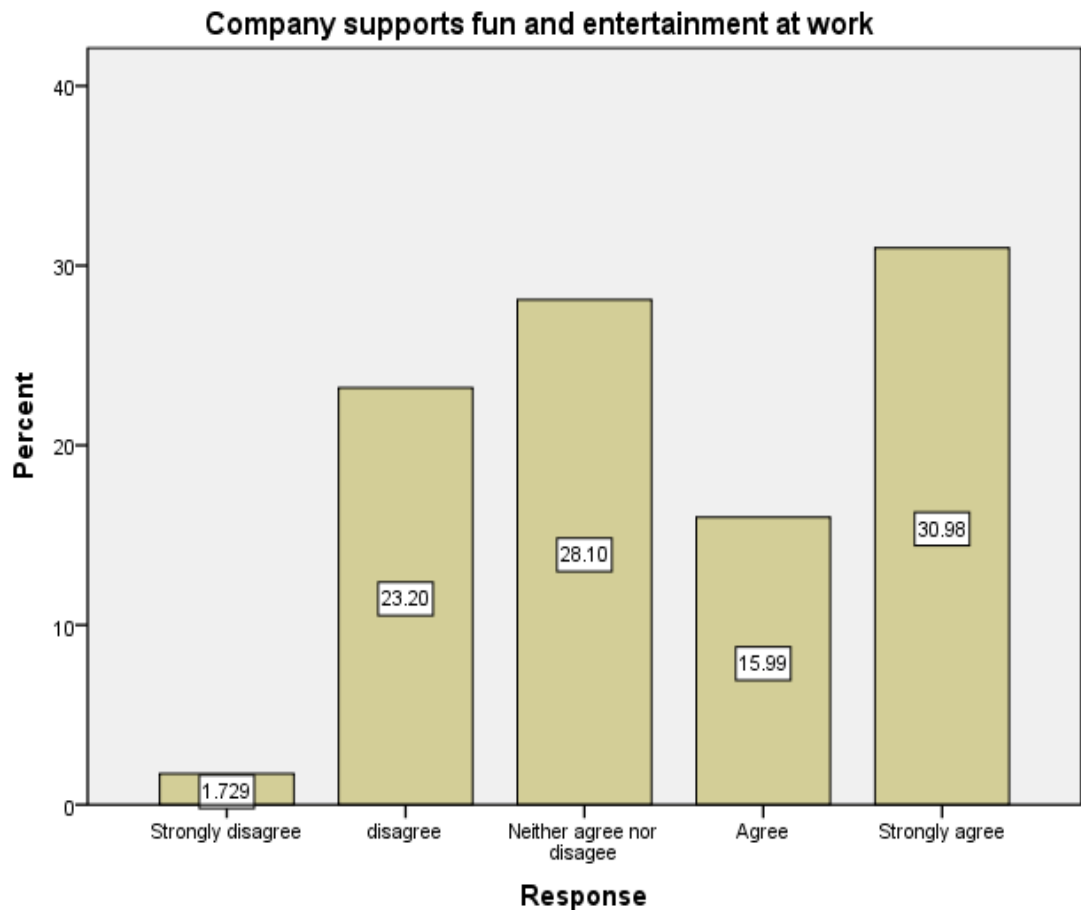
Graph 5.73

140

6. Employees get consultation for work life balance when requires

Work life balance is an important aspect of any employee. To maintain this work life balance, if employees are counseled, they will be motivated to work efficiently.

Table 5.73 - Employees get consultation for work life balance when requires

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	238	17.1	17.1	17.6
Neither agree nor disagree	530	38.2	38.2	55.8
Agree	278	20.0	20.0	75.8
Strongly agree	336	24.2	24.2	100.0
Total	**1388**	**100.0**	**100.0**	

38 percent of the respondents neither agree nor disagree with the above statement, (24.2+20) 44 percent respondents agree and (17.1+.4) 18 percent of the respondents agree with the statement.
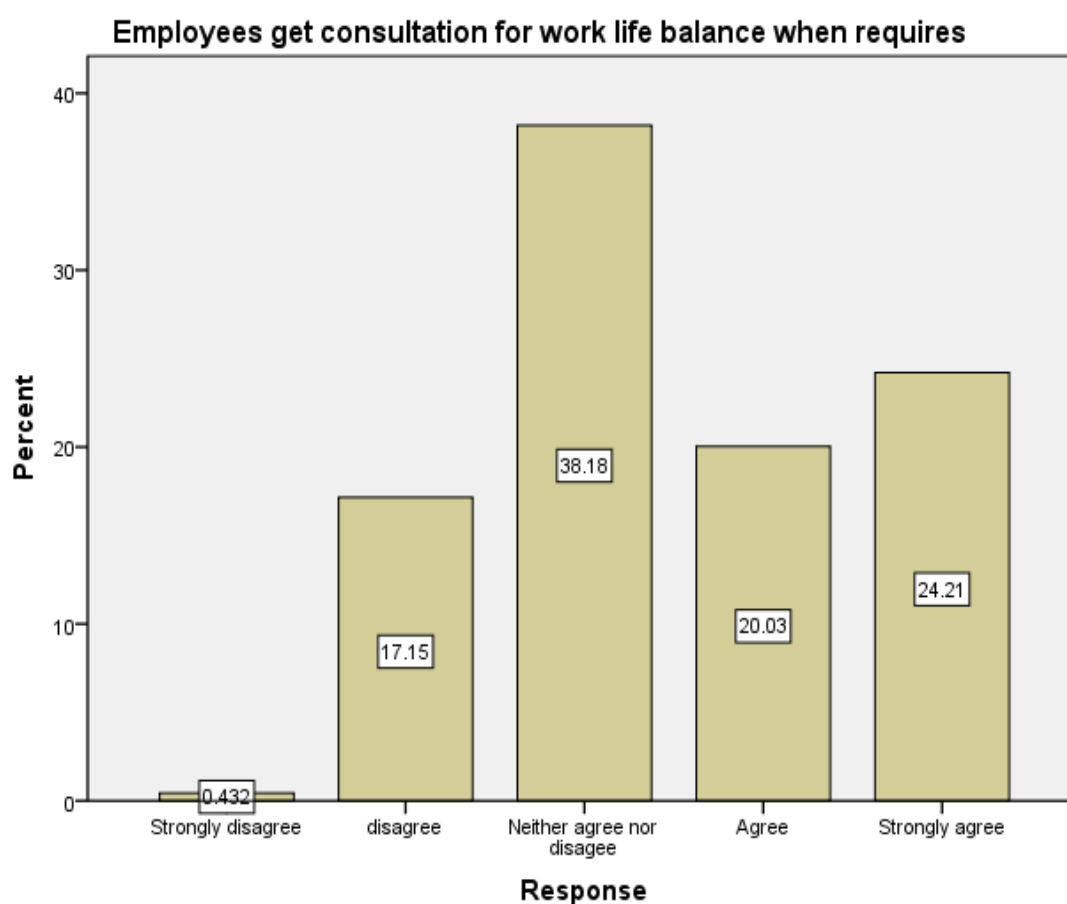
Graph 5.74

7. **Reasonable period of time gets added in project time estimation to avoid overload of work**

An organization should think to reduce the burden of employees by adding the reasonable time period in project time estimation which will avoid overload of work.

Table 5.74 - Reasonable period of time gets added in project time estimation to avoid overload of work

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	226	16.3	16.3	16.7
Neither agree nor disagree	462	33.3	33.3	50.0
Agree	284	20.5	20.5	70.5
Strongly agree	410	29.5	29.5	100.0
Total	**1388**	**100.0**	**100.0**	

It can be observed from the table that 33 percent of respondents neither agree nor disagree with the statement, (29.5+20.5) 50 percent of the respondents agree and (16.3+.4) 17 percent of the respondents disagree with the statement.
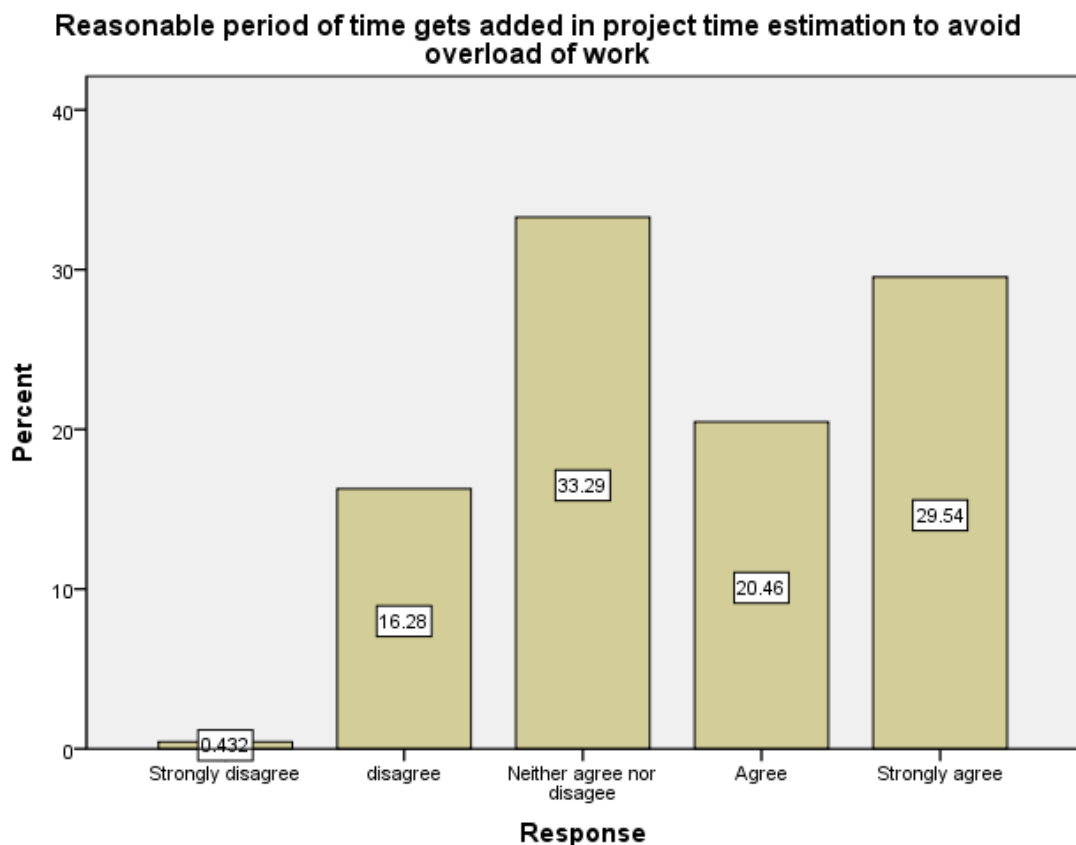
Reasonable period of time gets added in project time estimation to avoid overload of work

Graph 5.75

142

8. Setting priorities for work helps employees to schedule tasks over a reasonable period of time

Priorities should be set for all work groups to schedule tasks over a reasonable period of time. It also helps in timely and prompt completion of work in the prescribed time limit.

Table 5.75 - Setting priorities for all work helps employees to schedule tasks over a reasonable period of time

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	66	4.8	4.8	4.8
Neither agree nor disagree	540	38.9	38.9	43.7
Agree	348	25.1	25.1	68.7
Strongly agree	434	31.3	31.3	100.0
Total	**1388**	**100.0**	**100.0**	

Nearly 39 percent respondents neither agree nor disagree, (31.3+25.1) 56 percent agree and 5 percent respondents disagree that the priorities for all work helps employees to schedule tasks over a reasonable period of time.
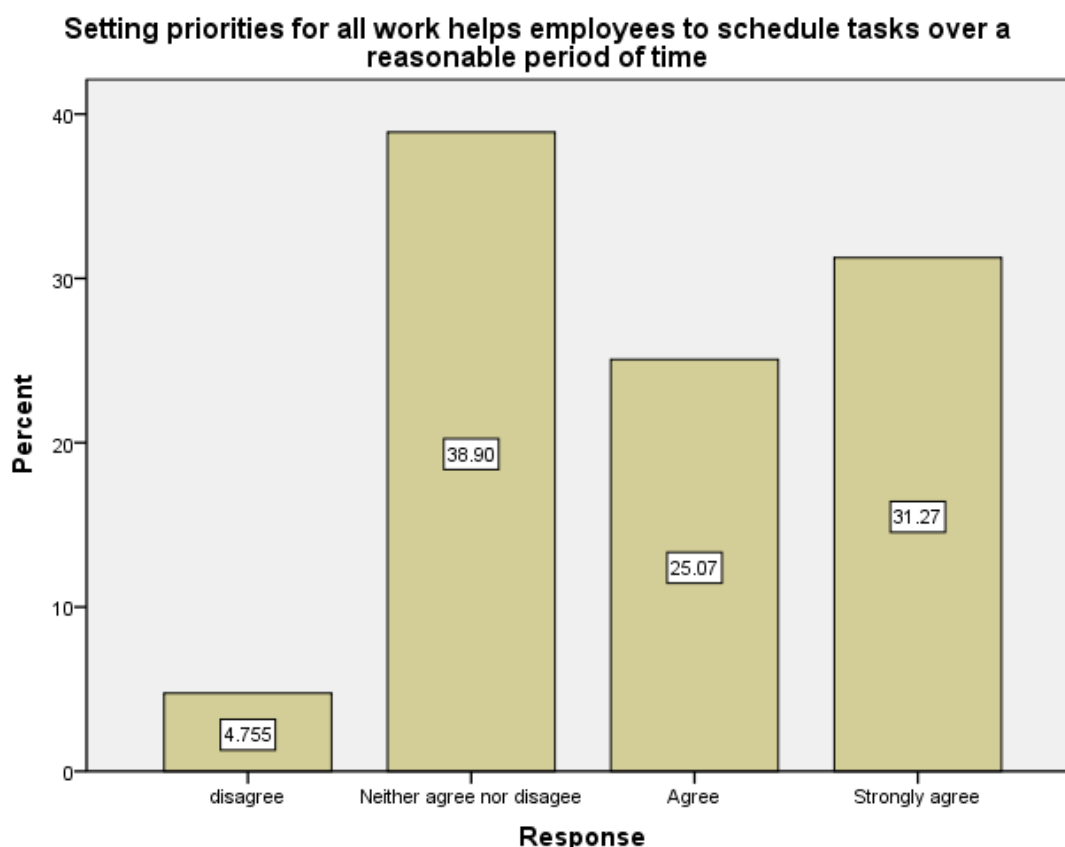
Graph 5.76

9. **Flexitime is one of the most useful tools in helping workers to achieve a good work life balance**

An employee should able to balance the work-life and family which will help them to achieve the targets at a desirable number.

Table 5.76 –Flexitime is one of the most useful tools in helping workers to achieve a good work life balance

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	70	5.0	5.0	5.0
Neither agree nor disagree	190	13.7	13.7	18.7
Agree	224	16.1	16.1	34.9
Strongly agree	904	65.1	65.1	100.0
Total	**1388**	**100.0**	**100.0**	

Above table shows (65.1+16.1) 81 percent respondents agree with the flextime facility helps in maintaining the worklife balance, 14 percent neither agree nor disagree with it and 5 percent disagree.

Flexitime is one of the most useful tools in helping workers to achieve a good work life balance

Graph 5.77

144
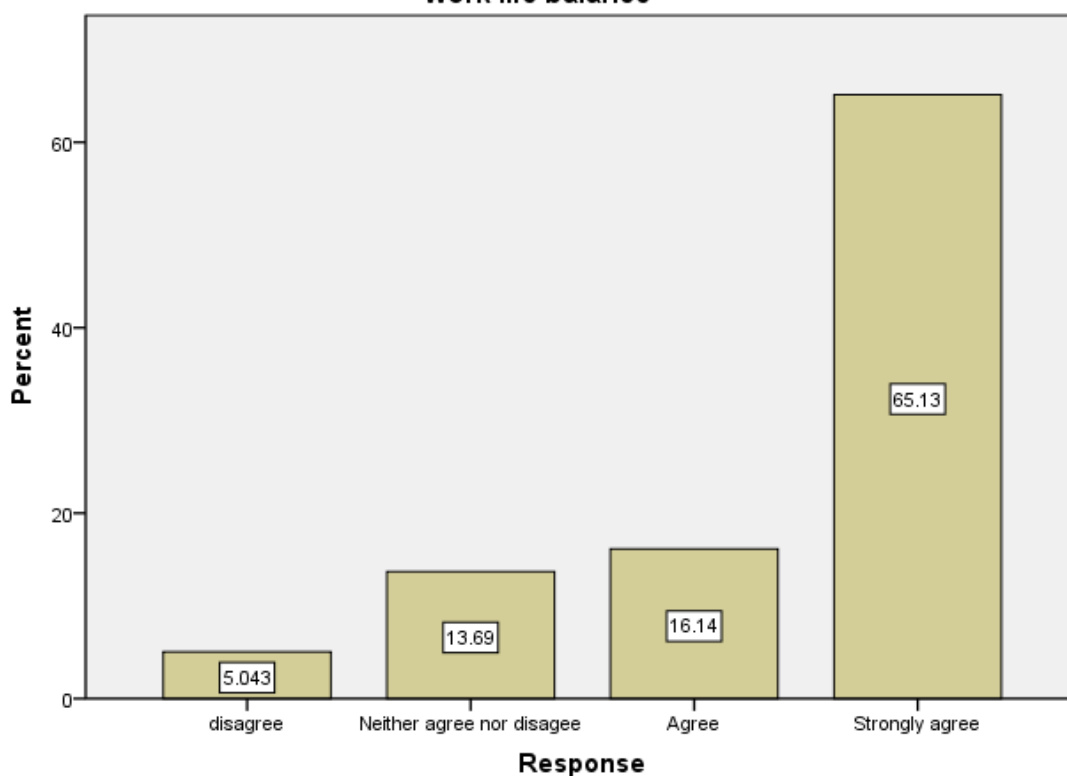
10. Telecommunicating help to cuts down on stress and unproductive time due to commute

Because of the growing industries and developing cities, employees reside in the remote far places of the city which consumes maximum time of the employees. This time can certainly be curtailed by telecommunicating the employees to save time.

Table 5.77 - Telecommunicating help to cuts down on stress and unproductive time due to commute

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	52	3.7	3.7	3.7
Neither agree nor disagree	462	33.3	33.3	37.0
Agree	280	20.2	20.2	57.2
Strongly agree	594	42.8	42.8	100.0
Total	**1388**	**100.0**	**100.0**	

It has been observed that (42.8+20.2) 63 percent of the respondents agree, 33 percent neither agree nor disagree and 4 percent of the respondents disagree that telecommunicating help to cut down on stress and unproductive time.

Graph 5.78

145
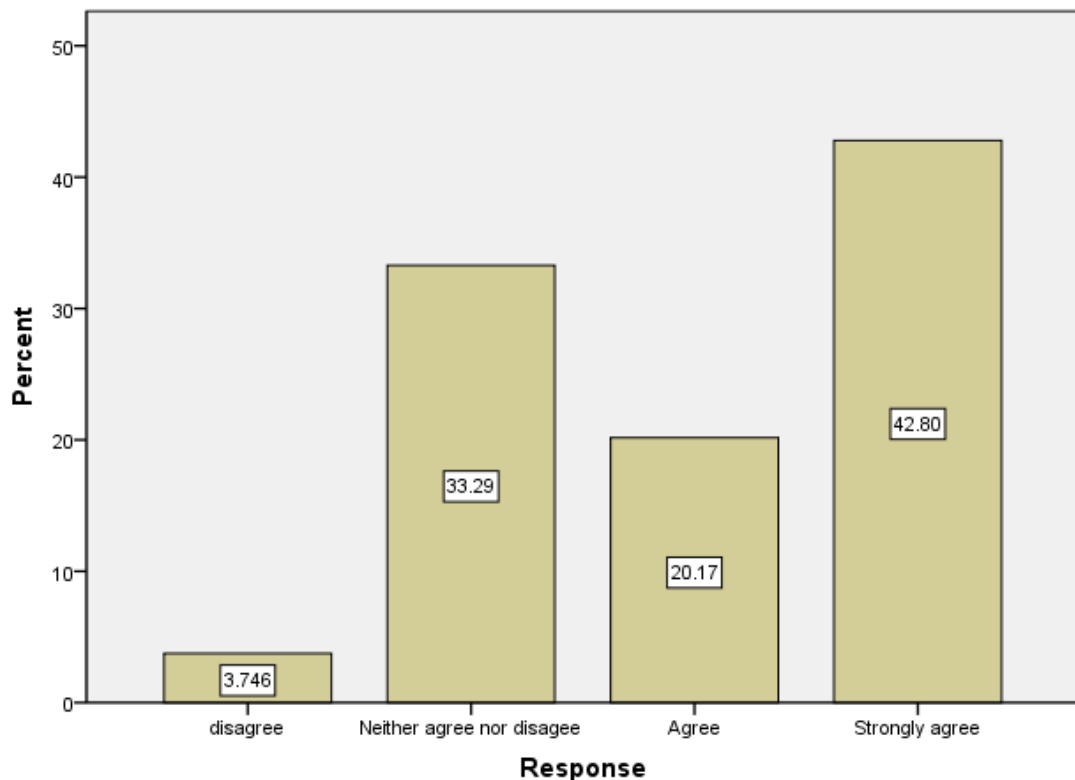
11. Company sponsors employee's family-oriented activities to combine work and life

Along with the recreational activities, company sponsored employees' family oriented activities if combined with work and life, employees will enthusiastically contribute towards organizational productivity.

Table 5.78 - Company sponsors employee's family-oriented activities to combine work and life

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	18	1.3	1.3	1.3
Disagree	296	21.3	21.3	22.6
Neither agree nor disagree	474	34.1	34.1	56.8
Agree	244	17.6	17.6	74.4
Strongly agree	356	25.6	25.6	100.0
Total	**1388**	**100.0**	**100.0**	

It can be seen from the table above that 34 percent neither agree nor disagree, (25.6+17.6) 43 percent agree, (21.3+1.3) 23 percent disagree with such activities which help in maintaining work and life.

Graph 5.79

146
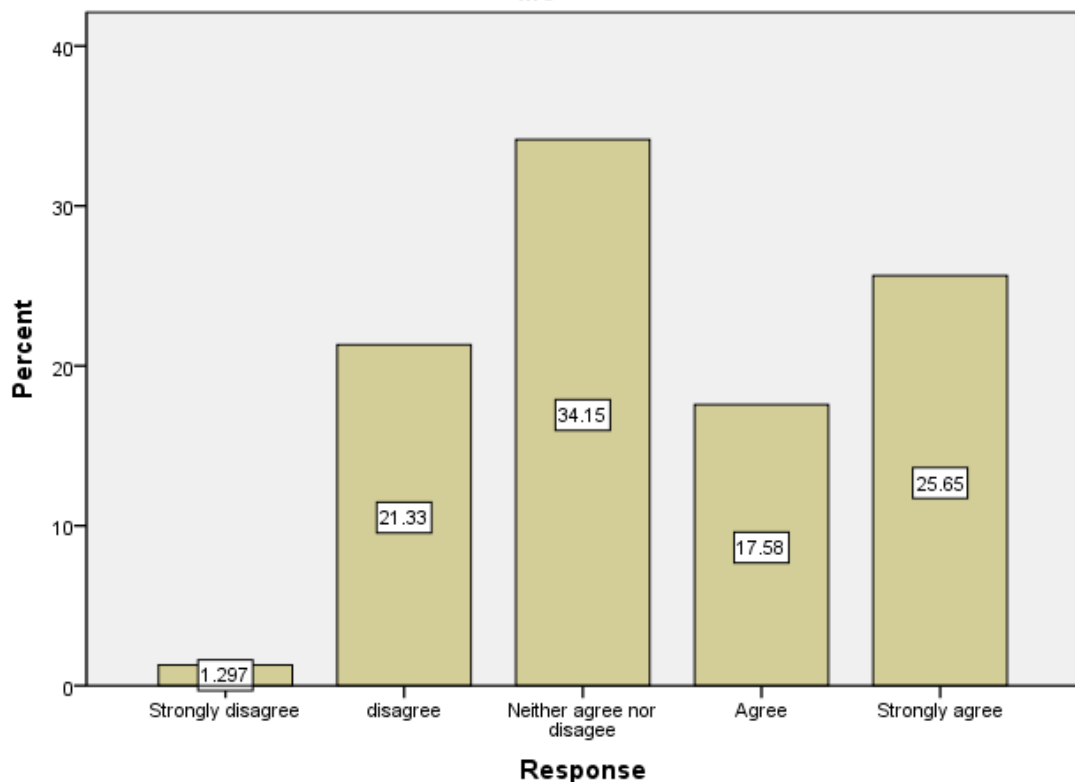
5.2.8   ENCOURAGEMENT

1.   Employees are encouraged for coming up with new and better ways of doing things

If employees are allowed to suggest new and innovative ideas and suggestions, they will feel as an important part of the organization and will work enthusiastically towards achieving the goals.

Table 5.79 - Employees are encouraged for coming up with new and better ways of doing things

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	12	.9	.9	.9
Disagree	186	13.4	13.4	14.3
Neither agree nor disagree	508	36.6	36.6	50.9
Agree	260	18.7	18.7	69.6
Strongly agree	422	30.4	30.4	100.0
Total	**1388**	**100.0**	**100.0**	

Nearly 37 percent respondents neither agree nor disagree, (30.4+18.7) 49 percent respondents agree and (13.4+.9) 14 percent disagree with the opinion of employees coming up with new and better ways of doing things.
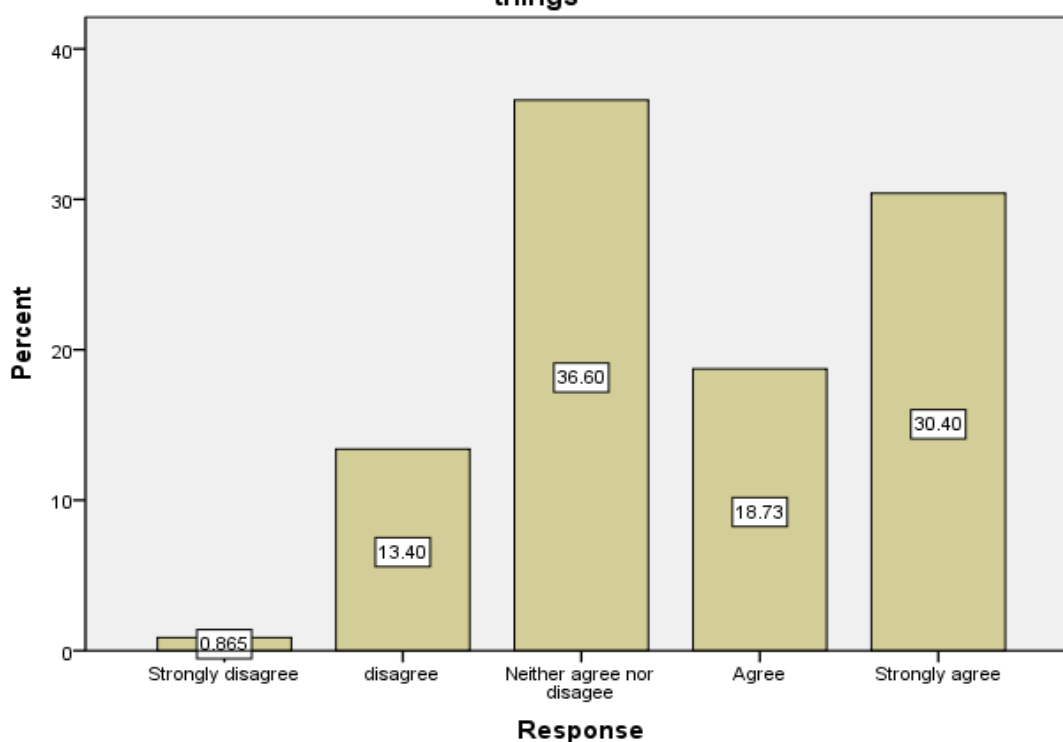
Graph 5.80

2. Company encourage employees for their innovative ideas

Encouragement is major constituent of work culture because it inspires and motivates employees to do their task effectively. Software industry is known for technology and innovations. In product base software company, innovation plays a major role in promoting to be a market leader into specific domain. A company pays more attention towards new innovations and patents and encourages employees for the same.

Table 5.80 - Company encourage employees for their innovative ideas

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	30	2.2	2.2	2.2
Disagree	328	23.6	23.6	25.8
Neither agree nor disagree	312	22.5	22.5	48.3
Agree	252	18.2	18.2	66.4
Strongly agree	466	33.6	33.6	100.0
Total	**1388**	**100.0**	**100.0**	

In the table above it is clearly figured out that (33.6+18.2) 52 percent respondents agree and (23.6+2.2) 26 percent respondents disagree that company encourages them for creating new innovative ideas.

Graph 5.81

148
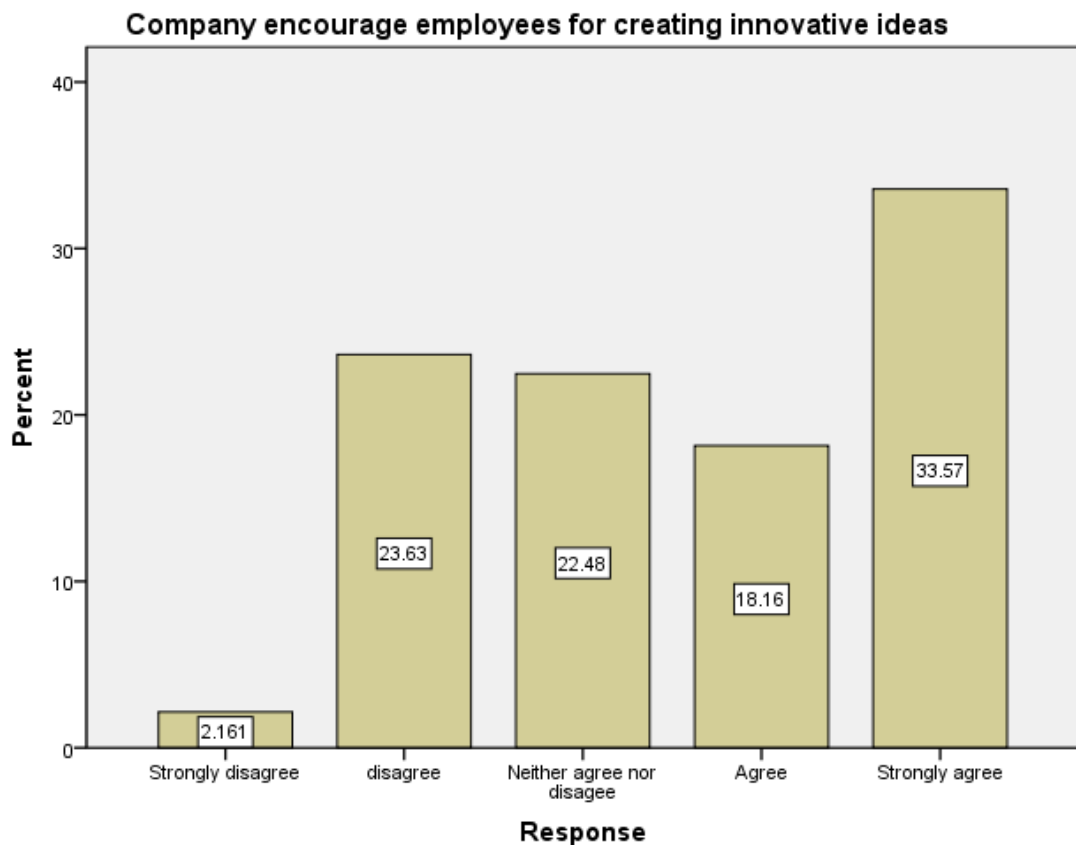
3. **Employees are encouraged explore different career opportunities within the organization**

When employee joins product based Software Company a particular product is allocated to him and it is continued for many years. However if employee gets opportunities to select from multiple products and roles, it encourages employees to explore different career opportunities within the organization which helps them to grow his career within the same organization.

Table 5.81 - Employees are encouraged to explore different career opportunities within the organization

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	78	5.6	5.6	5.6
Disagree	274	19.7	19.7	25.4
Neither agree nor disagree	344	24.8	24.8	50.1
Agree	270	19.5	19.5	69.6
Strongly agree	422	30.4	30.4	100.0
Total	**1388**	**100.0**	**100.0**	

From the table it is visible that (30.4+19.5) 49 percent respondents agree and (19.7+5.6) 25 percent respondents are disagree with the statement that employees are encouraged to explore and grow career within the organization and helps organization to retain the employee
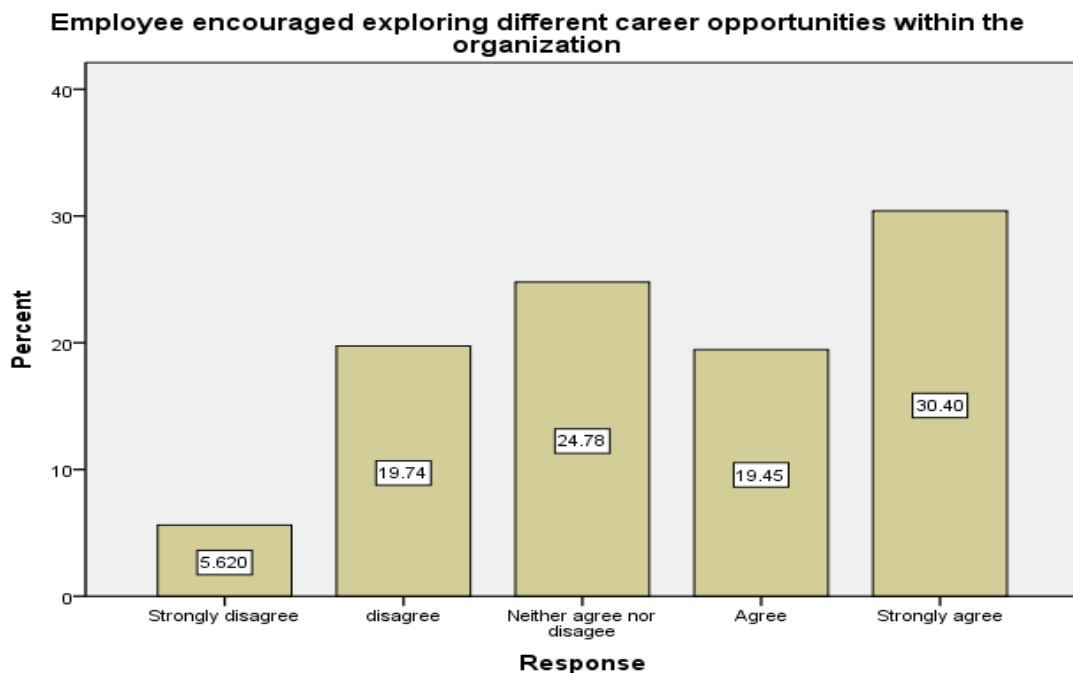
Graph5.82

149

4. Team members are proactive and self-motivated

Sensitivity training is an important concept of training methods which encourages the team members to be proactive and self-motivated for organizational task accomplishment.

Table 5.82 - Team members are proactive and self-motivated

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	42	3.0	3.0	3.0
Disagree	230	16.6	16.6	19.6
Neither agree nor disagree	468	33.7	33.7	53.3
Agree	278	20.0	20.0	73.3
Strongly agree	370	26.7	26.7	100.0
Total	**1388**	**100.0**	**100.0**	

Nearly 34 percent respondents neither agree nor disagree, (26.7+20) 47 percent respondents strongly agree and (16.6+3) 19 percent respondents disagree that the team members are proactive and self-motivated.
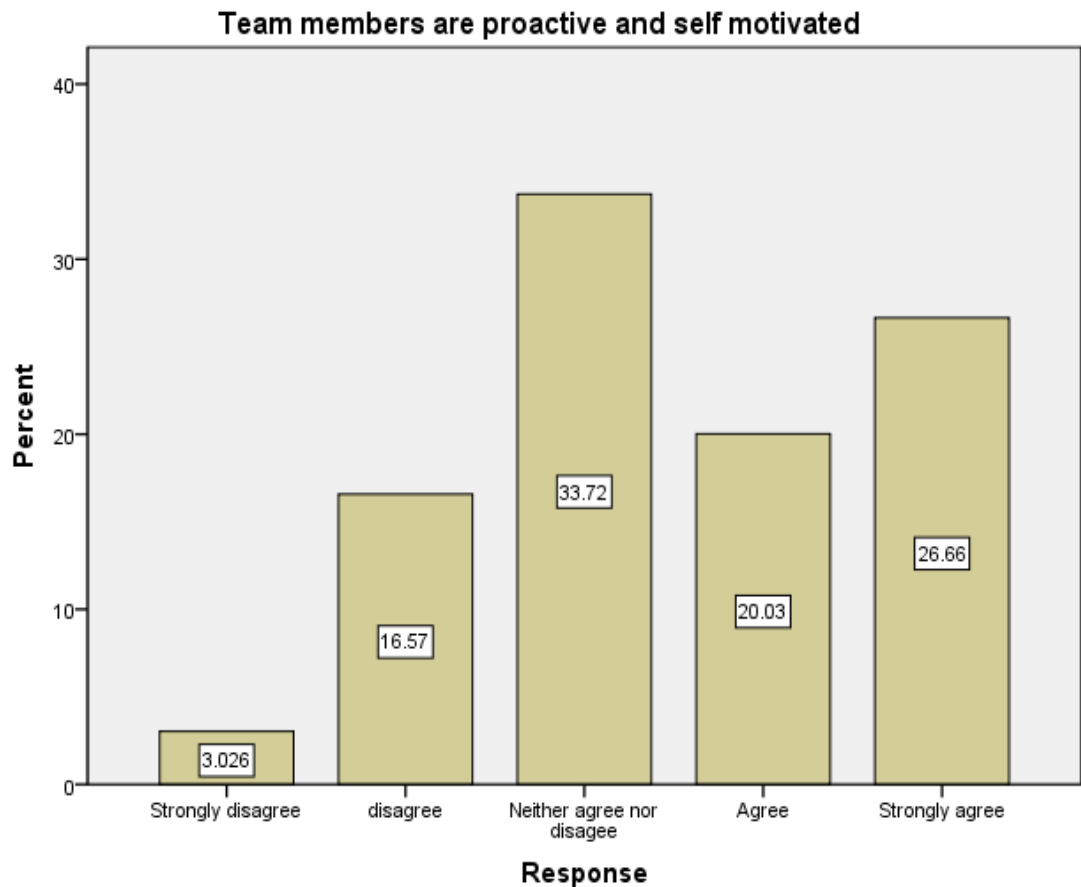
Graph 5.83

5.2.9 COMPANY VALUES

1. Organization is a good corporate citizen in my community and the world

Corporate citizenship means companies roles and responsibilities towards the community and environment in which it operates. There are many ways by which organization express the citizenship like helping out in removal of wastage and pollution, by contributing to social, educational and research programmes and by creating employment for local citizen. Many IT companies play very good role in corporate citizenship like Infosys Foundation, Microsoft foundation etc.

Table 5.83 - Organization is a good Corporate Citizen in my community and the world

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	98	7.1	7.1	7.1
Neither agree nor disagree	440	31.7	31.7	38.8
Agree	258	18.6	18.6	57.3
Strongly agree	592	42.7	42.7	100.0
Total	**1388**	**100.0**	**100.0**	

Above table illustrates that (42.7+18.6) 61 percent respondents agree and only 7 percent respondents disagree with the statement that IT companies' plays good role and responsibility towards society and community.
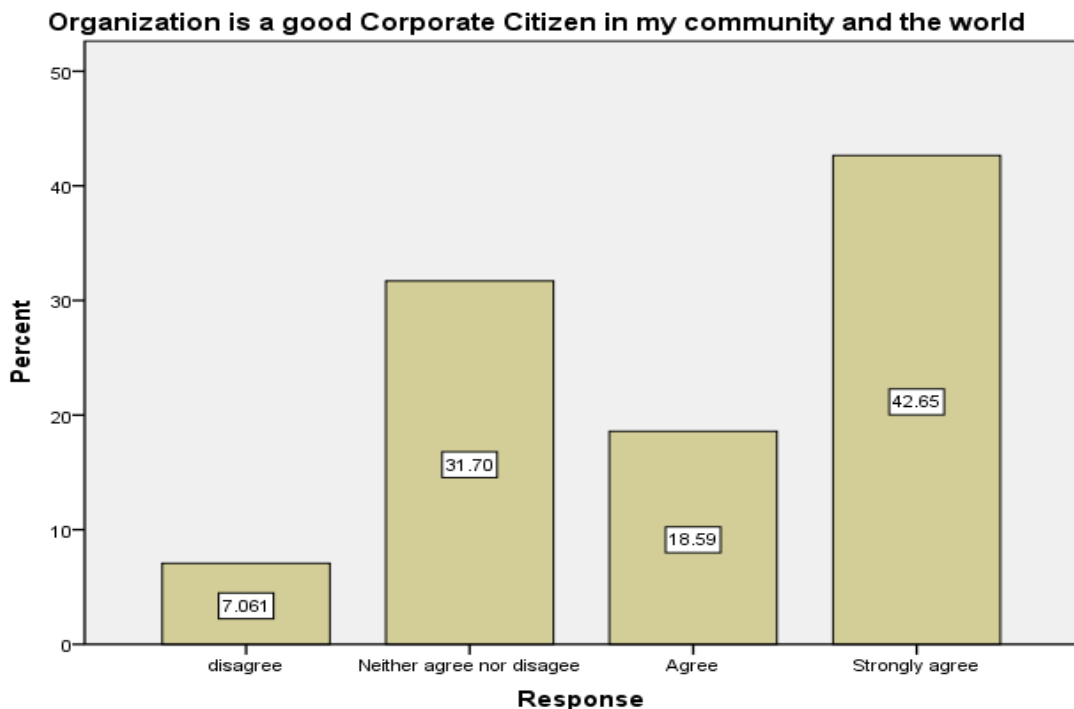
Graph 5.84

151

2. The actions of our executive leadership are consistent with the company values

Every organization has its mission, goals and vision. To achieve these missions, goals and visions an organization forms core values of the company. Executive leaders and management are responsible for maintaining the company's core values. So the decision and action taken by the management should be consistent with the company's values.

Table 5.84 - The actions of our executive leadership are consistent with the company values

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	42	3.0	3.0	3.0
Disagree	92	6.6	6.6	9.7
Neither agree nor disagree	396	28.5	28.5	38.2
Agree	298	21.5	21.5	59.7
Strongly agree	560	40.3	40.3	100.0
Total	**1388**	**100.0**	**100.0**	

From the above table it can be observed that (40.3+21.5) 62 percent respondents agree, only (6.6+3) 10 percent respondents disagree and 28 percent respondents neither agree nor disagree.
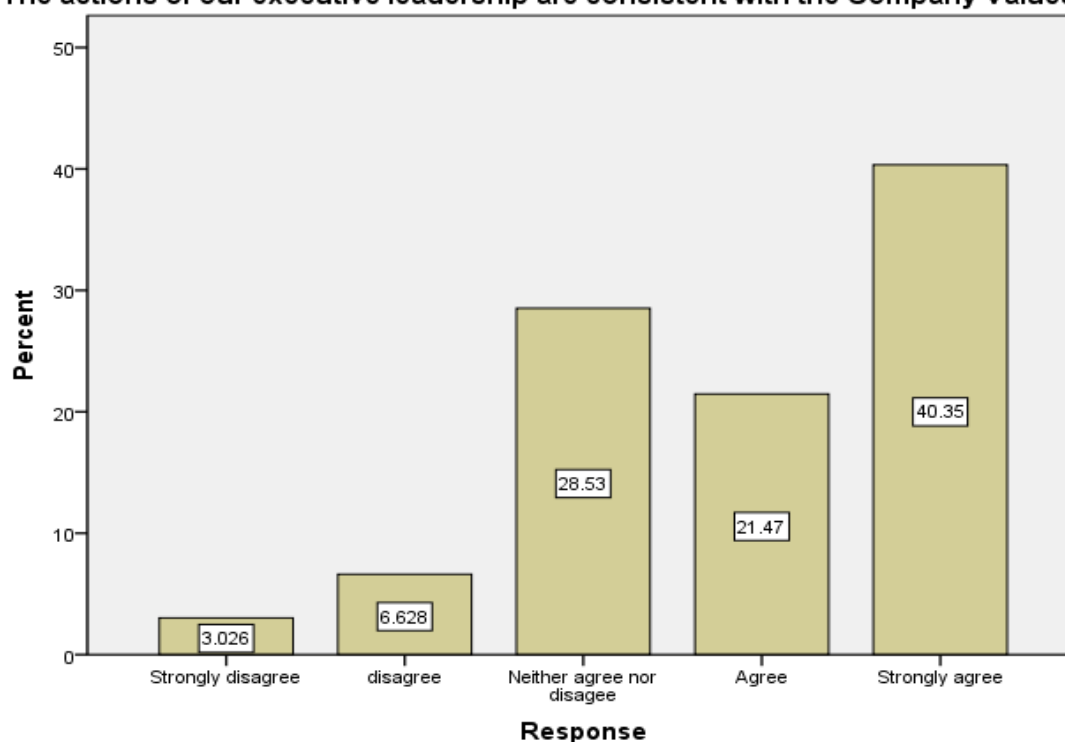
Graph 5.85

3. Company believes on hire best and retain them

Most of the IT companies believe in hiring the best and retain them, because humans are important resource in IT companies. Skilled employees are asset for IT companies and company tries their best to retain them. If the employees are not happy then there is probability that they may leave the company, thus companies plan for attractive policies to retain them.

Table 5.85 - Company believes on hire best and retain them

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	30	2.2	2.2	2.2
Disagree	180	13.0	13.0	15.1
Neither agree nor disagree	318	22.9	22.9	38.0
Agree	236	17.0	17.0	55.0
Strongly agree	624	45.0	45.0	100.0
Total	**1388**	**100.0**	**100.0**	

Researcher observed that (45+17) 62 percent respondents agree, (13+2.2) 15 percent respondents disagree and 23 percent respondents neither agree nor disagree to the given statement.
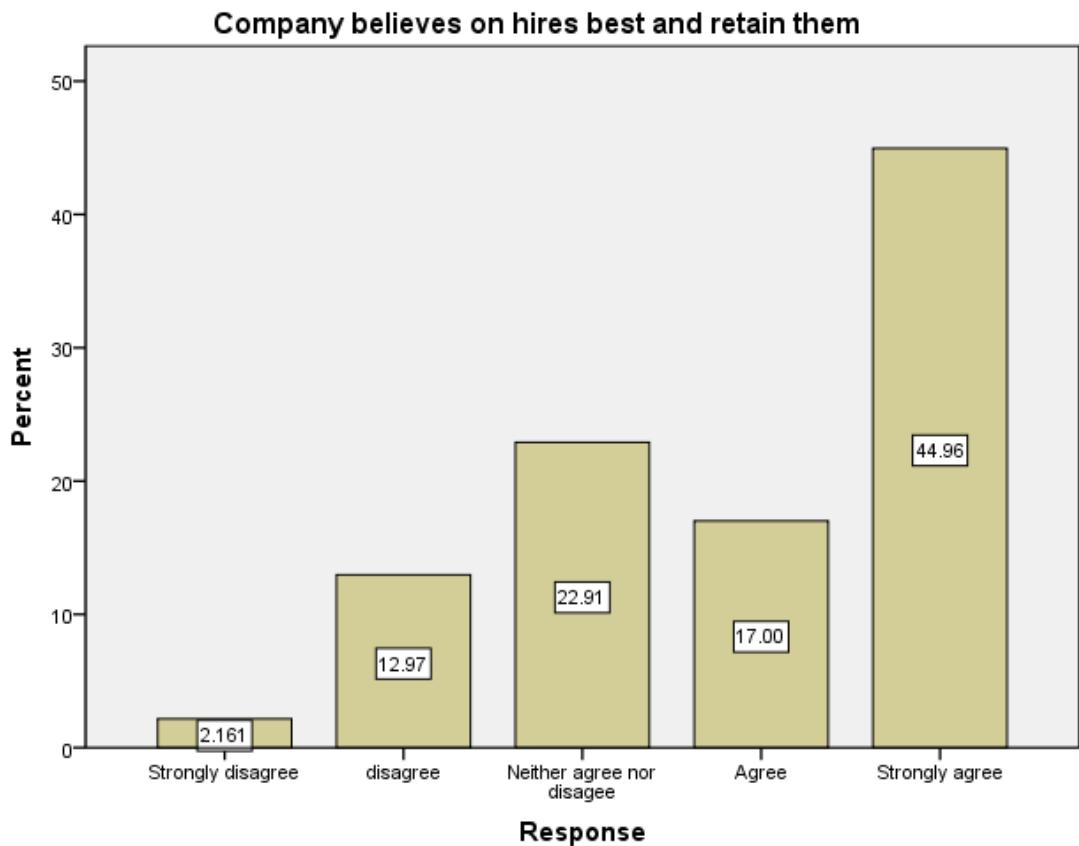
Graph 5.86

153

4. Company is obliged towards corporate social responsibilities

Companies which are into CSR activities are considered to have good reputation in the market. A corporate social responsibility is an important activity for the company in favour of society.

Table 5.86 - Company is obliged towards corporate social responsibilities

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	104	7.5	7.5	7.9
Neither agree nor disagree	524	37.8	37.8	45.7
Agree	284	20.5	20.5	66.1
Strongly agree	470	33.9	33.9	100.0
Total	**1388**	**100.0**	**100.0**	

Approximately 38 percent respondents neither agree nor disagree, (33.9+20.5) 54 percent agree and (7.5+.4) 8 percent disagree with the above statement.
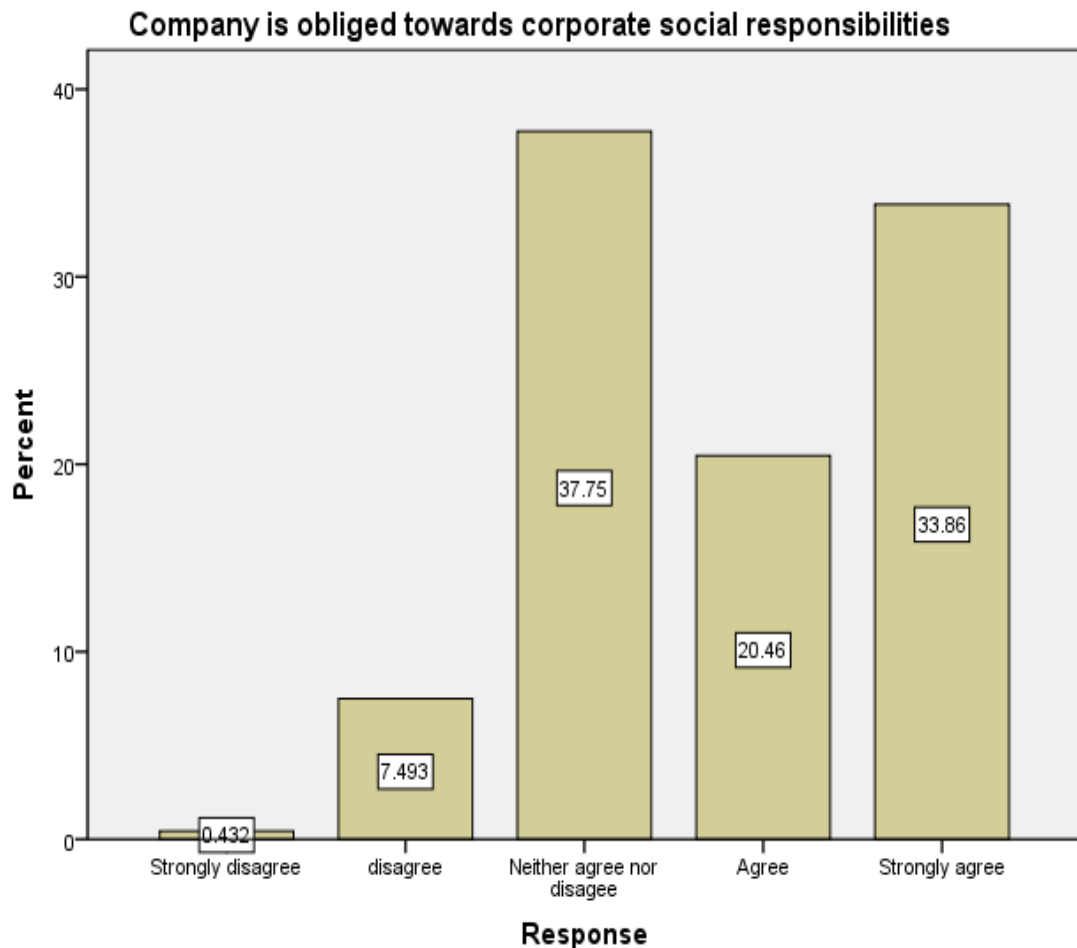
Graph 5.87

154

5. Total customer satisfaction is top priority in our organization

Every organization strives to satisfy its customers to its fullest. A good organization should always have customer satisfaction as its top priority

Table 5.87 - Total customer satisfaction is top priority in our organization

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	48	3.5	3.5	3.5
Neither agree nor disagree	216	15.6	15.6	19.0
Agree	308	22.2	22.2	41.2
Strongly agree	816	58.8	58.8	100.0
Total	**1388**	**100.0**	**100.0**	

Approximately (58.8+22.2) 81 percent of the respondents agree, 4 percent disagree and 15 percent respondents neither agree nor disagree to the statement that the customer satisfaction is the top priority of the organization.
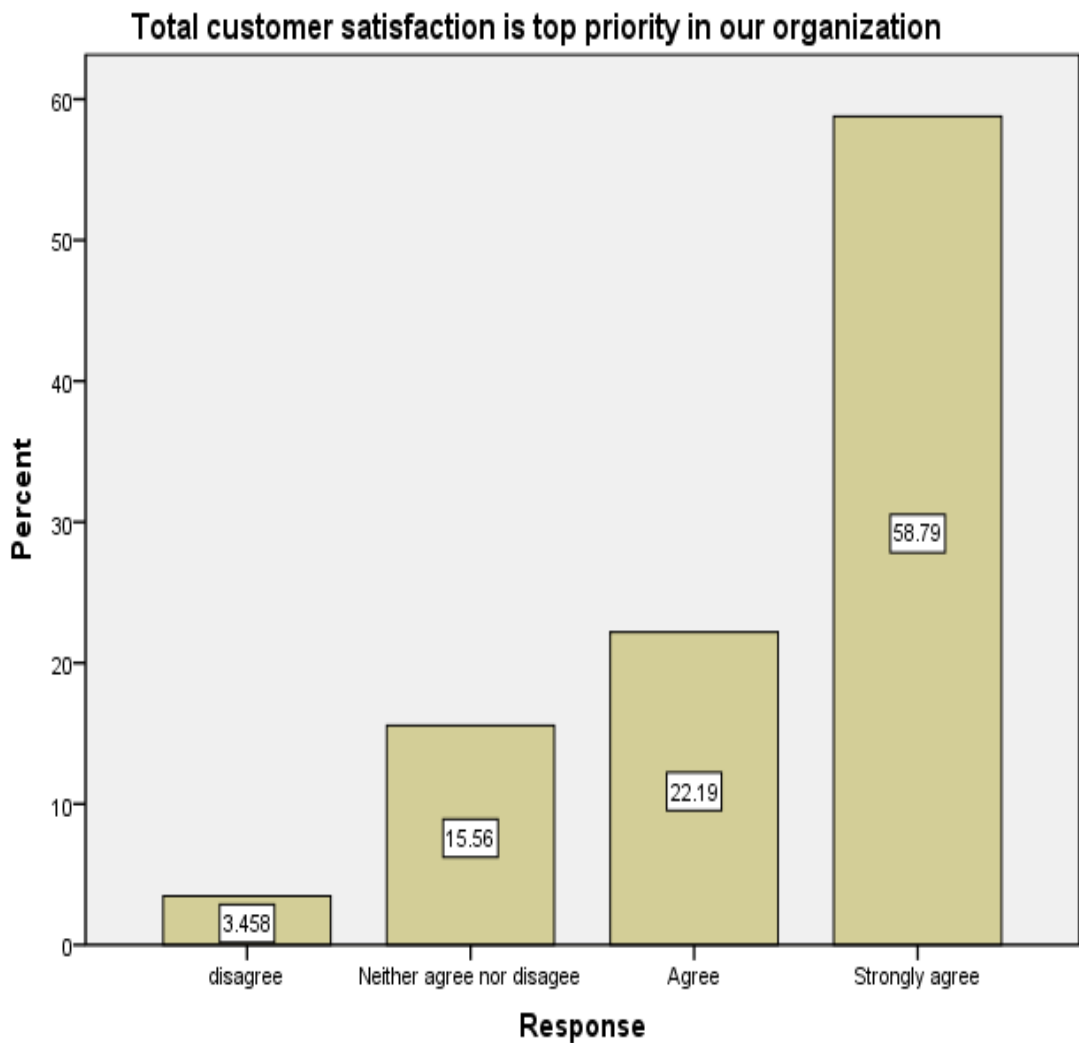
Graph 5.88

6. Ethics and compliance trainings are compulsory for all employees in organization

Training is an integral part of any organization which helps the employees to understand the work and related responsibility.

Table 5.88 - Ethics and compliance trainings are compulsory for all employees in organization

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	116	8.4	8.4	8.8
Neither agree nor disagree	286	20.6	20.6	29.4
Agree	252	18.2	18.2	47.6
Strongly agree	728	52.4	52.4	100.0
Total	**1388**	**100.0**	**100.0**	

The table indicates (52.4+18.2) 71 percent of the respondents agree, 20.6 percent employees neither agree nor disagree and (8.4+.4) 9 percent respondents disagree with the given statement.
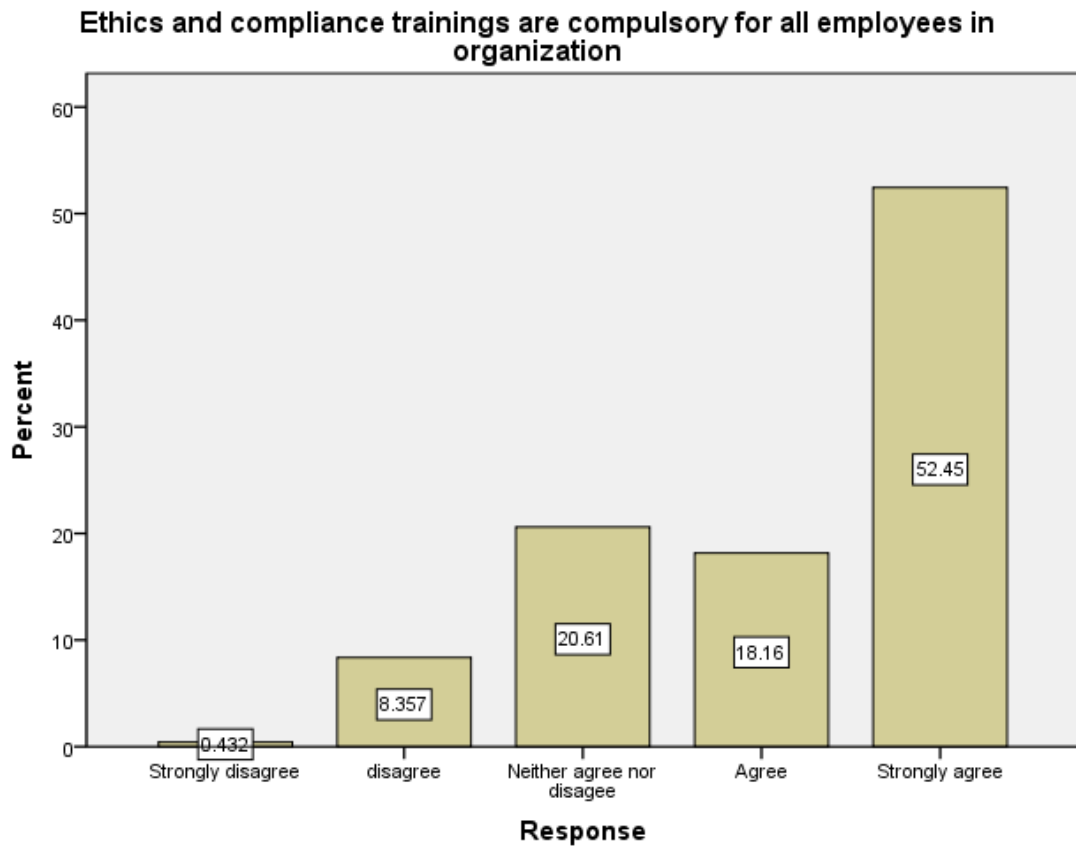
Graph 5.89

7. Company takes disciplinary action on violation of ethics and compliance

An organization that follows ethical practices is considered to be the best in market.

Table 5.89 - Company takes disciplinary action on violation of ethics and compliance

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	54	3.9	3.9	4.3
Neither agree nor disagree	206	14.8	14.8	19.2
Agree	282	20.3	20.3	39.5
Strongly agree	840	60.5	60.5	100.0
Total	**1388**	**100.0**	**100.0**	

It is depicted from the table that (60.5+20.3) 81 percent employees agree, (3.9+.4) 4 percent employees disagree and approximately 15 percent respondents neither agree nor disagree to the statement that company takes disciplinary action on violation of ethics and compliance.
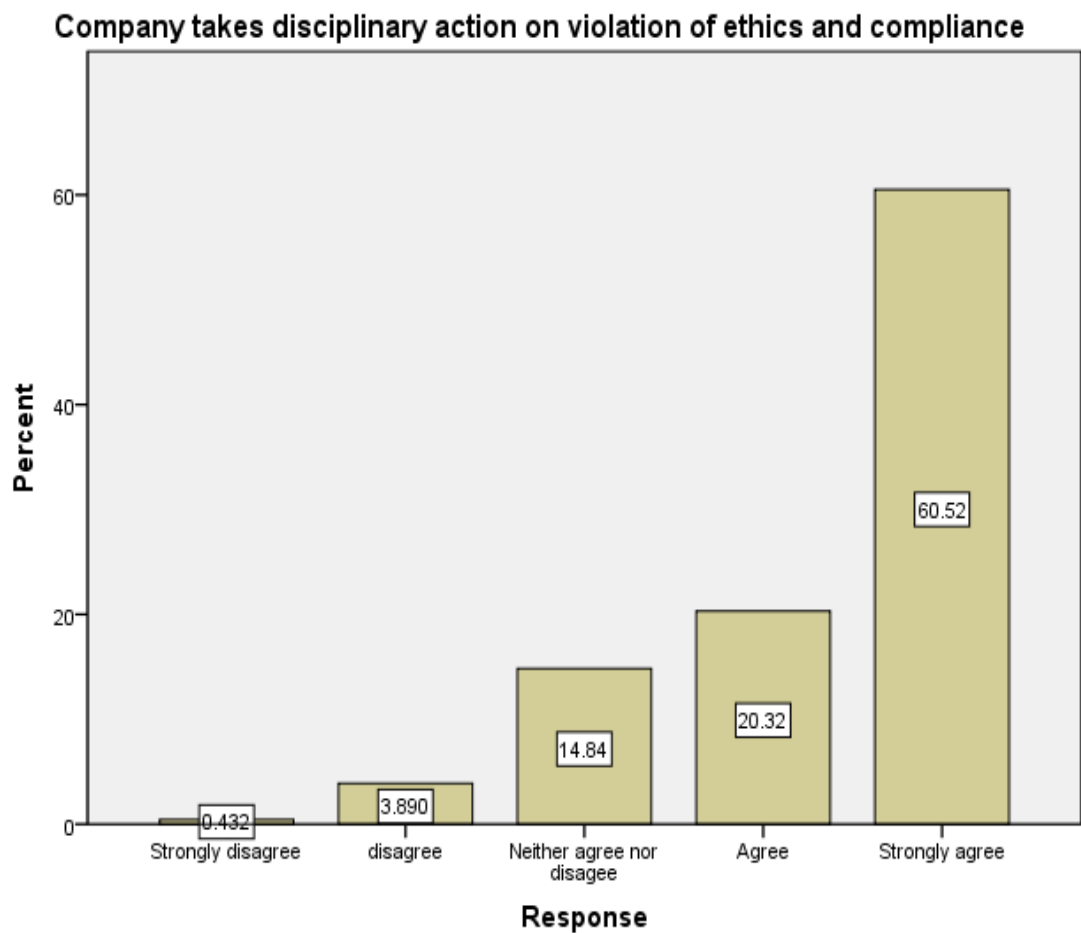
Graph 5.90

157

8. Company takes strict action on violation of harassment policy

It gives a sense of security to the employees of the organization especially females if it is strict on violation of harassment policy.

Table 5.90 - Company takes strict action on violation of harassment policy

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	60	4.3	4.3	4.3
Neither agree nor disagree	254	18.3	18.3	22.6
Agree	270	19.5	19.5	42.1
Strongly agree	804	57.9	57.9	100.0
Total	**1388**	**100.0**	**100.0**	

It is observed by the researcher that (57.9+19.5) 77 percent employees agree, 18 percent neither agree nor disagree and 4 percent disagree to the given statement.
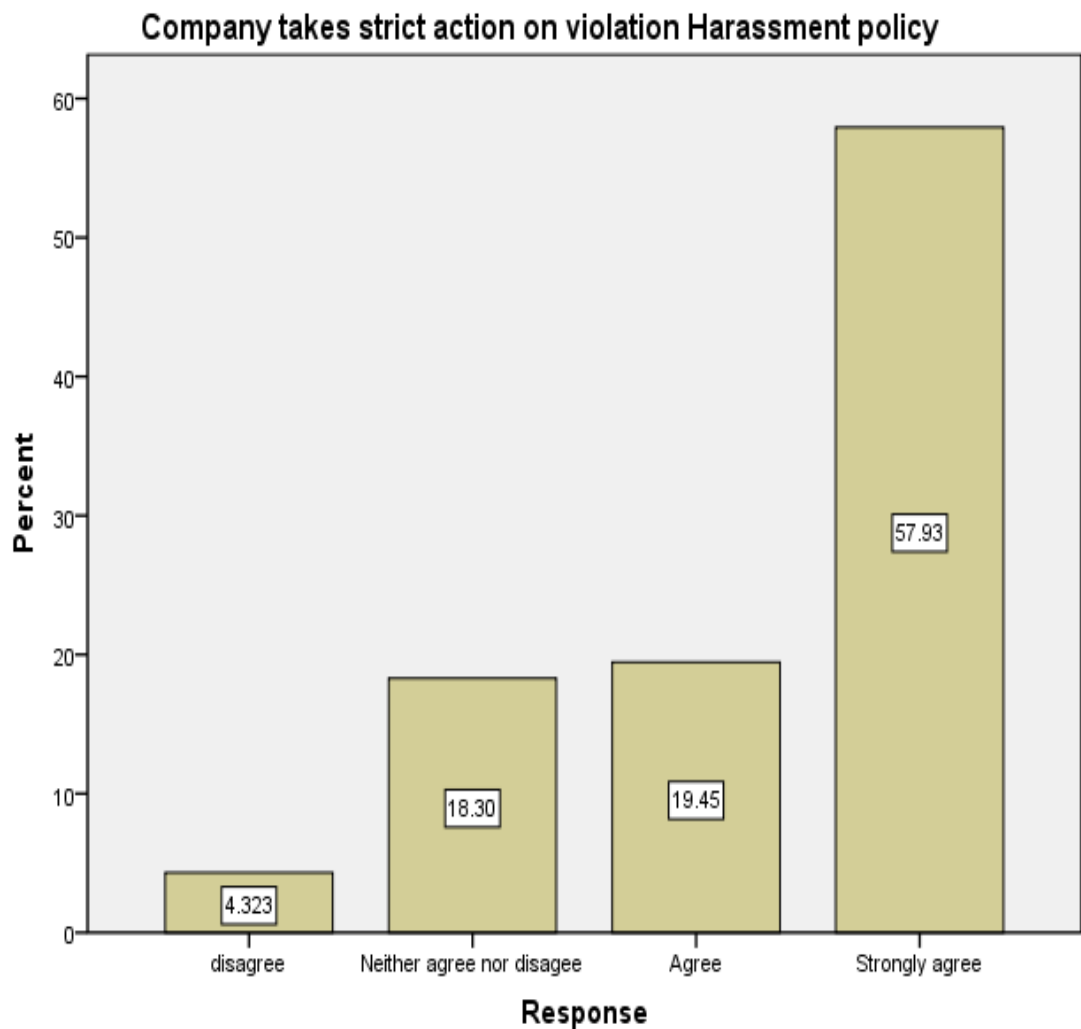
Graph 5.91

9. Data protection and compliance policies are in place and effectively implemented

Effective implementation of data protection and compliance policies helps the organization to accomplish the task in a smooth manner and well in the prescribed time.

Table 5.91 - Data protection and compliance policies are in place and effectively implemented

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	60	4.3	4.3	4.3
Neither agree nor disagree	252	18.2	18.2	22.5
Agree	274	19.7	19.7	42.2
Strongly agree	802	57.8	57.8	100.0
Total	**1388**	**100.0**	**100.0**	

Approximately (57.8+19.7) 78 percent of the respondents agree, 4 percent respondents disagree and 18 percent neither agree nor disagree to the given statement.

Graph 5.92

159
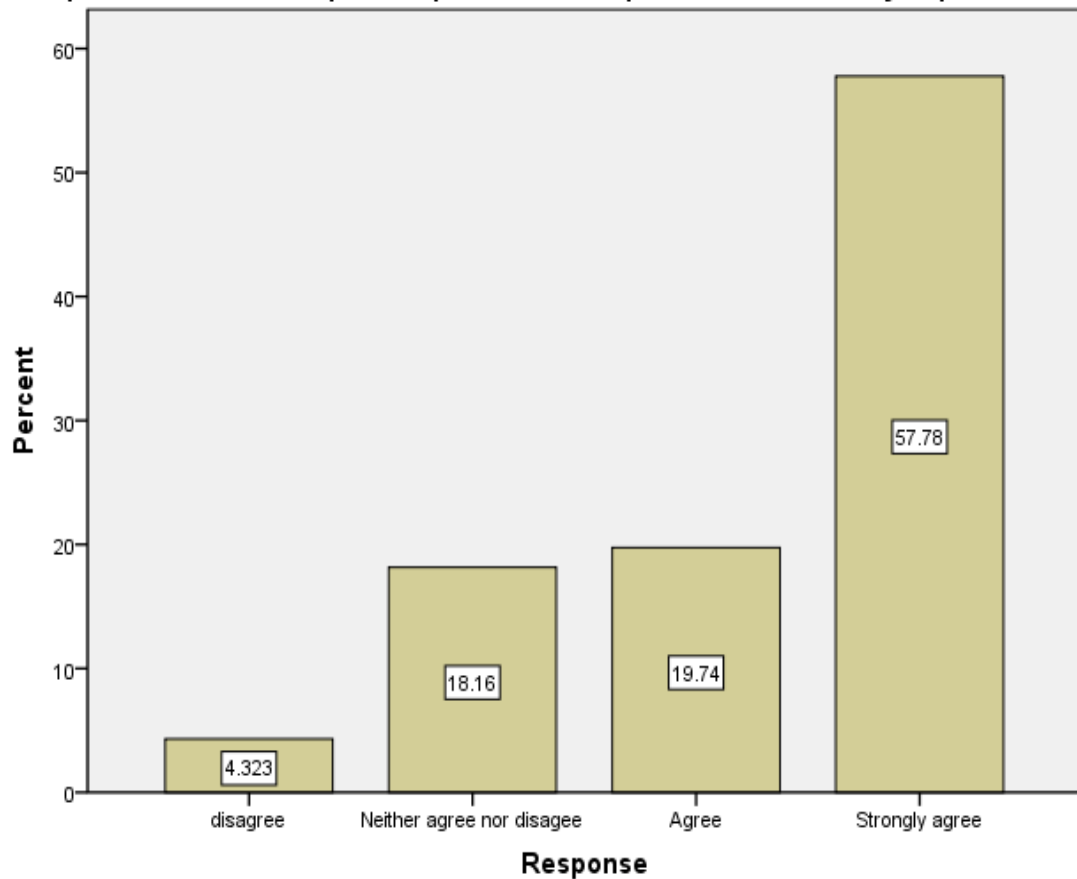
5.2.10 INTERPERSONAL RELATIONS

1. Team members are friendly with each other

It is known fact that human resource is valuable in IT Company. The employees in IT firms are from different gender, region, cast and religion. They have to work in team to achieve the common goals and success of the firm. If employees behave friendly with each other than the work environment will be healthy, efficient and productive.

Table 5.92 - Team members are friendly with each other

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	54	3.9	3.9	3.9
Neither agree nor disagree	266	19.2	19.2	23.1
Agree	320	23.1	23.1	46.1
Strongly agree	748	53.9	53.9	100.0
Total	**1388**	**100.0**	**100.0**	

Above table illustrates that (53.6+23.1) 77 percent respondents agree, 4 percent respondents disagree and around 19 percent respondents neither agree nor disagree with the statement of team members being friendly with each other.
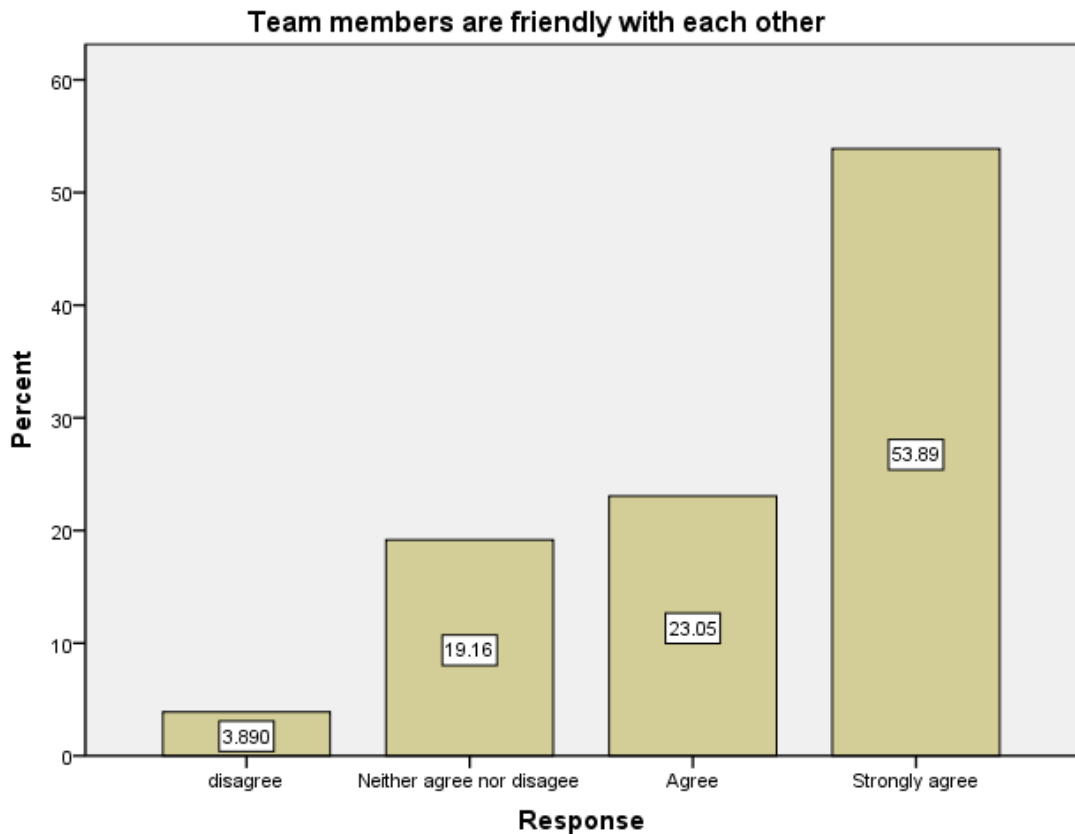
Graph 5.93

2. **Team member shares technical and domain related information with each other**

Information sharing is important for the smooth conduct of a job. The flow of information helps the team members to complete the task at the right time without any biases.

Table 5.93 - Team member shares technical and domain related information with each other

Particular	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	24	1.7	1.7	1.7
Neither agree nor disagree	398	28.7	28.7	30.4
Agree	350	25.2	25.2	55.6
Strongly agree	616	44.4	44.4	100.0
Total	**1388**	**100.0**	**100.0**	

It can be seen from the above table that approximately (44.4+25.2) 69 percent of the respondents agree to the statement of team members sharing technical and domain related information with each other, 29 percent of the respondents neither agree nor disagree and 2 percent respondents disagree with the same.
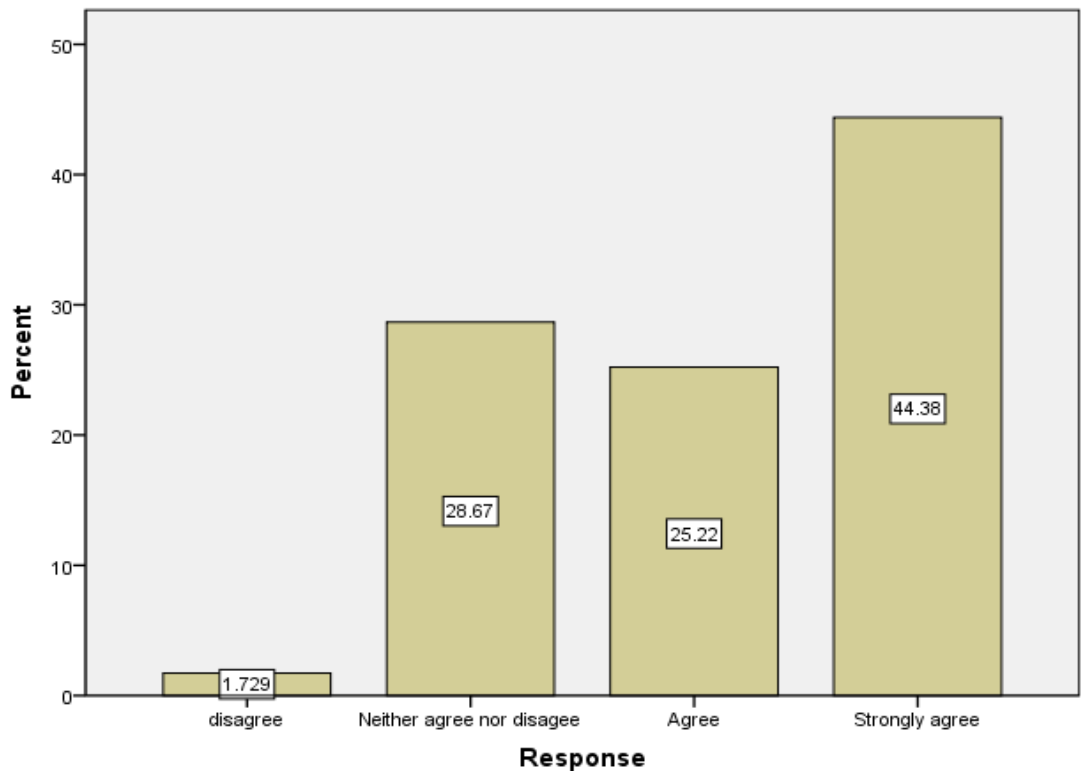
Graph 5.94

3. Manager is able to handle conflicts effectively

Individual differences can lead to conflicts as there are so many factors influencing it, like disagreement over goals, clashes, ego etc. Sometimes the conflicts can result to attrition. Managers plays important role in resolving such conflicts.

Table 5.94 - Manager is able to handle conflicts effectively

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	12	.9	.9	.9
Disagree	218	15.7	15.7	16.6
Neither agree nor disagree	428	30.8	30.8	47.4
Agree	292	21.0	21.0	68.4
Strongly agree	438	31.6	31.6	100.0
Total	**1388**	**100.0**	**100.0**	

Above table shows that (31.6+21) 52 percent respondents agree, (15.7+.9) 16 percent respondents disagree and around 31 percent respondents neither agree nor disagree with the say that managers are able to handle conflict effectively.
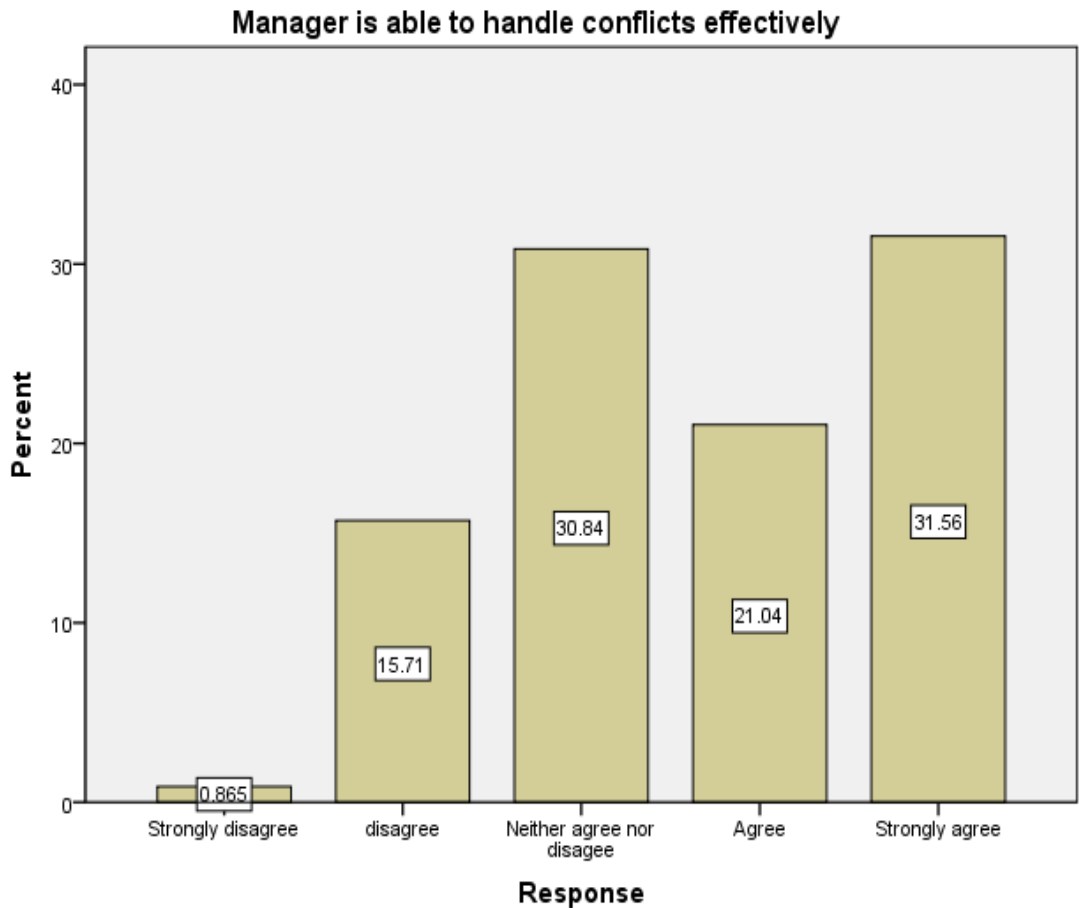
Graph 5.95

162

4. Company supports internal social networking to increase employee interaction

Networking helps to create and maintain strong circle of contacts. The primary goal of the internal network groups is to improve communications and the transparency of communications between employees.

Table 5.95 - Company supports internal social networking to increase employee interaction

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	54	3.9	3.9	3.9
Disagree	182	13.1	13.1	17.0
Neither agree nor disagree	530	38.2	38.2	55.2
Agree	274	19.7	19.7	74.9
Strongly agree	348	25.1	25.1	100.0
Total	**1388**	**100.0**	**100.0**	

The given table indicates that approximately (25.1+19.7) 44 percent respondents agree, (13.1+3.9) 17 percent respondents disagree and 4 percent respondents neither agree nor disagree with the statement.
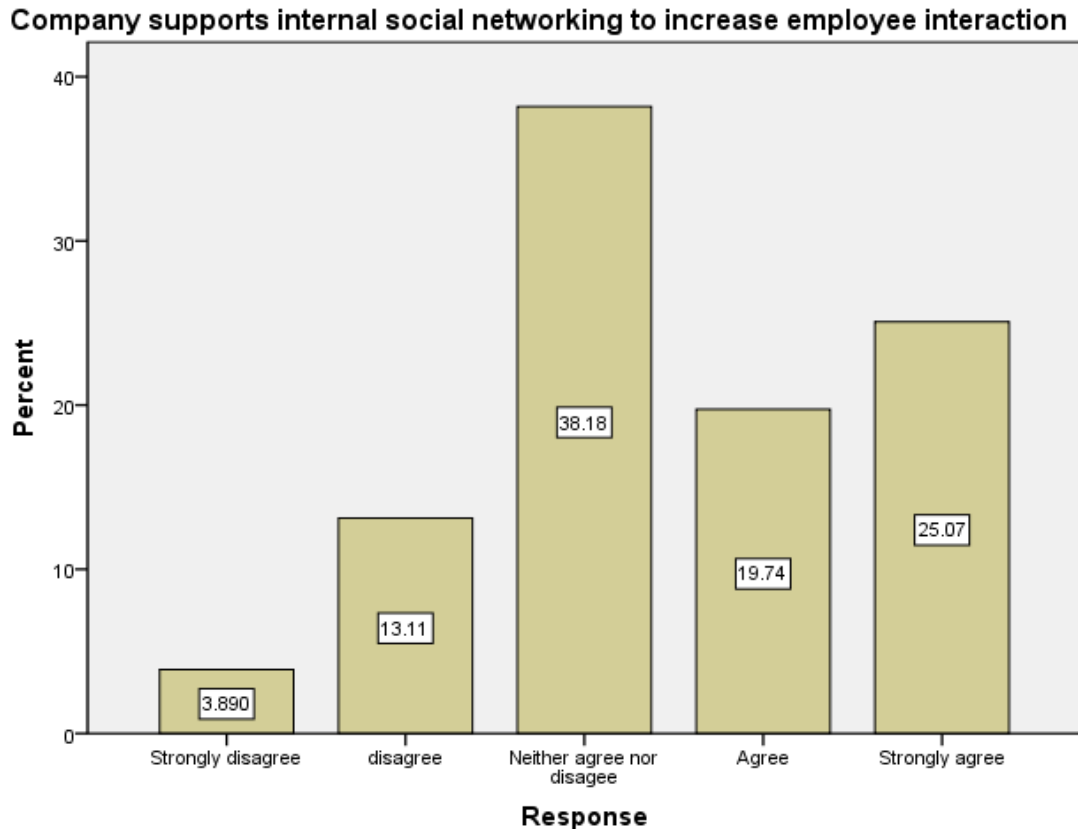
Graph 5.96

163

5. **Internal network groups helps to attract, retain and developed diverse workforce**

Employee retention and to develop a diverse workforce is important for the today's organization for its good image in the society.

Table 5.96 - Internal network groups helps to attract, retain and developed diverse workforce

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	12	.9	.9	.9
Disagree	182	13.1	13.1	14.0
Neither agree nor disagree	512	36.9	36.9	50.9
Agree	324	23.3	23.3	74.2
Strongly agree	358	25.8	25.8	100.0
Total	**1388**	**100.0**	**100.0**	

Approximately (25.8+23.3) 49 percent of the respondents agree, 37 percent neither agree nor disagree and (13.1+.9) 14 percent respondents disagree with the statement that internal network groups helps to attract, retain and developed diverse workforce.
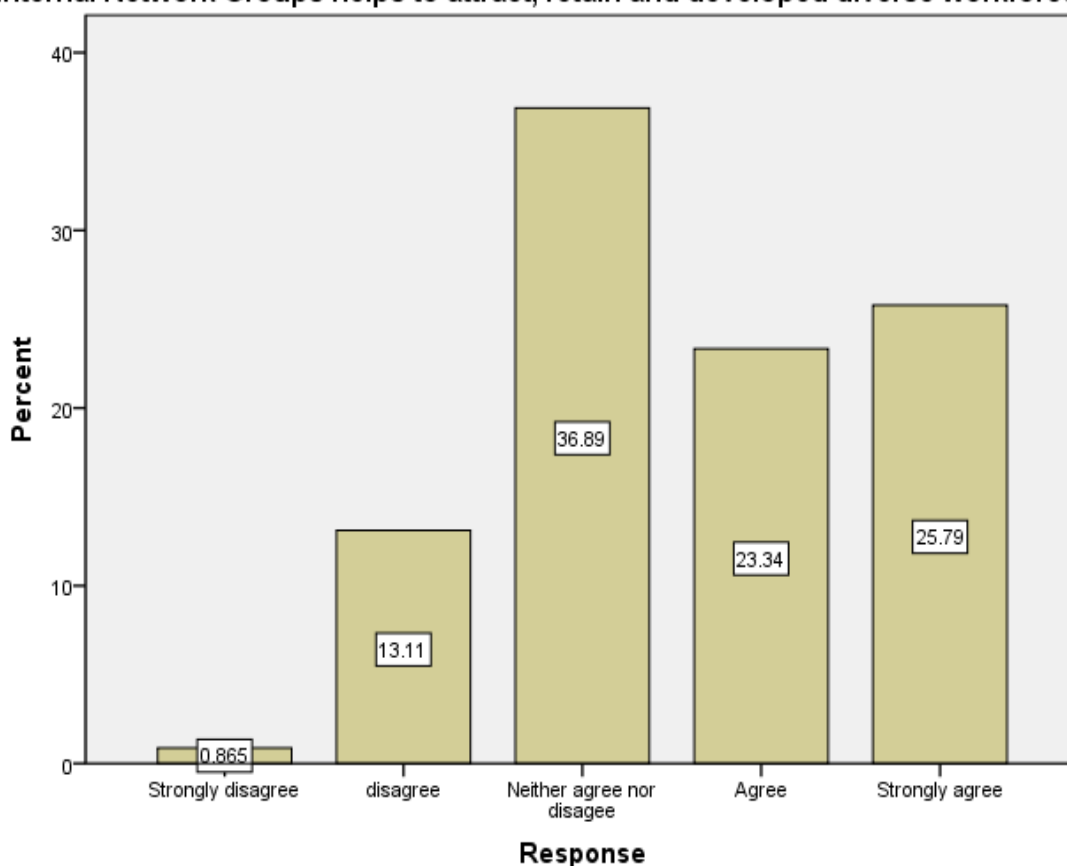
Graph 5.97

6. Executive leadership meets employees frequently to solve their problems

Understanding employees problems and to resolve them is an important aspect of any organization.

Table 5.97 - Executive leadership meets employees frequently to solve their problems

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	48	3.5	3.5	3.5
Disagree	278	20.0	20.0	23.5
Neither agree nor disagree	416	30.0	30.0	53.5
Agree	262	18.9	18.9	72.3
Strongly agree	384	27.7	27.7	100.0
Total	**1388**	**100.0**	**100.0**	

It can be observed that (27.7+18.9) 46 percent employees agree, 30 percent of the respondents neither agree nor disagree, and (20+3.5) 24 percent of the employees disagree to the given statement.
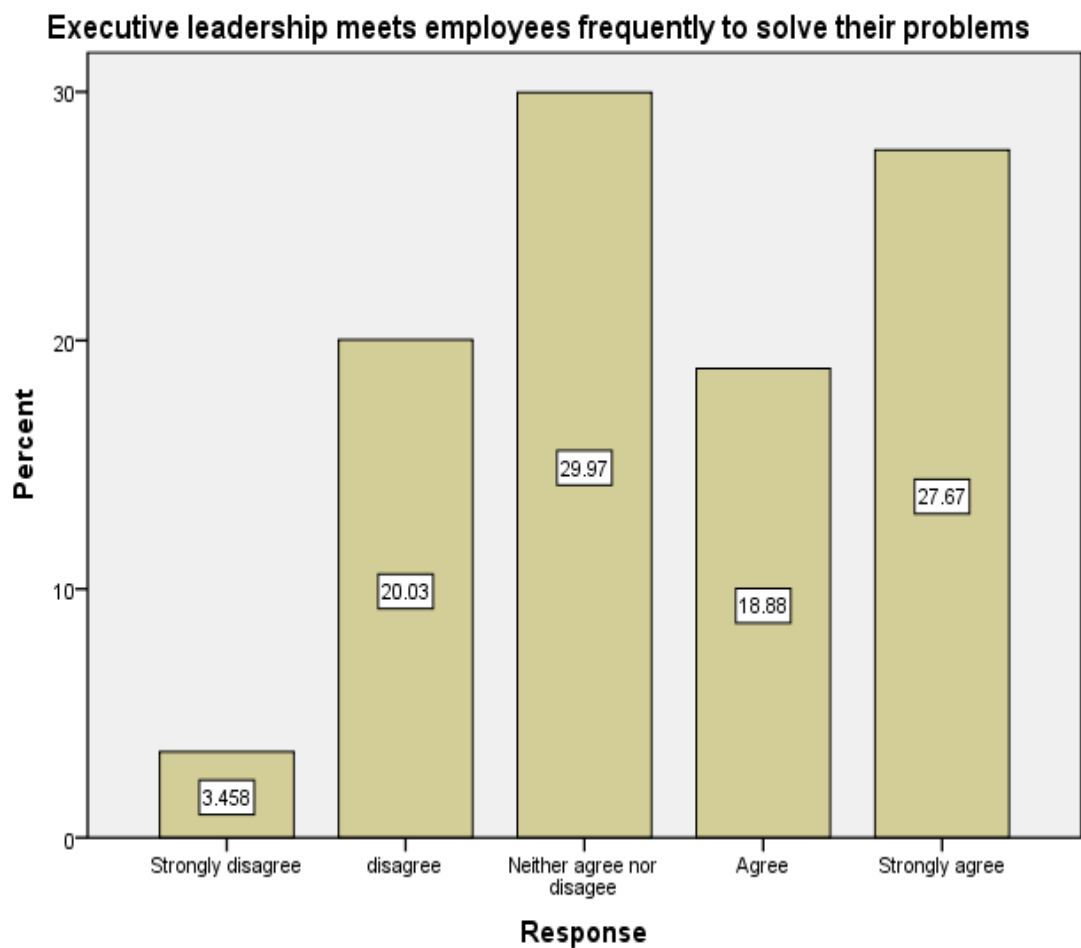
Graph 5.98

165

7. Employees are polite to each other irrespective of their designation and income

Clear understanding amongst employees helps to maintain a healthy and conducive atmosphere in the organization. If employees respect each other, it helps in reducing the conflicts. All this is an outcome of transparent HR practices and policies.

Table 5.98 - Employees are polite to each other irrespective of their designation and income

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	44	3.2	3.2	3.2
Neither agree nor disagree	456	32.9	32.9	36.0
Agree	324	23.3	23.3	59.4
Strongly agree	564	40.6	40.6	100.0
Total	**1388**	**100.0**	**100.0**	

The above table shows nearly (40.6+23.3) 64 percent employees agree, 33 percent neither agree nor disagree and only 3 percent of the respondents disagree that the employees are polite with each other irrespective of the designation.

Graph 5.99

166
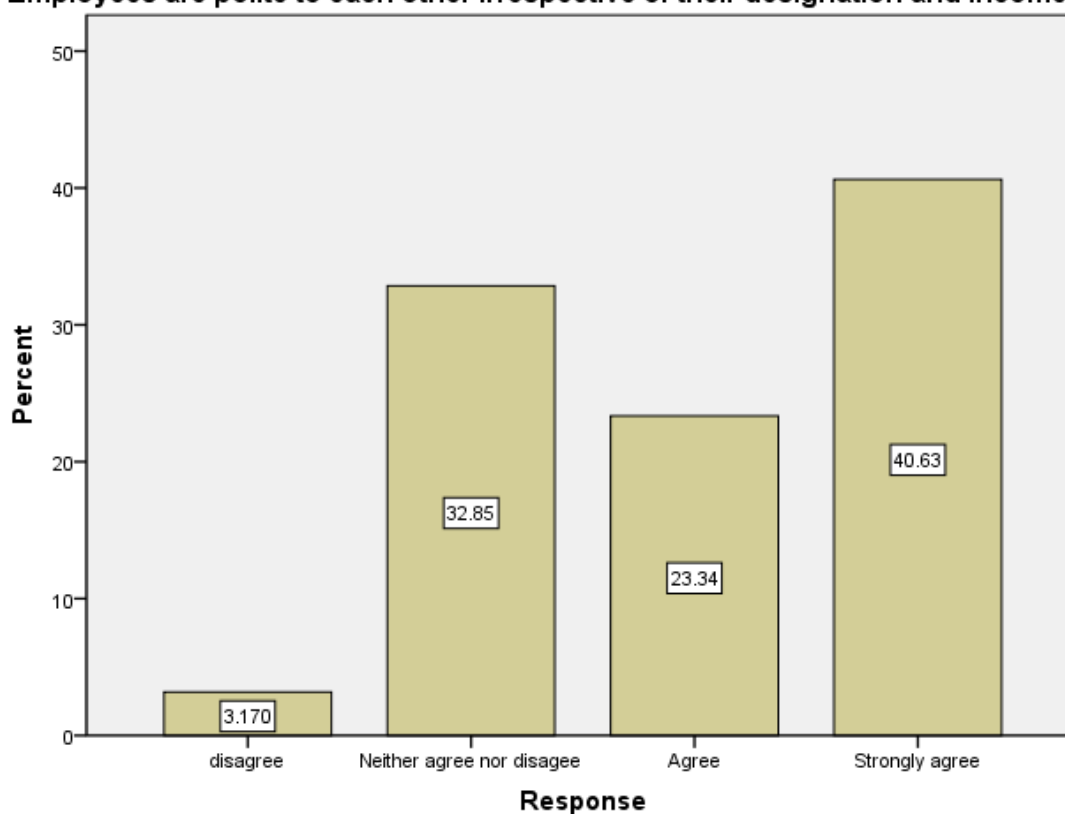
8. Manager does not use slangs and foul words with subordinates

It is necessary for an organization to maintain the professional approach in the organization. Use of slangs and foul words with subordinates spoils the work culture.

Table 5.99 - Manager does not use slangs and foul words with subordinates

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	50	3.6	3.6	3.6
Neither agree nor disagree	512	36.9	36.9	40.5
Agree	342	24.6	24.6	65.1
Strongly agree	484	34.9	34.9	100.0
Total	**1388**	**100.0**	**100.0**	

Approximately 37 percent neither agree nor disagree, (34.9+24.6) 59 percent agree and only 4 percent of the respondents agree with the above statement.
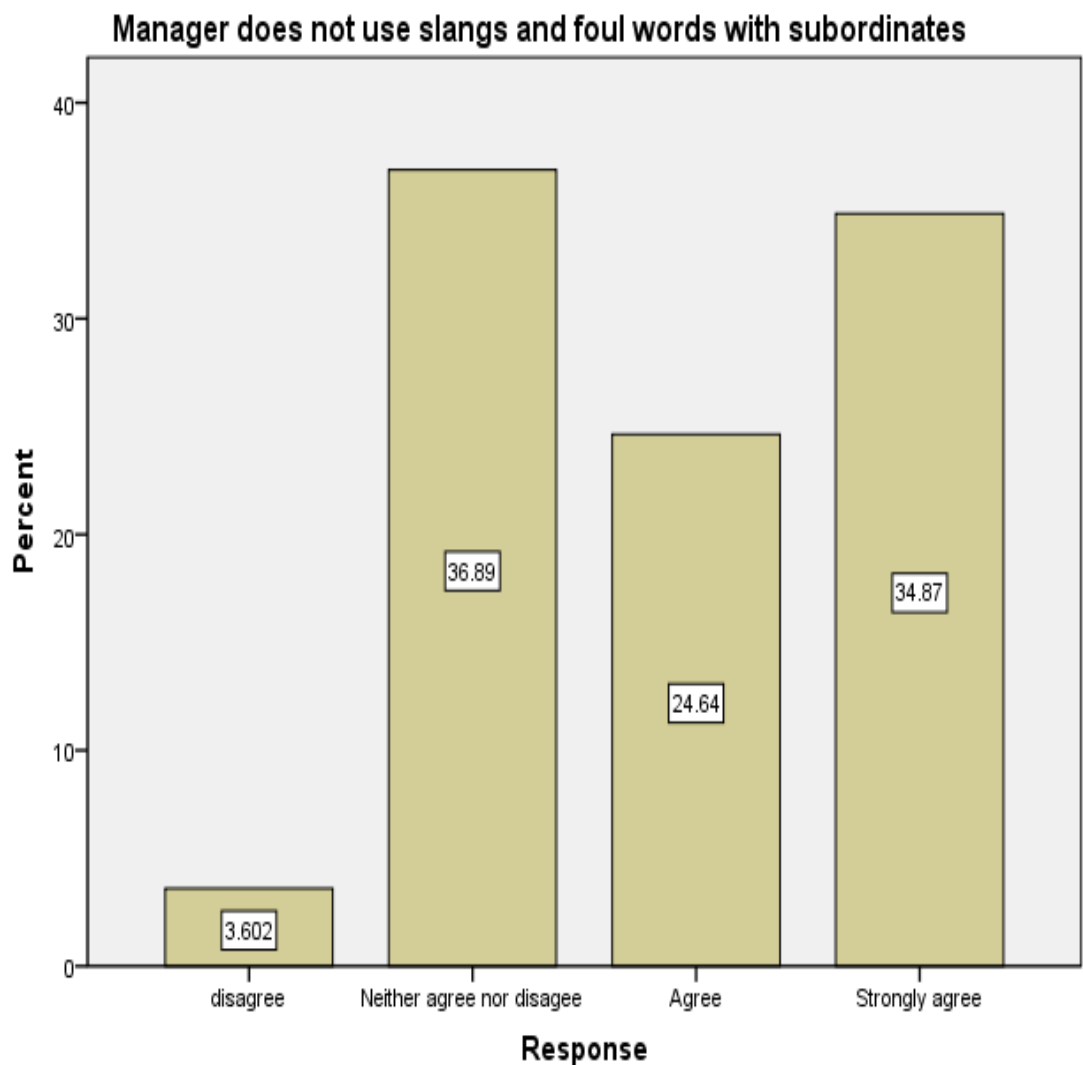
Graph 5.100

9. Manager acknowledges and appreciates good work of team member in front of all

Appreciation and recognition of employees is one of the important motivational factors for the employees who help them to work more efficiently, enthusiastically and happily. A word of appreciation definitely can be a good source of getting the things done successfully for a team.

Table 5.100 - Manager acknowledges and appreciates good work of team member in front of all

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	36	2.6	2.6	2.6
Disagree	118	8.5	8.5	11.1
Neither agree nor disagree	320	23.1	23.1	34.1
Agree	320	23.1	23.1	57.2
Strongly agree	594	42.8	42.8	100.0
Total	**1388**	**100.0**	**100.0**	

Above table shows approximately (42.8+23.1) 66 percent respondents agree, 23 percent of the respondents neither agree nor disagree and (8.5+2.6) 11 percent disagree with the appreciation of team members by the managers.

Graph 5.101

168
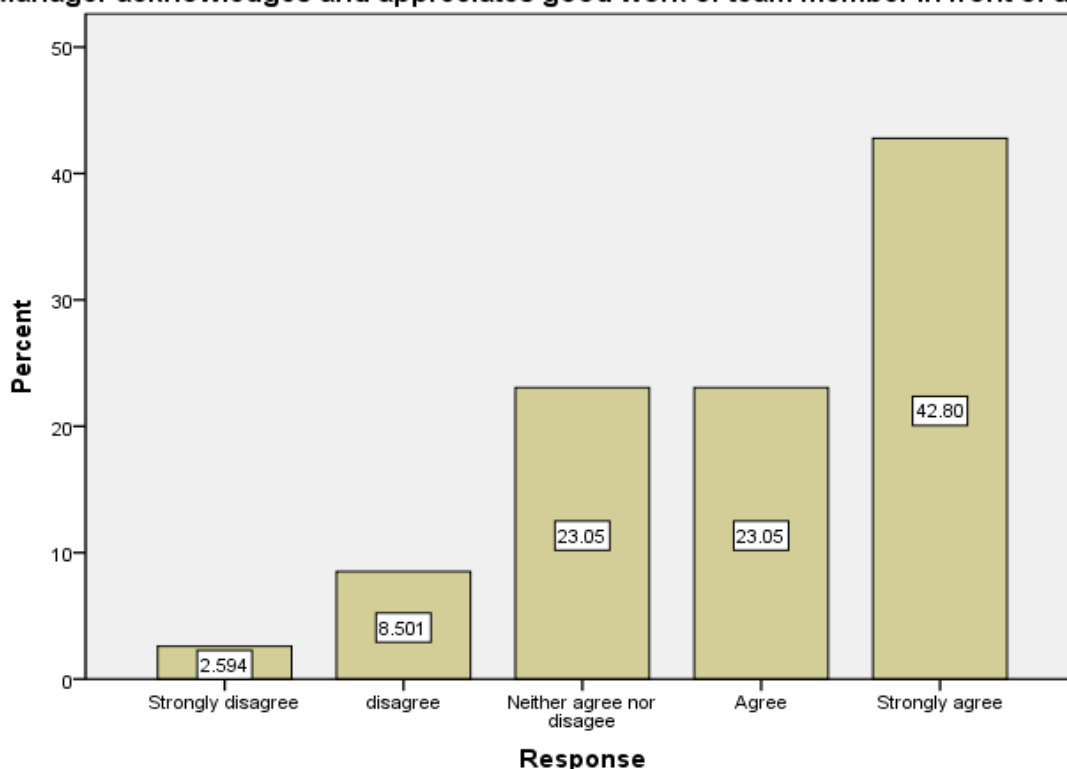
10. Manager provides the subordinates with timely feedback about decisions and their implications

An organization with a proper feedback system helps the employee to develop in his/her career. Feedback helps the employee to improve his work and get better outcome.

Table 5.101 - Manager provides the subordinates with timely feedback about decisions and their implications

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	36	2.6	2.6	2.6
Disagree	98	7.1	7.1	9.7
Neither agree nor disagree	440	31.7	31.7	41.4
Agree	328	23.6	23.6	65.0
Strongly agree	486	35.0	35.0	100.0
Total	**1388**	**100.0**	**100.0**	

From the above table, it can be seen that (35+23.6) 59 percent of the respondents agree, 31 percent respondents neither agree nor disagree, (2.6+7.1) 10 percent agree with the timely feedback given by the managers.

Graph 5.102

169
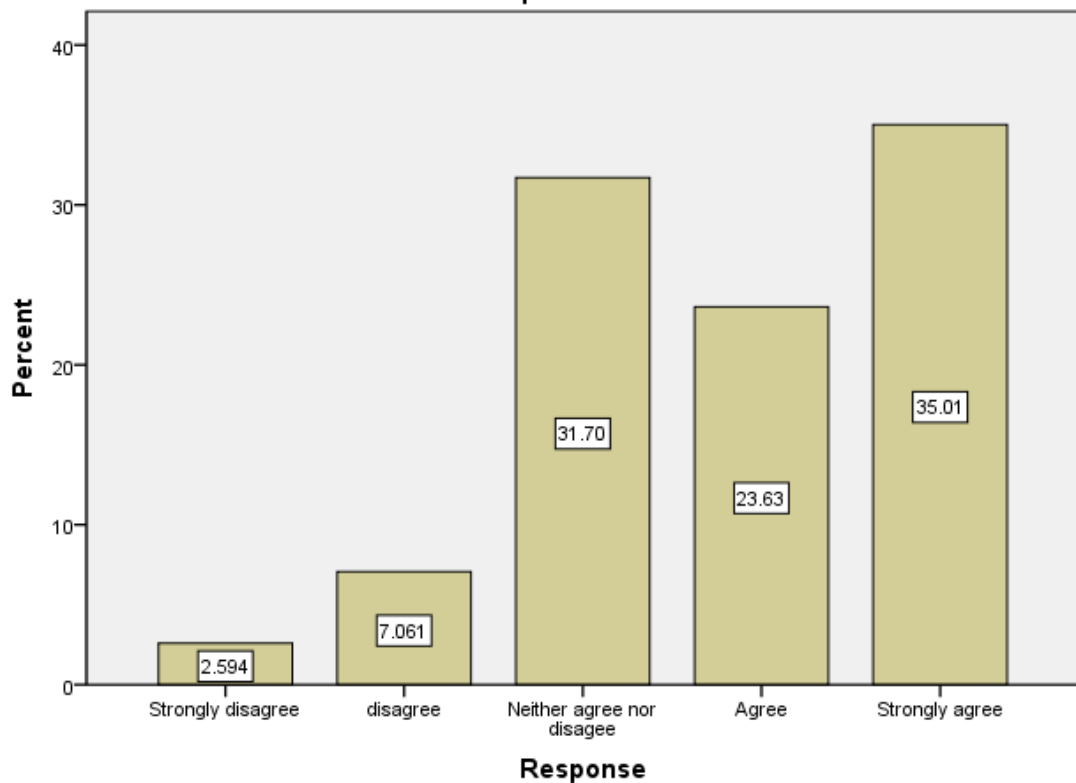
11. Manager is able to suppress personal biases

To have a healthy work environment, it is very much essential to maintain professionalism in the organization. A manager should be able to suppress personal biases in the work assignments.

Table 5.102 –Manager is able to suppress personal biases

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	90	6.5	6.5	6.5
Disagree	218	15.7	15.7	22.2
Neither agree nor disagree	446	32.1	32.1	54.3
Agree	280	20.2	20.2	74.5
Strongly agree	354	25.5	25.5	100.0
Total	**1388**	**100.0**	**100.0**	

It is seen in the table above that (25.5+20.2) 46 percent respondents agree to the statement whereas 32 percent neither agree nor disagree and (15.7+6.5) 22 percent respondent disagree.
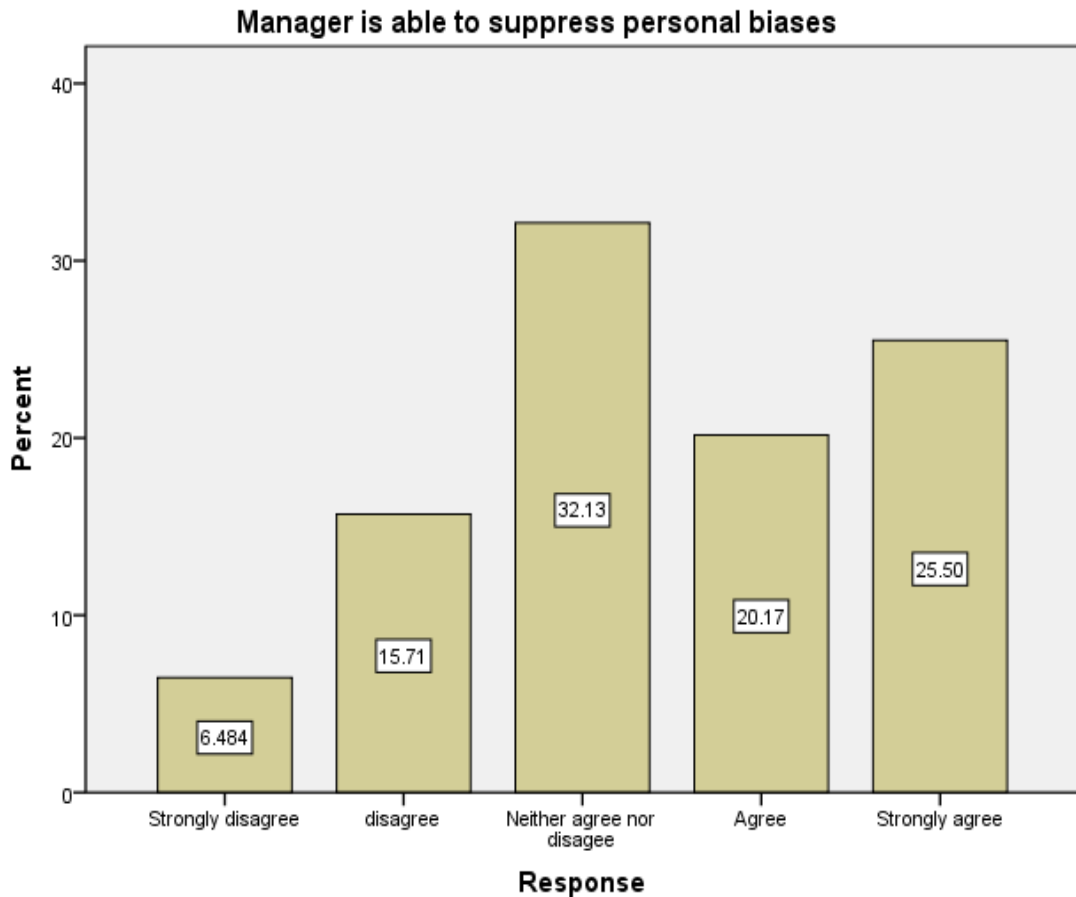
Graph 5.103

170

12. HR practices and policies are flexible and employee friendly

An organization is said to be good when it has transparent HR policies and practices. With the advancement in time, every employee expects to have a free and conducive work environment.

Table 5.103 - HR practices and policies are flexible and employee friendly

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	18	1.3	1.3	1.3
Disagree	276	19.9	19.9	21.2
Neither agree nor disagree	434	31.3	31.3	52.4
Agree	272	19.6	19.6	72.0
Strongly agree	388	28.0	28.0	100.0
Total	**1388**	**100.0**	**100.0**	

The table above shows 31 percent neither agree nor disagree, (28+19.6) 48 percent agree and approximately (19+1.3) 20 percent disagree to the given statement.

Graph 5.104

171
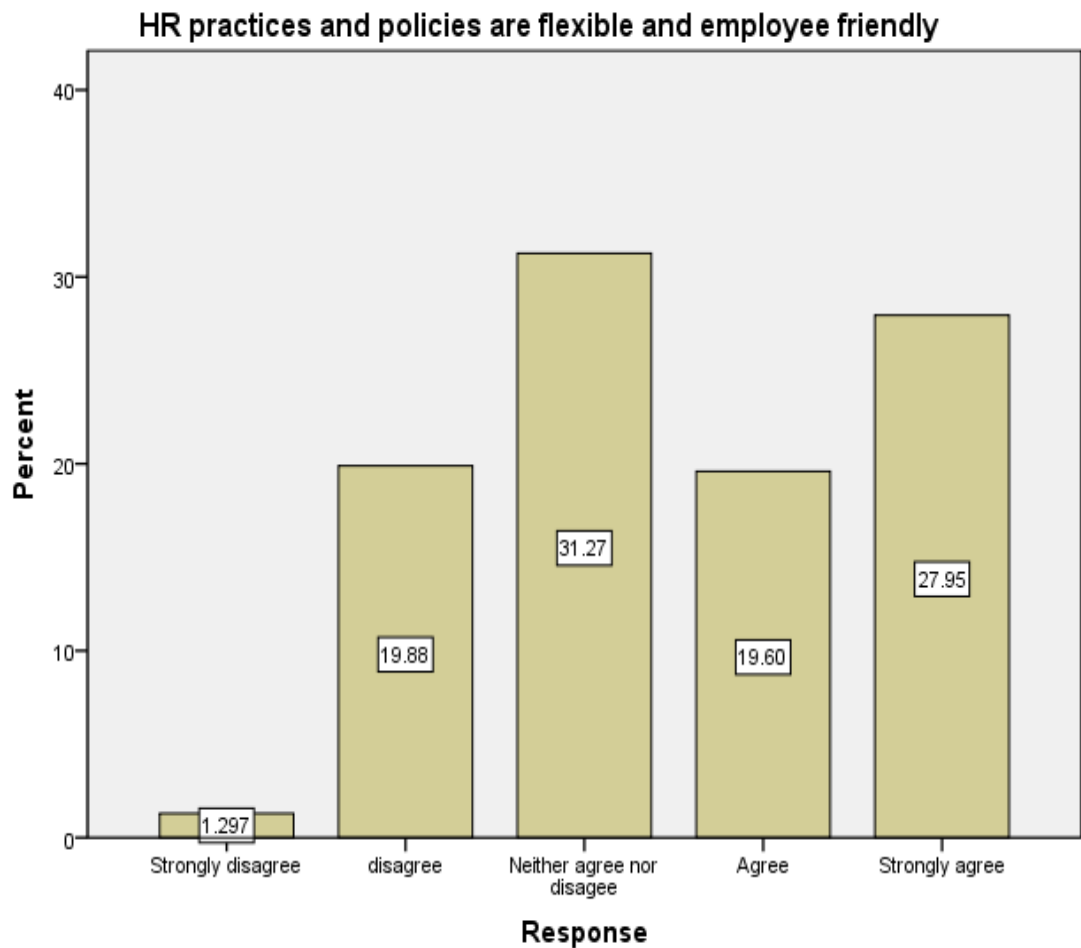
13. HR communicates frequently and on regular basis with employees

Transparent and clear communication of HR with his employees definitely makes all the employees comfortable to work in the organization. It is very essential to have a good understanding between them. This will help HR to understand employee's problems and to resolve the same with appropriate outcome.

Table 5.104 - HR communicates frequently and on regular basis with employees

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	40	2.9	2.9	2.9
Disagree	178	12.8	12.8	15.7
Neither agree nor disagree	372	26.8	26.8	42.5
Agree	286	20.6	20.6	63.1
Strongly agree	512	36.9	36.9	100.0
Total	**1388**	**100.0**	**100.0**	

It is observed from the above table that approximately (36.9+20.6) 57 percent of employees agree, 26.8 percent respondents neither agree nor disagree, (12.8+2.9) percent disagree to the statement given.

Graph 5.105

172
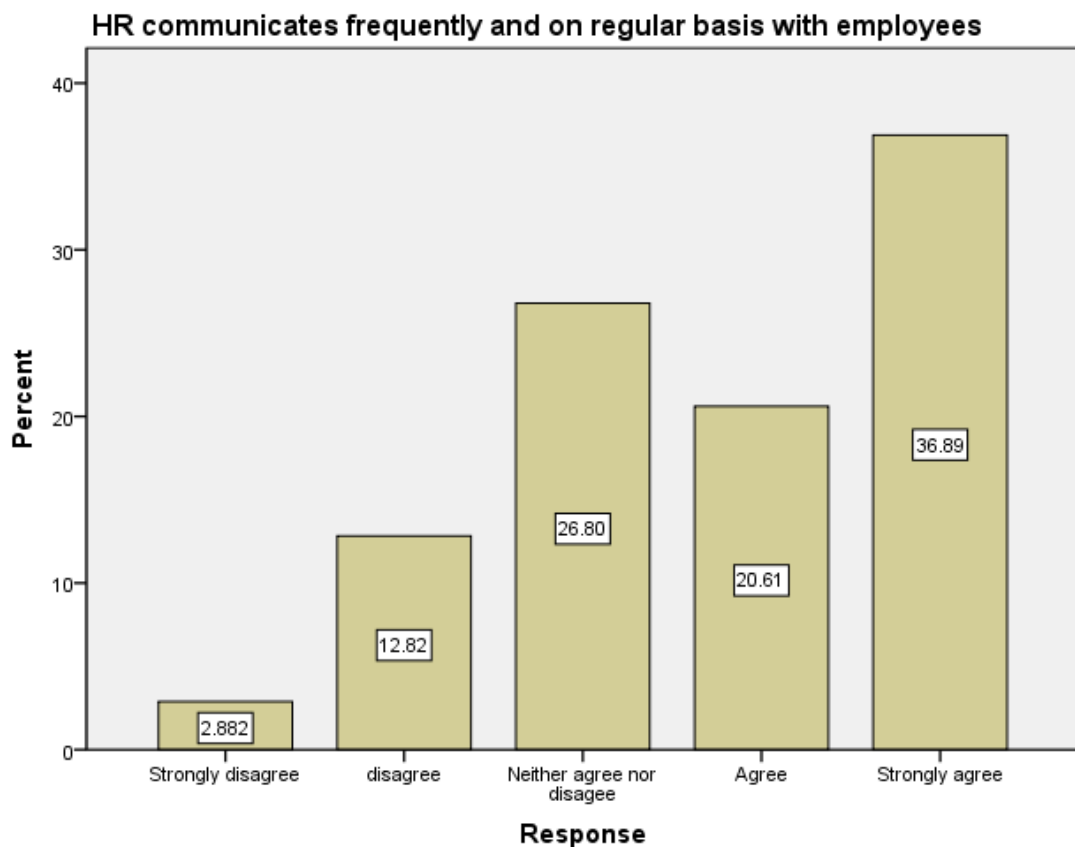
14. HR persons are easily approachable

Good interaction of HR persons and employees help to develop a bond between them. It also helps to develop transparent and clear communication with each other. Employees expect the HR persons should be easily approachable.

Table 5.105 - HR persons are easily approachable

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	40	2.9	2.9	2.9
Disagree	138	9.9	9.9	12.8
Neither agree nor disagree	396	28.5	28.5	41.4
Agree	268	19.3	19.3	60.7
Strongly agree	546	39.3	39.3	100.0
Total	**1388**	**100.0**	**100.0**	

It can be viewed from the above table that (39.3+19.3) 59 percent of the respondents agree, 29 percent neither agree nor disagree and (9.9+2.9) 12 percent respondents disagree with the statement.

Graph 5.106

173
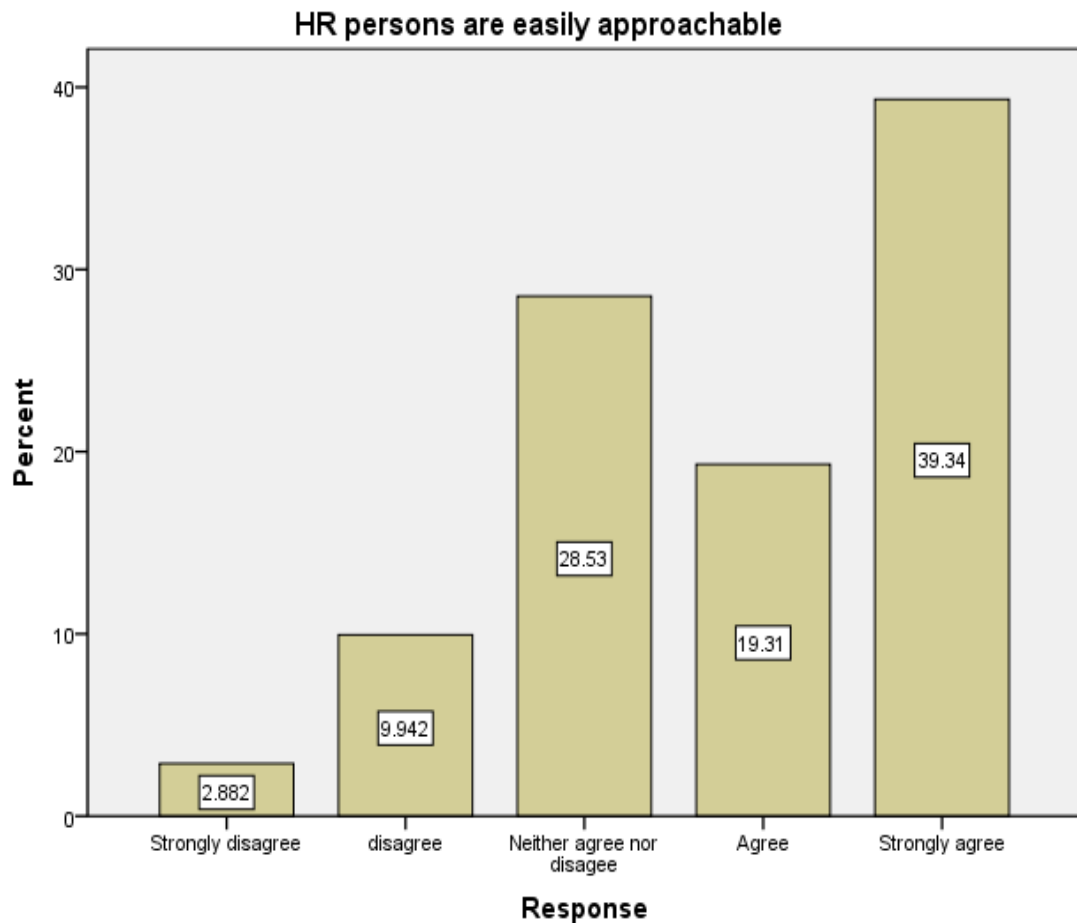
15. Employees can give feedback on HR policies and it gets considered

Now a day, most of the organizations implement open door policy which is an important means for employees to express their views regarding the work issues to the HR manager.

Table 5.106 - Employees can give feedback on HR policies and it gets considered

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	18	1.3	1.3	1.3
Disagree	238	17.1	17.1	18.4
Neither agree nor disagree	456	32.9	32.9	51.3
Agree	258	18.6	18.6	69.9
Strongly agree	418	30.1	30.1	100.0
Total	**1388**	**100.0**	**100.0**	

Above table shows approximately 33 percent of respondents neither agree nor disagree, (30.1+18.6) 49 percent agree and (17.1+1.3) 18 percent of the respondents disagree with the statement that employees can give feedback on HR policies and it gets considered.
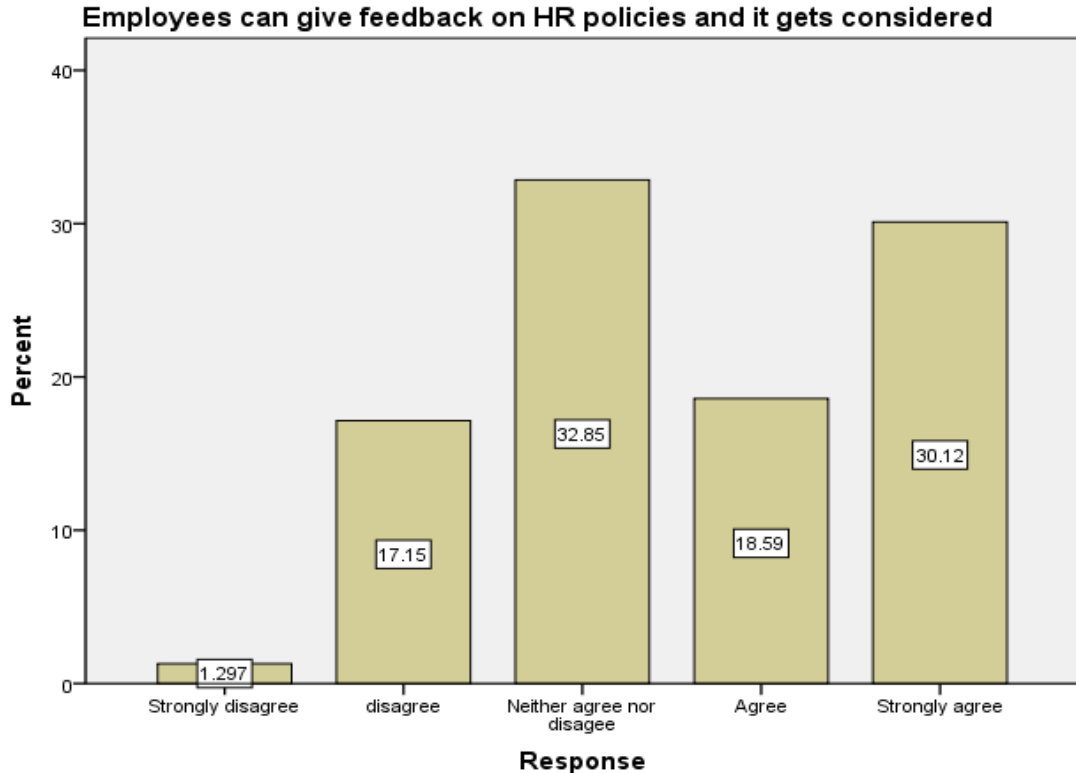
Graph 5.107

5.2.11 TECHNOLOGY

1. Employees in organization are passionate about technology

IT Product based companies are heavily relying on new technology solutions to strengthen their product development and customer satisfaction. New technology is always advantageous over competitors. To come up with new product with latest technology and innovation, employees should be passionate about technology and always eager to learn new things.

Table 5.107 - Employees in organization are passionate about technology

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	8	.6	.6	.6
Disagree	138	9.9	9.9	10.5
Neither agree nor disagree	384	27.7	27.7	38.2
Agree	318	22.9	22.9	61.1
Strongly agree	540	38.9	38.9	100.0
Total	**1388**	**100.0**	**100.0**	

Above table describes around (38.9+22.9) 62 percent respondents agree, (9.9+.6) 10 percent respondents disagree and around 28 percent respondents neither agree nor disagree.
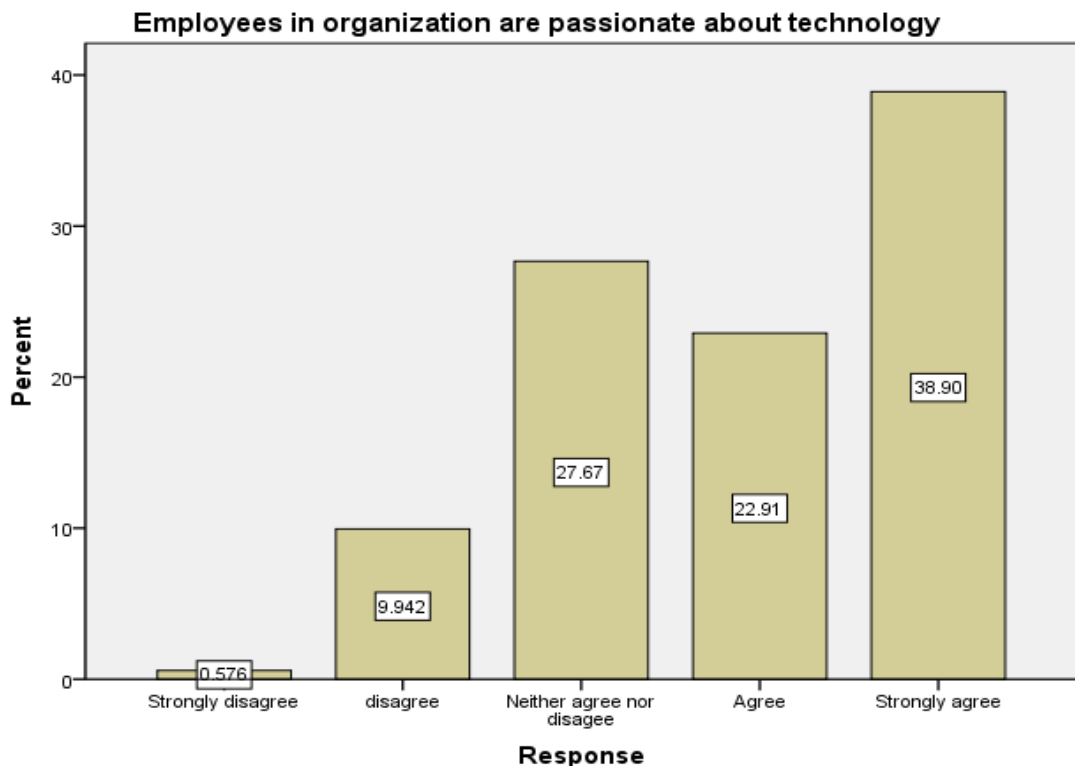
Graph 5.108

175

2. New products are always developed using latest tools and technology

Product based companies develops their product by considering next 5-10 years of market requirement. Once product gets developed it is very difficult to change the architecture and technology, so proper attention should be given to architecture and technology before starting product development. Latest technology helps to attract new customers and gain advantage over the competitors.

Table 5.108 - New products are always developed using latest tools and technology

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	62	4.5	4.5	4.5
Disagree	178	12.8	12.8	17.3
Neither agree nor disagree	506	36.5	36.5	53.7
Agree	282	20.3	20.3	74.1
Strongly agree	360	25.9	25.9	100.0
Total	**1388**	**100.0**	**100.0**	

Above table indicates that around (25.9+20.3) 46 percent respondents agree to the statement given above, (12.8+4.5) 17 percent respondents disagree and around 37 percent respondents neither agree nor disagree.
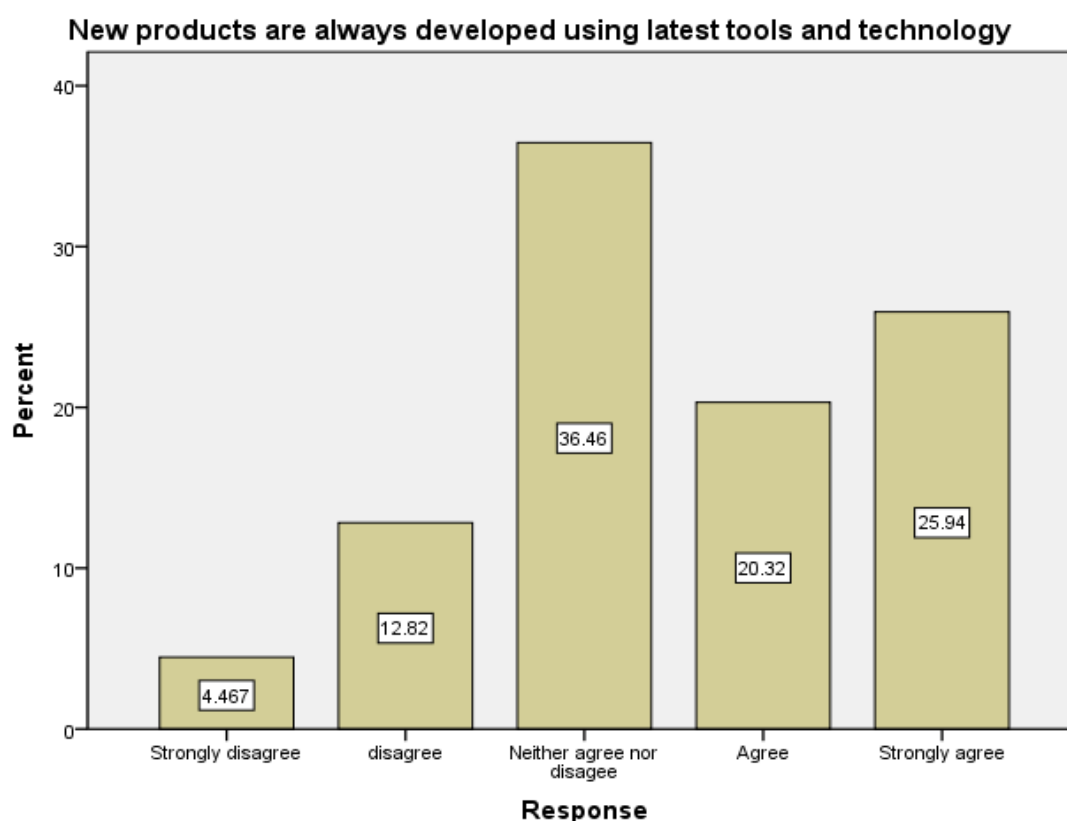
Graph 5.109

176

3. Company spends enough time and money on R&D for new technologies

New inventions and innovations have always captured heart & mind of people and have been the milestone in development. Due to inevitable change in growing technology the product that being developed shall be develop in current technology so that the product can be retained in market till next 5-10 years. Also latest technology helps to attract new customers and gain advantage over the competitors.

Table 5.109 - Company spends enough time and money on R&D for new technologies

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	36	2.6	2.6	2.6
Disagree	246	17.7	17.7	20.3
Neither agree nor disagree	650	46.8	46.8	67.1
Agree	206	14.8	14.8	82.0
Strongly agree	250	18.0	18.0	100.0
Total	**1388**	**100.0**	**100.0**	

It is observed that (18+14.8) 33 percent respondents agree to the statement that company spends enough time and money on R&D for new technologies 47 percent neither agree nor disagree and (17.7+2.6) 20 percent respondent disagree the same.
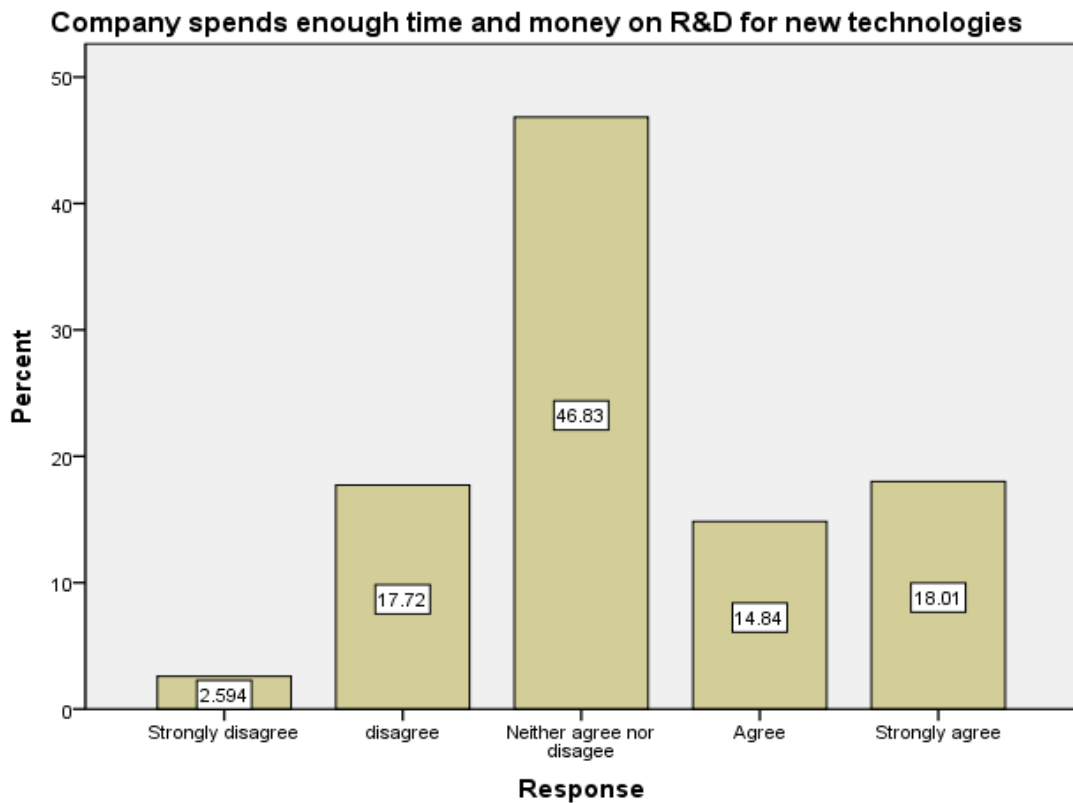
Graph 5.110

177

4. Company encourage and rewards for innovations and patents

Employee motivation is an important aspect in the organization. If the employees are encouraged for the work they perform and are rewarded for the innovations and patents, they will work more efficiently.

Table 5.110 - Company encourage and rewards for innovations and patents

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	36	2.6	2.6	2.6
Disagree	182	13.1	13.1	15.7
Neither agree nor disagree	530	38.2	38.2	53.9
Agree	236	17.0	17.0	70.9
Strongly agree	404	29.1	29.1	100.0
Total	**1388**	**100.0**	**100.0**	

38 percent of the respondents neither agree nor disagree with the statement, (29.1+17) 46 percent agree and (13.1+2.6) 16 percent respondents disagree to the above opinion.
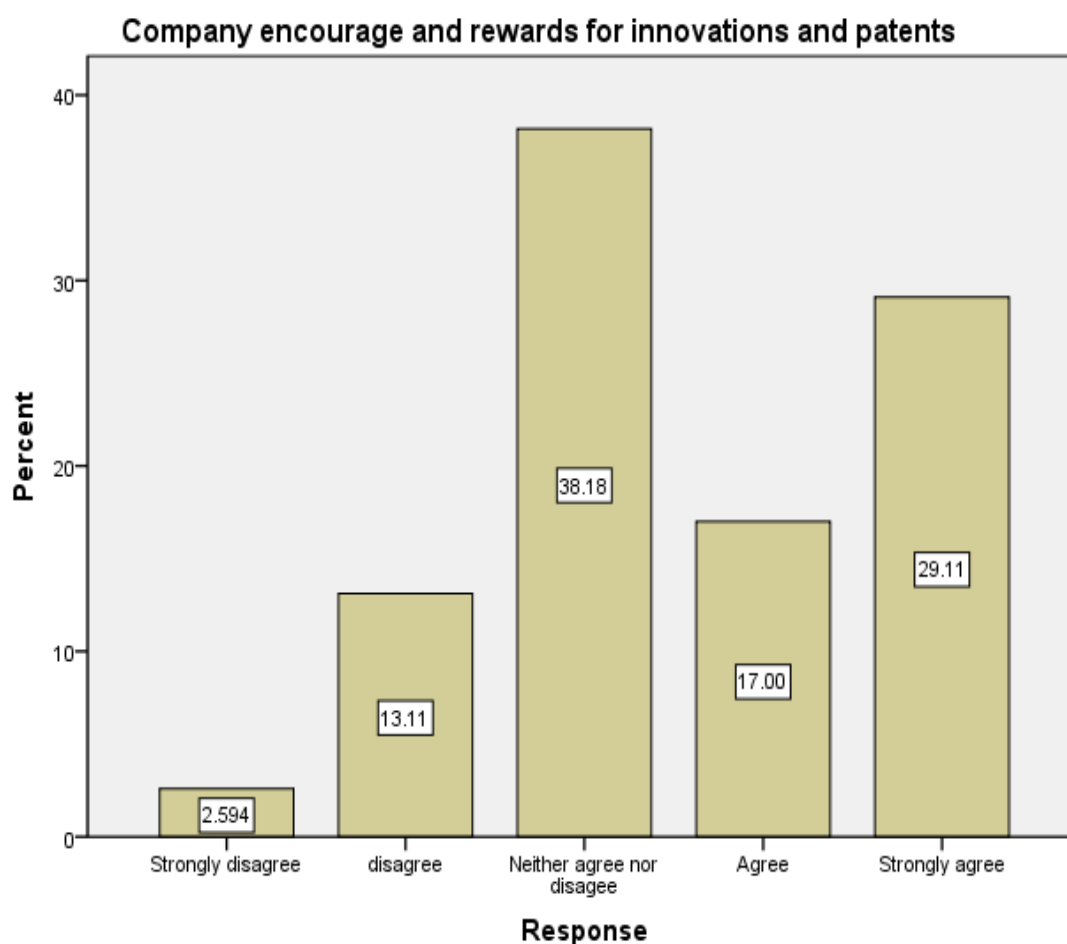
Graph 5.111

178

5. Organization wide, hardware and software are up to date

Hardware and software are the equipments essential to fulfill the task and to reach to the desired output. It needs to have dated configuration.

Table 5.111 - Organization wide, hardware and software are up to date

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	12	.9	.9	.9
Disagree	168	12.1	12.1	13.0
Neither agree nor disagree	338	24.4	24.4	37.3
Agree	298	21.5	21.5	58.8
Strongly agree	572	41.2	41.2	100.0
Total	**1388**	**100.0**	**100.0**	

(41.2+21.5) 63 percent of the respondents agree that the organization has an up to date hardware and software, 24 percent neither agree nor disagree, and (12.1+.9) 13 percent disagree to the statement.
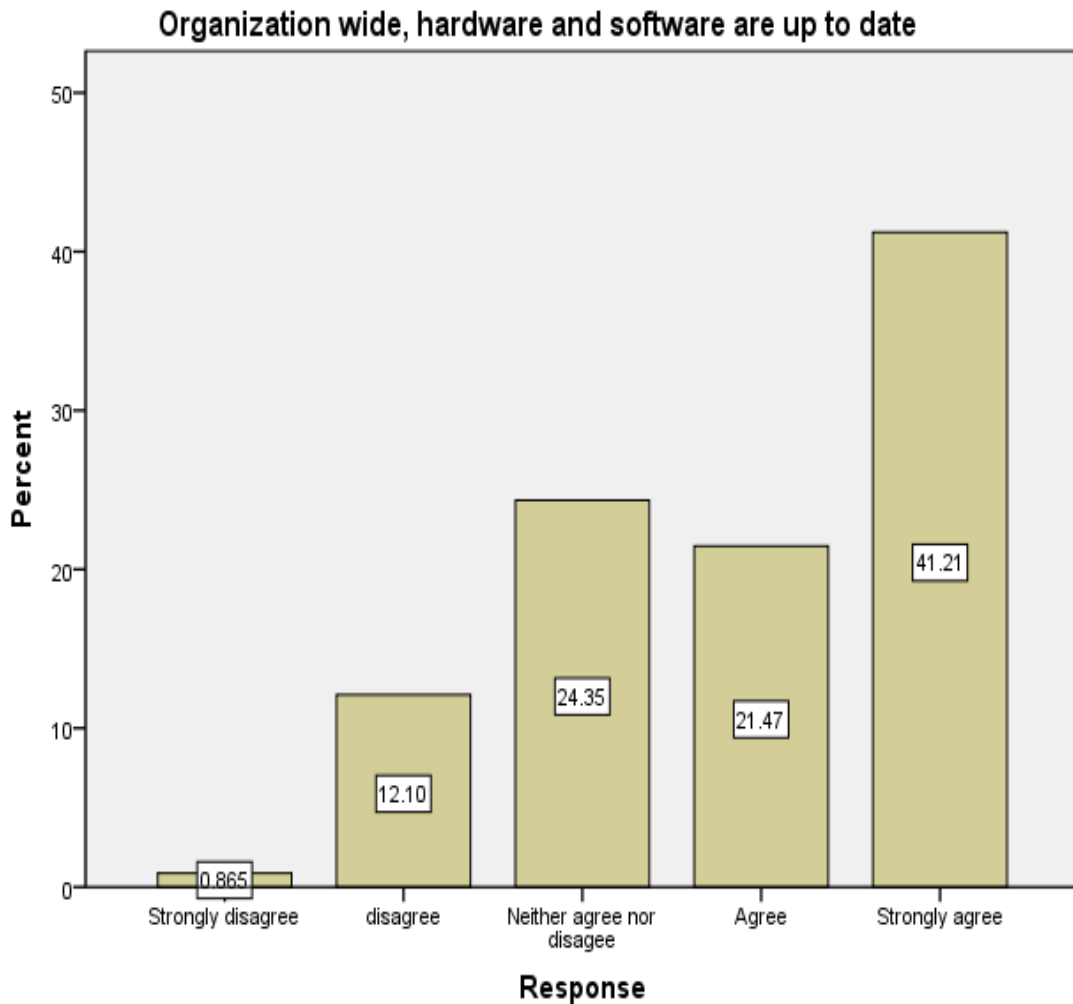
Graph 5.112

179

6. **Company exhibits tech fair regularly to showcase latest technology and processes for product development**

Employees should be given exposure to the latest technology to update their knowledge of the market and latest equipment. This helps in exploring their skills and knowledge as well.

Table 5.112 - Company exhibits tech fair regularly to showcase latest technology and processes for product development

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	66	4.8	4.8	4.8
Disagree	538	38.8	38.8	43.5
Neither agree nor disagree	438	31.6	31.6	75.1
Agree	156	11.2	11.2	86.3
Strongly agree	190	13.7	13.7	100.0
Total	**1388**	**100.0**	**100.0**	

Approximately (38.8+4.8) 44 percent of the respondents disagree, 31 percent of the respondents neither agree nor disagree with the statement, and (11.2+13.7) 25 percent of the respondents are agreed to the above statement.
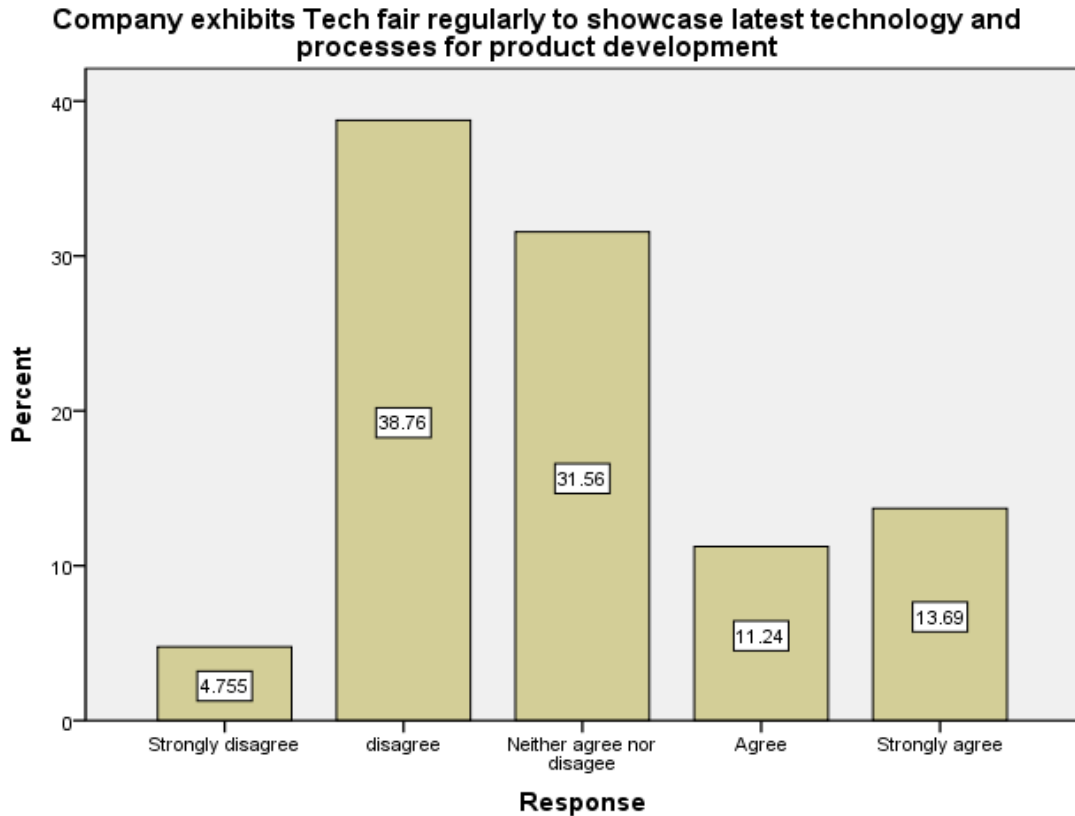
Graph 5.113

180

7. Employees are free to install and use latest tools and technologies

Employees should be offered with some freedom to install and use latest tools and technologies. If such decisions are allowed to take, they feel themselves as an important part of the organization and would work more enthusiastically for achieving organizational goals and productivity.

Table 5.113 - Employees are free to install and use latest tools and technologies

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	72	5.2	5.2	5.2
Disagree	238	17.1	17.1	22.3
Neither agree nor disagree	544	39.2	39.2	61.5
Agree	230	16.6	16.6	78.1
Strongly agree	304	21.9	21.9	100.0
Total	**1388**	**100.0**	**100.0**	

It can be inferred from the above table that 39 percent of the respondents neither agree nor disagree, (21.9+16.6) 38 percent of the respondent agree, and only (17.1+5.2) 22 percent are disagree to the statement.
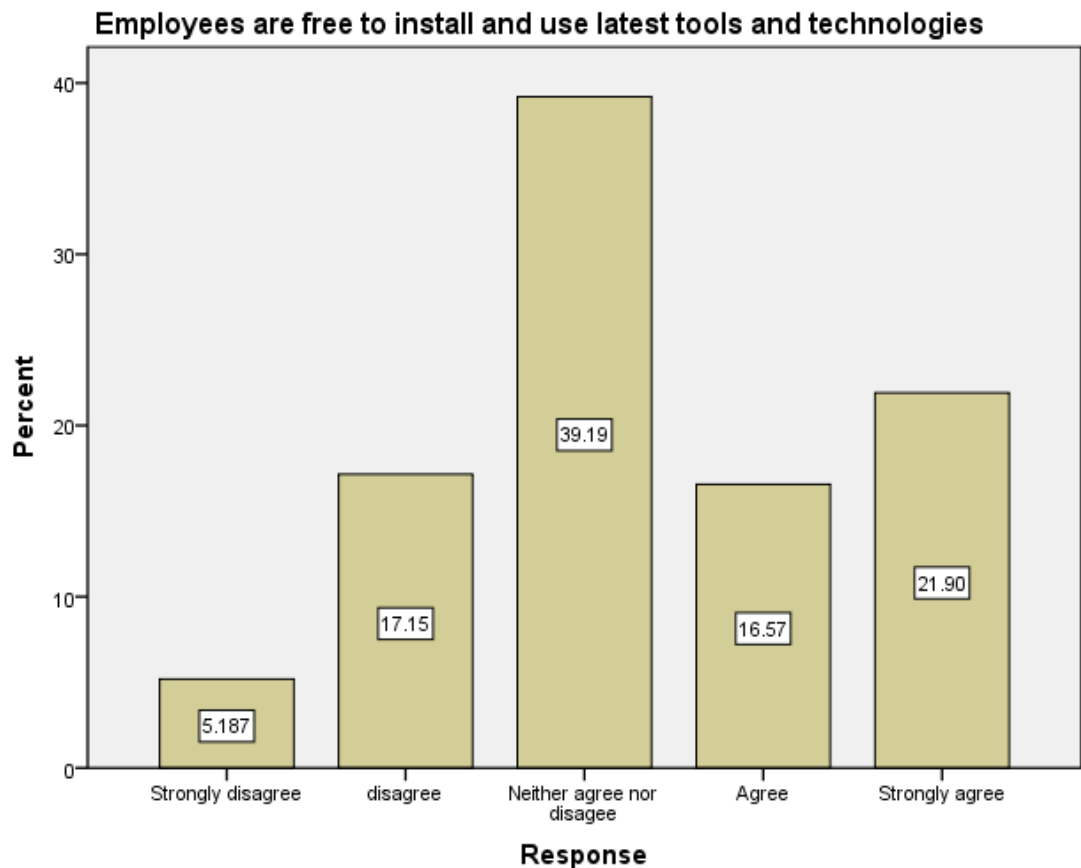
Graph 5.114

181

8. Company uses latest and emerging technologies to gain a competitive advantage

Today's market is a dynamic and an organization should offer unique benefits and facilities and should have latest and emerging technologies to gain a competitive advantage.

Table 5.114 - Company uses latest and emerging technologies to gain a completive advantage

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	12	.9	.9	.9
Disagree	192	13.8	13.8	14.7
Neither agree nor disagree	440	31.7	31.7	46.4
Agree	300	21.6	21.6	68.0
Strongly agree	444	32.0	32.0	100.0
Total	**1388**	**100.0**	**100.0**	

Above table shows (32+21.6) 54 percent of the respondents agree that the company should use latest and emerging technologies, 31.7 percent employees neither agree nor disagree, and (13.8+.9) 15 percent employees disagree to the above statement.

Graph 5.115

182
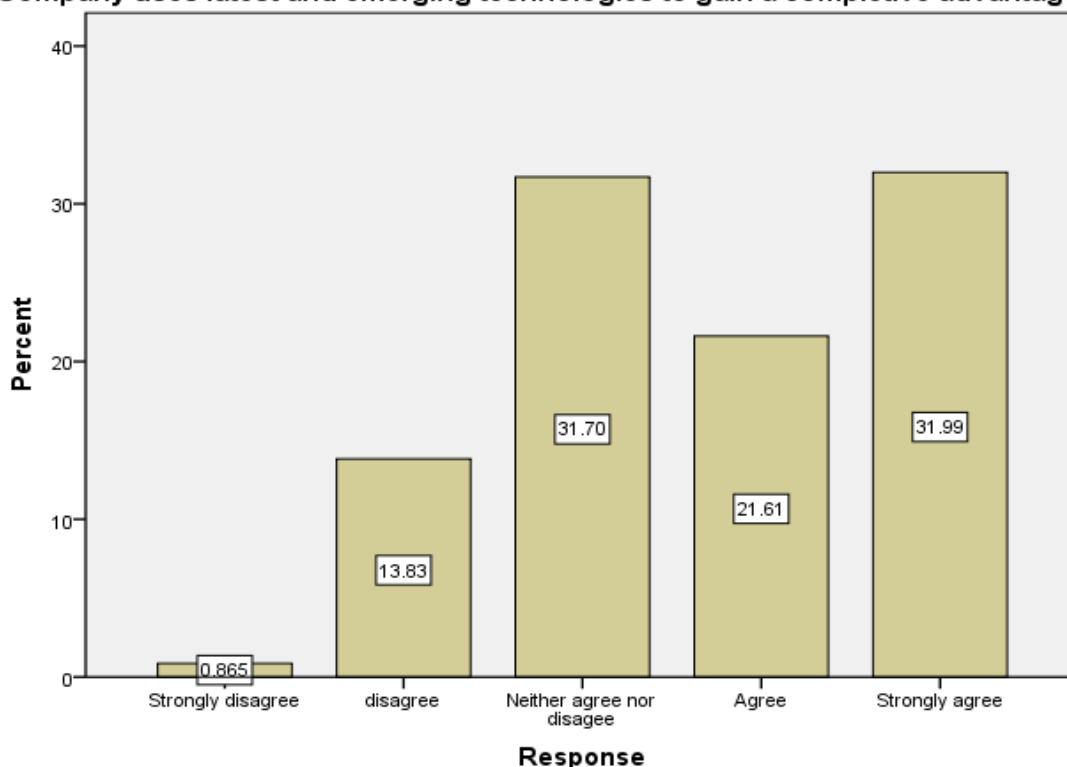
5.2.12 CAREER

1. Employees and Organization goals are aligned with each other

Every organization sets its long term intentions for operating organization philosophy. The organization's goals are long term mission toward present efforts are directed. The goals are concrete steps to achieve organization purpose. It guides employees to work to achieve these goals. If these goals are aligned with each other then it's better for the organization and individuals to grow in long term.

Table 5.115 - Employees and Organization goals are aligned with each other

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	18	1.3	1.3	1.3
Disagree	306	22.0	22.0	23.3
Neither agree nor disagree	430	31.0	31.0	54.3
Agree	284	20.5	20.5	74.8
Strongly agree	350	25.2	25.2	100.0
Total	**1388**	**100.0**	**100.0**	

Above table illustrates that (25.2+20.5) 46 percent respondents agree, (22+1.3) 23 percent respondents disagree and around 31 percent respondents neither agree nor disagree with the given statement.

Graph 5.116

183

2. Employee can clearly see the opportunities for their development at organization

In IT organization, there are different types of roles and responsibilities like leadership, development, testing, support and administration. Many organizations provide career counseling so that employee can get the opportunities inside the organization, which helps to retain employees and employees also sees the different career path. Also organization schedules regular meetings with employees about their career aspiration and how to achieve them.

Table 5.116 - Employee can clearly see the opportunities for their development at organization

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	42	3.0	3.0	3.0
Disagree	246	17.7	17.7	20.7
Neither agree nor disagree	462	33.3	33.3	54.0
Agree	290	20.9	20.9	74.9
Strongly agree	348	25.1	25.1	100.0
Total	**1388**	**100.0**	**100.0**	

Above table shows that (25.1+20.9) 46 percent respondents agree, (17.7+3) 21 percent respondents disagree and around 33 percent respondents neither agree nor disagree that employee can clearly see the opportunities for their development at organization.
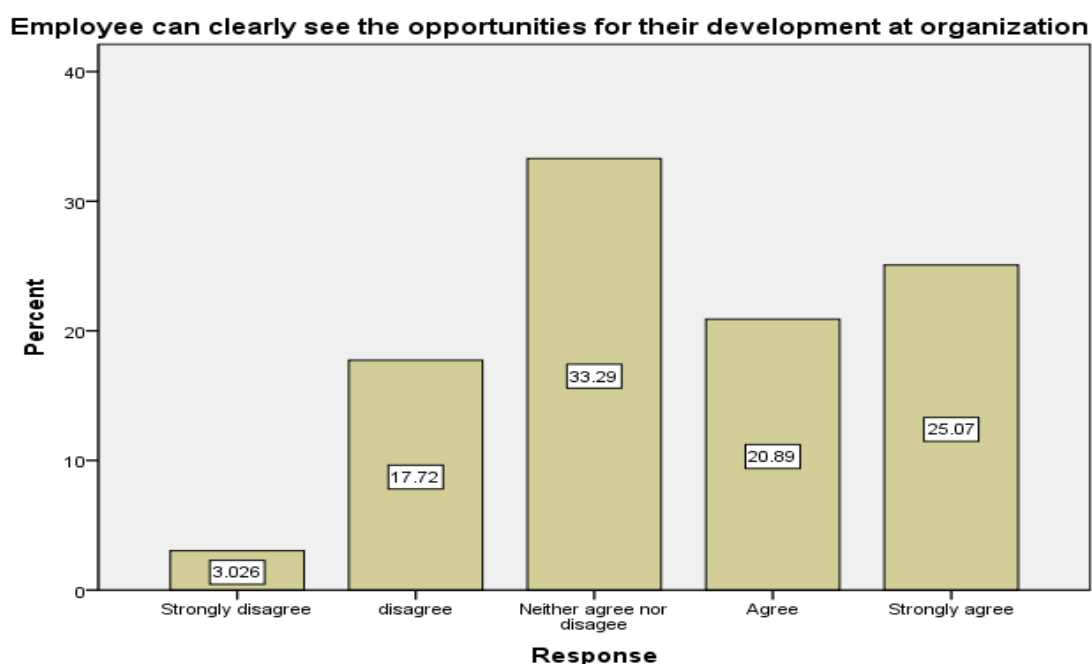
Graph 5.117

184

3. Employee feels free to try new things in job though their efforts do not succeed

It is necessary to give some liberty to employees to take decisions regarding work and also to try new things in job.

Table 5.117 - Employee feels free to try new things in job though their efforts do not succeed

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	12	.9	.9	.9
Disagree	298	21.5	21.5	22.3
Neither agree nor disagree	534	38.5	38.5	60.8
Agree	260	18.7	18.7	79.5
Strongly agree	284	20.5	20.5	100.0
Total	**1388**	**100.0**	**100.0**	

It can be seen from the above table that 38.5 percent of respondents neither agree nor disagree with the statement, (21.5+.9) 22 percent of the respondents disagree, and (20.5+18.7) 39 percent of the respondents agree to the above statement.

Graph 5.118

185
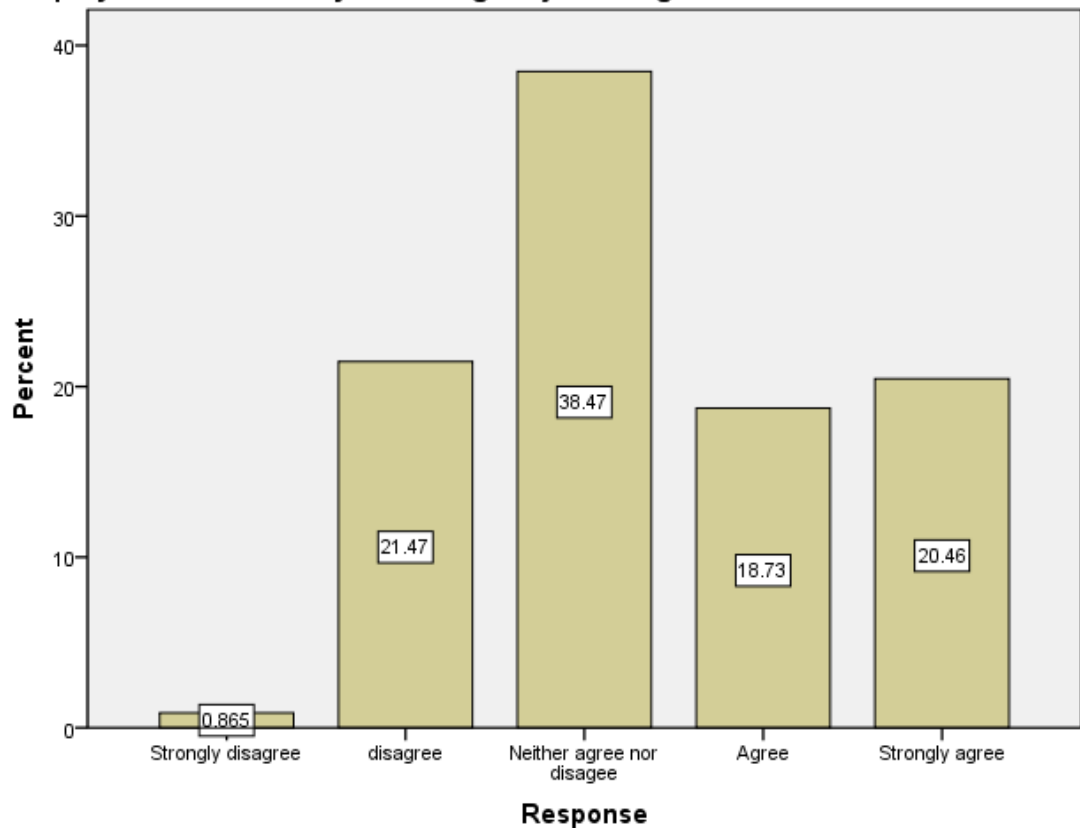
4. Company pays close attention to individual career aspiration in the career discussion meetings

Employees feel happy if the organization shows concern for individual employees' career aspiration in the career discussion meetings.

Table 5.118 - Company pays close attention to individual career aspiration in the career discussion meetings

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	42	3.0	3.0	3.0
Disagree	252	18.2	18.2	21.2
Neither agree nor disagree	476	34.3	34.3	55.5
Agree	256	18.4	18.4	73.9
Strongly agree	362	26.1	26.1	100.0
Total	**1388**	**100.0**	**100.0**	

It has been observed that the 34 percent of the respondents neither agree nor disagree that the company pays close attention to individual career aspiration, (26.1+18.4) 45 percent respondent agree to the statement, and (18.2+3) 21 disagree to the statement respectively.
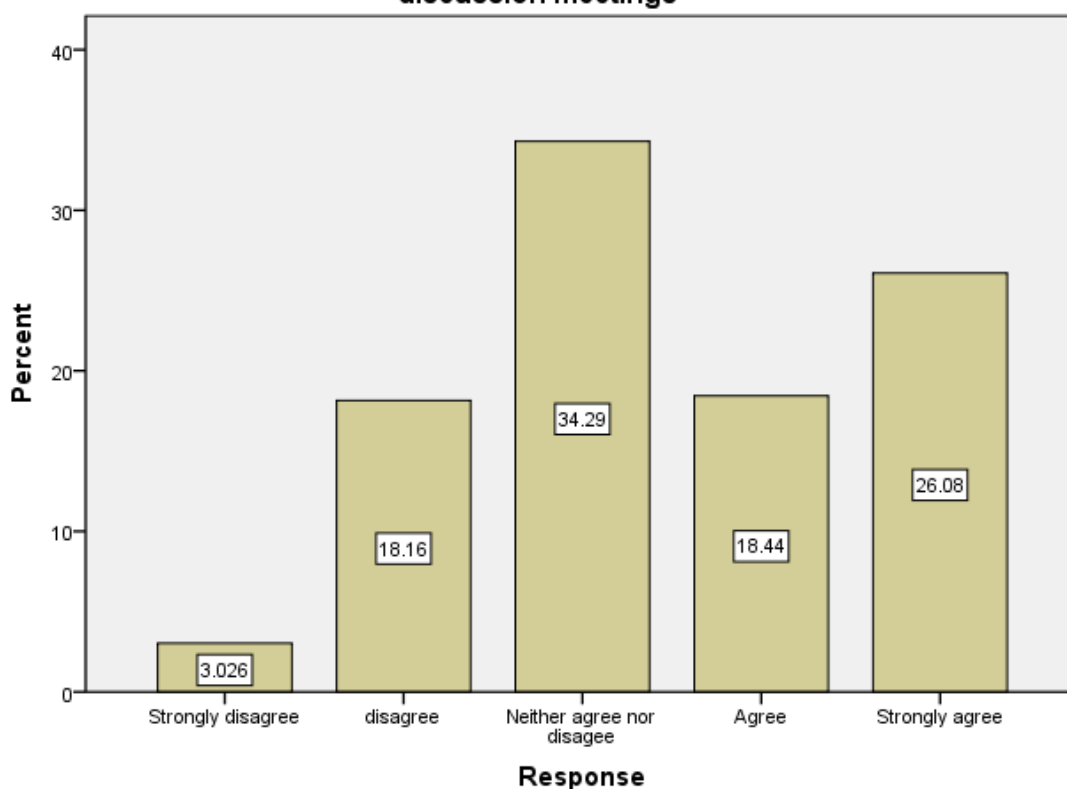
Graph 5.119

5. **Through career resource centres', company provide services like education information, career planning, personal growth and job finding skills**

This is an important aspect of job satisfaction of the employees where company offers services like education information, career planning, personal growth and skills required to perform the job.

Table 5.119 - Through career resource centres', company provide services like education information, career planning, personal growth and job finding skills

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	40	2.9	2.9	2.9
Disagree	352	25.4	25.4	28.2
Neither agree nor disagree	508	36.6	36.6	64.8
Agree	242	17.4	17.4	82.3
Strongly agree	246	17.7	17.7	100.0
Total	**1388**	**100.0**	**100.0**	

From the above table, it is observed that 36.6 percent of the respondents neither agree nor disagree with the statement, (25.4+2.9) percent of the respondents disagree, (17.7+17.4) 35 percent of the respondent agree with the statement.

Graph 5.120

187
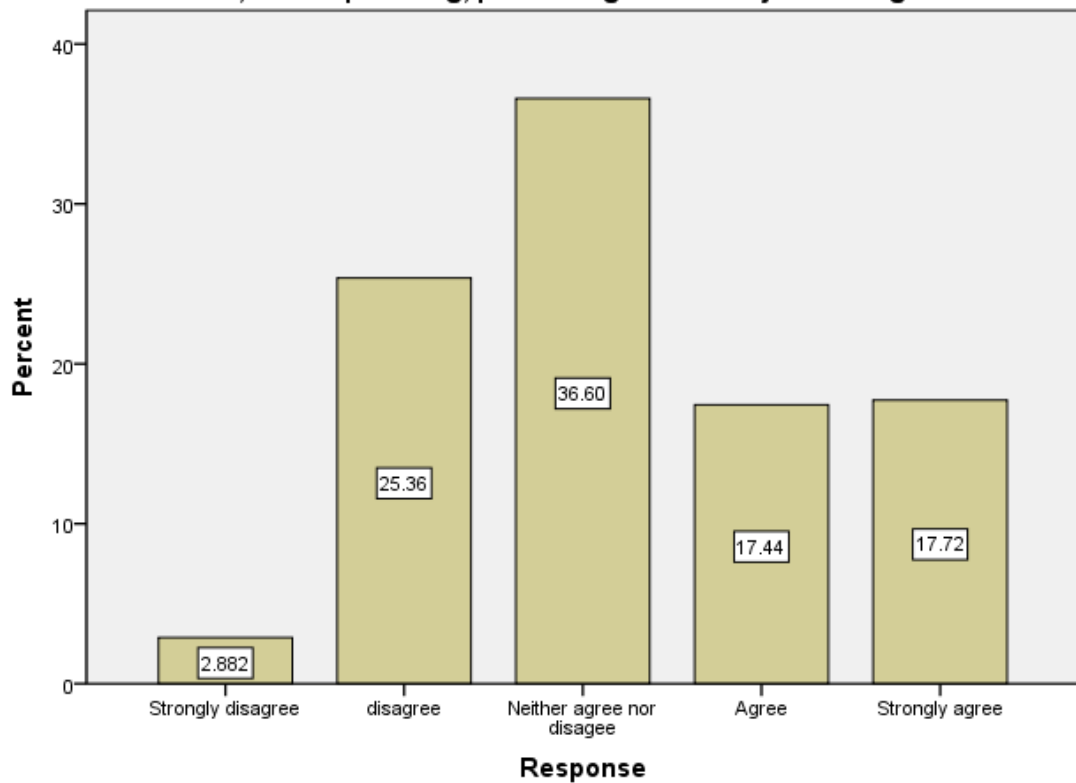
6. Employees are aware with the career path and roles, responsibilities and skill required for the next level

It is necessary to make employees aware about the roles, responsibilities and the skill required for the next level.

Table 5.120 - Employees are aware with the career path and roles, responsibilities and skill requires for the next level

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	12	.9	.9	.9
Disagree	194	14.0	14.0	14.8
Neither agree nor disagree	498	35.9	35.9	50.7
Agree	256	18.4	18.4	69.2
Strongly agree	428	30.8	30.8	100.0
Total	**1388**	**100.0**	**100.0**	

Approximately 36 percent of the employees neither agree nor disagree with the statement, (30.8+18.4) 49 percent of the employees agree, and (14+.9) 15 percent disagree with the statement.

Graph 5.121

188
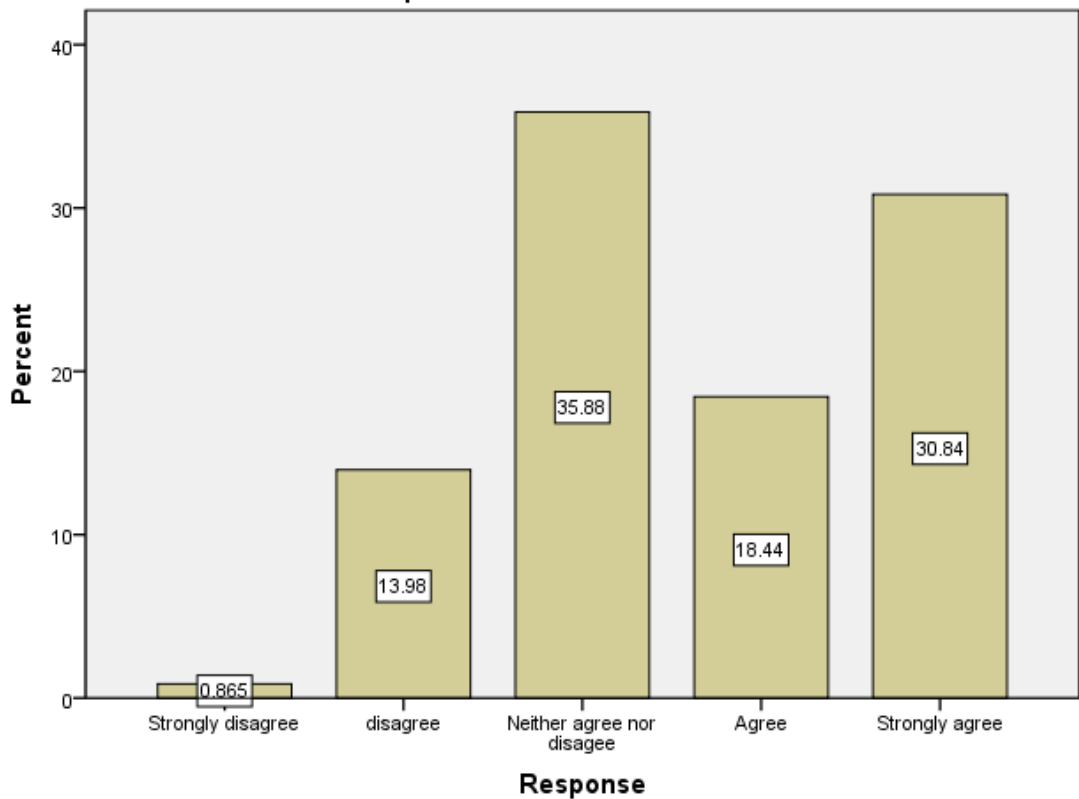
5.2.13 COMPENSATION AND BENEFIT

1. Objectives and goals are set by mutual understanding of employee and manager

Objectives and goals are set by manager if employees are involved in it will increase their confidence and they will work with greater involvement improving the productivity.

Table 5.121 - Objectives and goals are set by mutual understanding of employee and manager

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	24	1.7	1.7	1.7
Disagree	90	6.5	6.5	8.2
Neither agree nor disagree	558	40.2	40.2	48.4
Agree	288	20.7	20.7	69.2
Strongly agree	428	30.8	30.8	100.0
Total	**1388**	**100.0**	**100.0**	

From the table given above (30.8+20.7) 52 percent respondents agree, only 8 percent respondents disagree and around 40 percent respondents neither agree nor disagree.

Graph 5.122

189
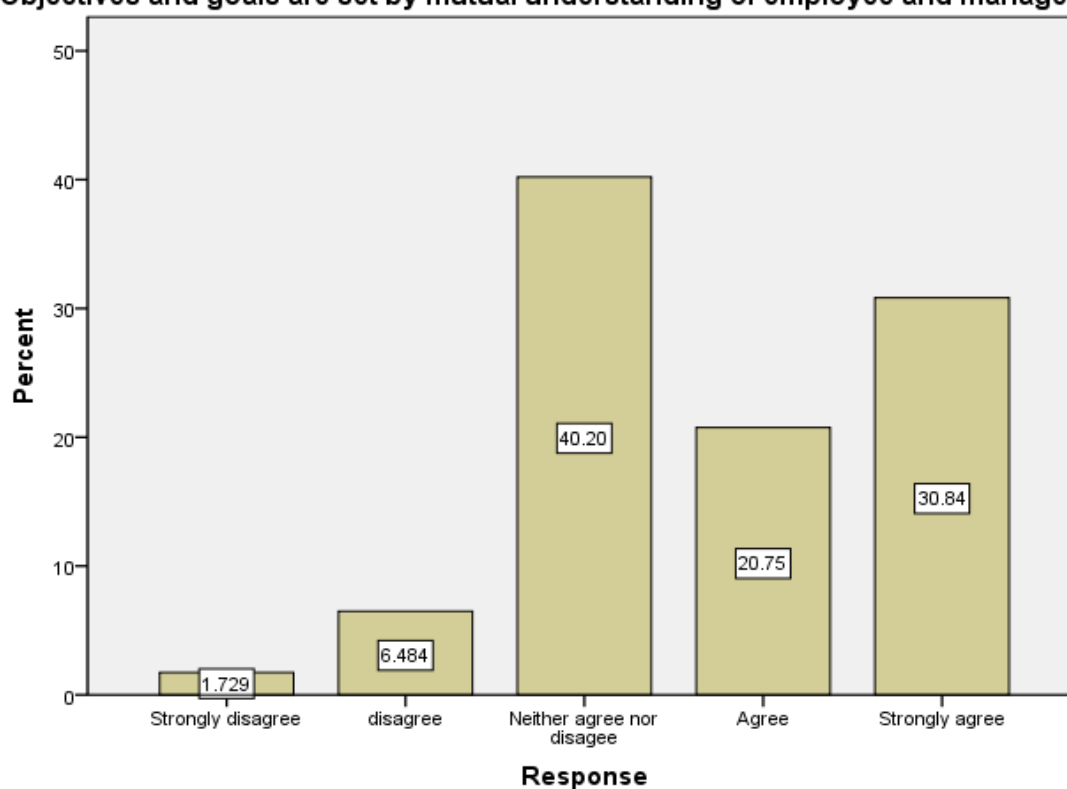
2. Objectives defined for individuals are clear and measureable

Clear and transparent work policies indicate a healthy atmosphere in the company.

Table 5.122 - Objectives defined for individuals are clear and measureable

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	30	2.2	2.2	2.2
Disagree	138	9.9	9.9	12.1
Neither agree nor disagree	594	42.8	42.8	54.9
Agree	276	19.9	19.9	74.8
Strongly agree	350	25.2	25.2	100.0
Total	**1388**	**100.0**	**100.0**	

Approximately 43 percent respondents neither agree nor disagree, (25.2+19.9) 55 percent respondents agree, only approximately (9.9+2.2) 12 percent of the respondents are disagree.
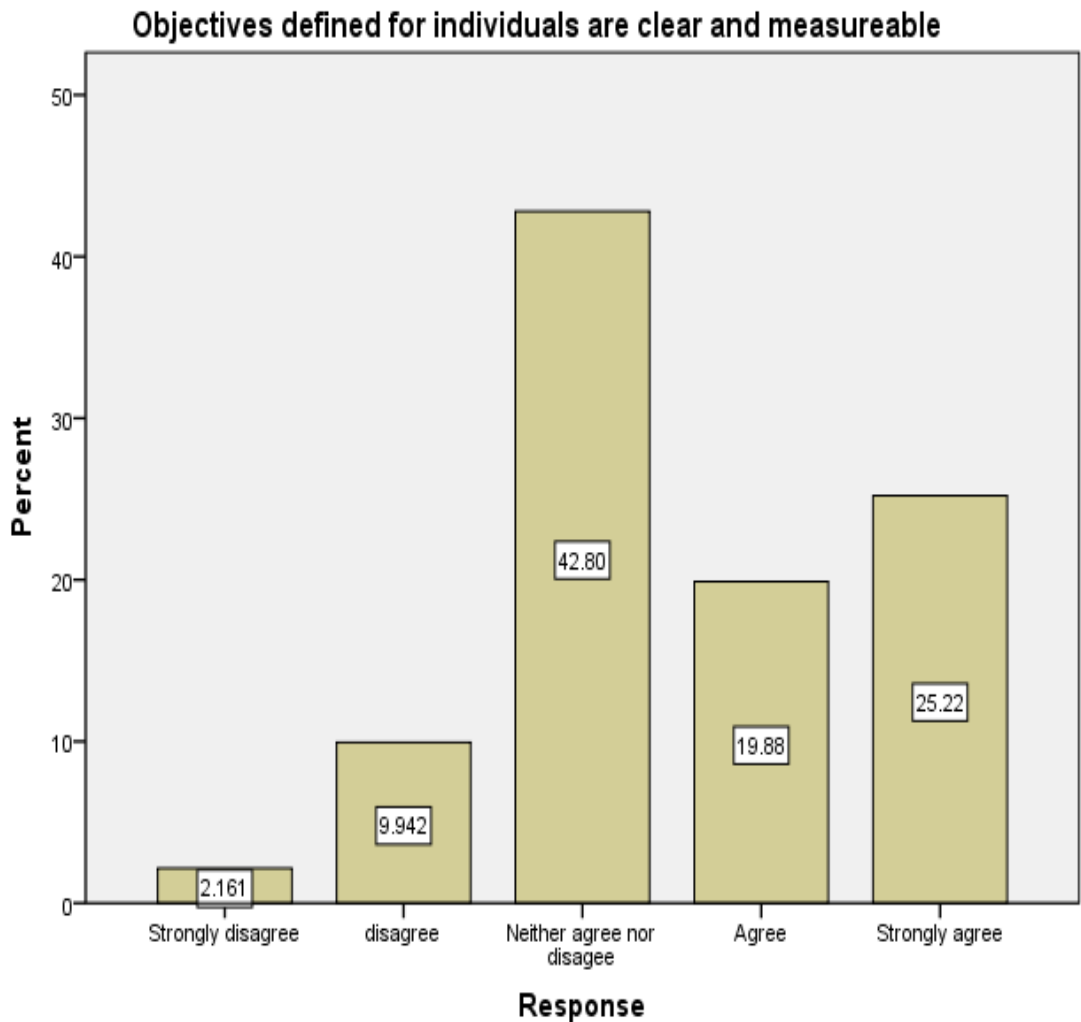
Graph 5.123

190

3. Employee receives ongoing and proper feedback to improve their performance

IT companies follow different types of performance appraisal process which are employee friendly and transparent. The feedback helps the employee to improve the performance if he is lacking against objectives.

Table 5.123 - Employee receives ongoing and proper feedback to improve their performance

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	34	2.4	2.4	2.4
Disagree	226	16.3	16.3	18.7
Neither agree nor disagree	570	41.1	41.1	59.8
Agree	240	17.3	17.3	77.1
Strongly agree	318	22.9	22.9	100.0
Total	**1388**	**100.0**	**100.0**	

It is clear from the table that (22.9+17.3) 40 percent respondents agree; (16.3+2.4) 19 percent respondents disagree and around 41 percent respondents neither agree nor disagree.
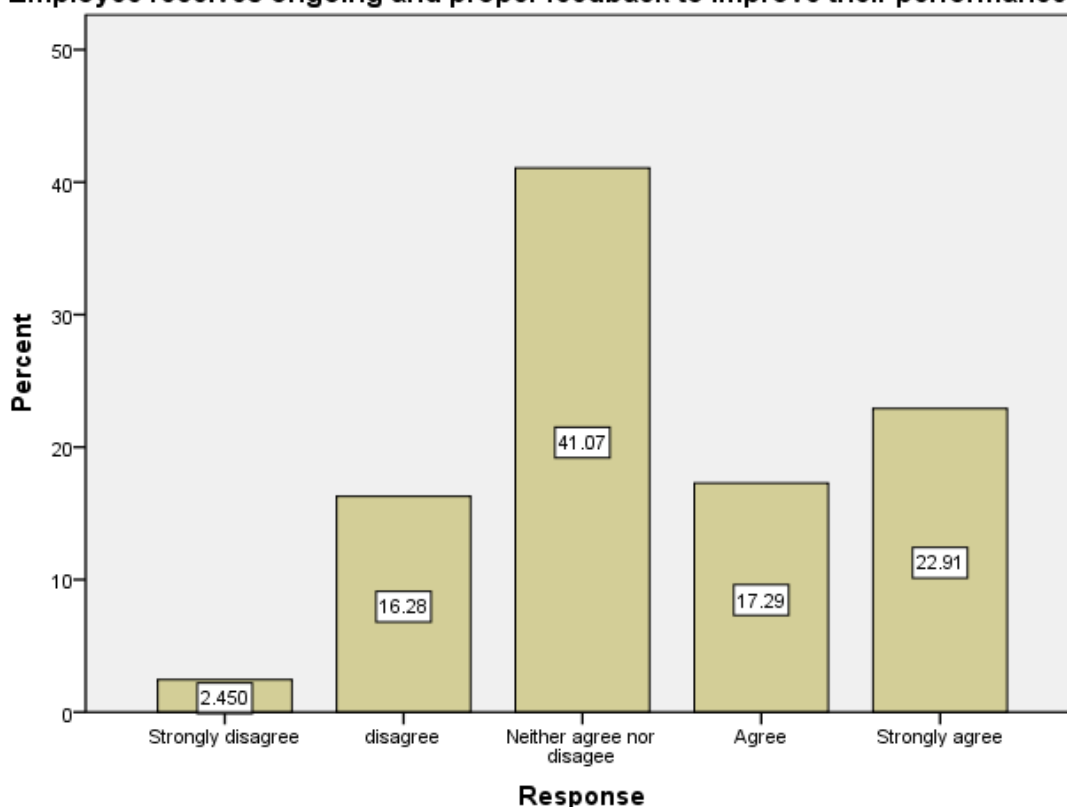
Graph 5.124

4. Employees are rewarded according to their job performance

Employees should always be recognized for their achievements and job performance. This motivates the employees to work better and improve their performance.

Table 5.124 - Employees are rewarded according to their job performance

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	42	3.0	3.0	3.0
Disagree	166	12.0	12.0	15.0
Neither agree nor disagree	492	35.4	35.4	50.4
Agree	266	19.2	19.2	69.6
Strongly agree	422	30.4	30.4	100.0
Total	**1388**	**100.0**	**100.0**	

It can be observed from table above that 35 percent of the respondents neither agree nor disagree, (30.4+19.2) 50 percent agree, and only (12+3) 15 percent disagree with the above statement.
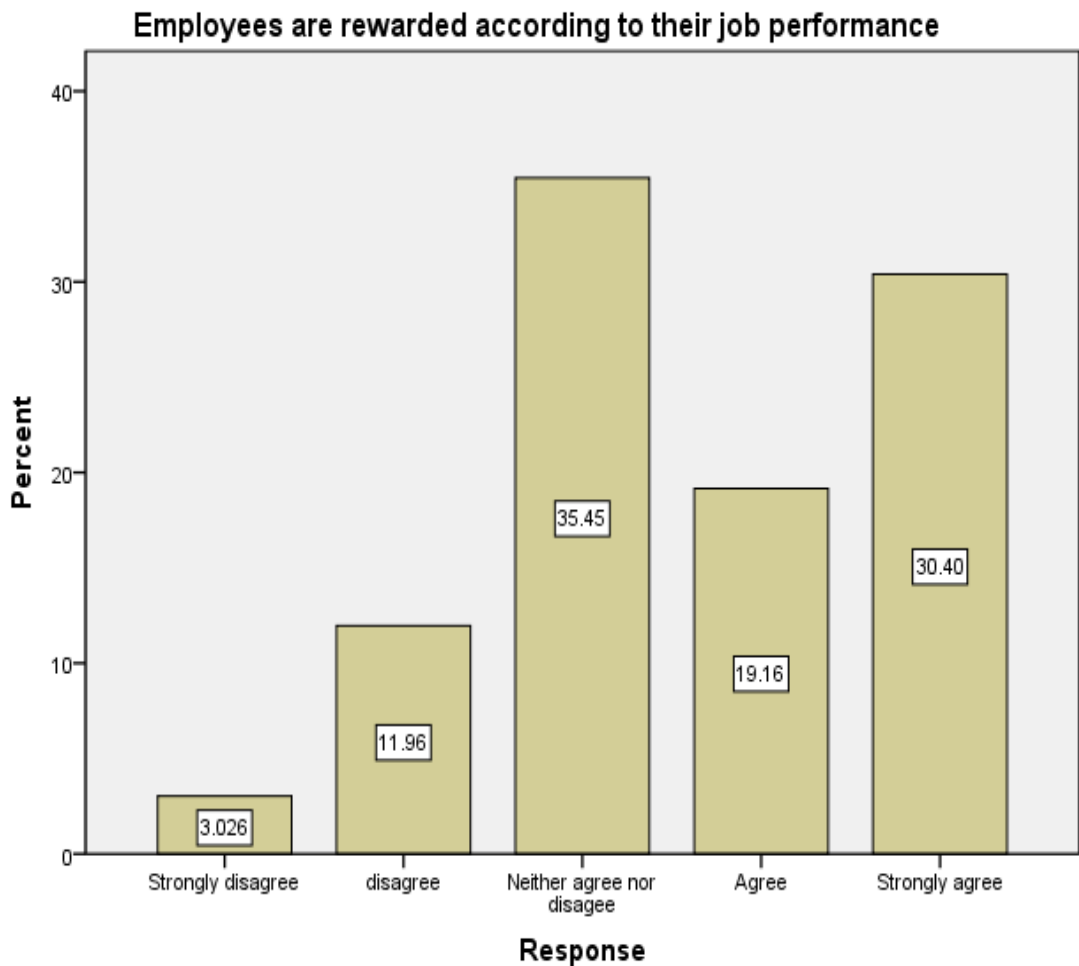
Graph 5.125

192

5. Pay, compensation and benefits are competent to market

Employees always take a pride in working with such organization where pay and remuneration are competent to the market.

Table 5.125 - Pay, compensation and benefits are competent to market

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	36	2.6	2.6	2.6
Disagree	102	7.3	7.3	9.9
Neither agree nor disagree	402	29.0	29.0	38.9
Agree	278	20.0	20.0	58.9
Strongly agree	570	41.1	41.1	100.0
Total	**1388**	**100.0**	**100.0**	

(41.1+20) 61 percent strongly agree, approximately 29 percent of the respondents neither agree nor disagree, and only (7.3+2.6) 10 percent disagree.
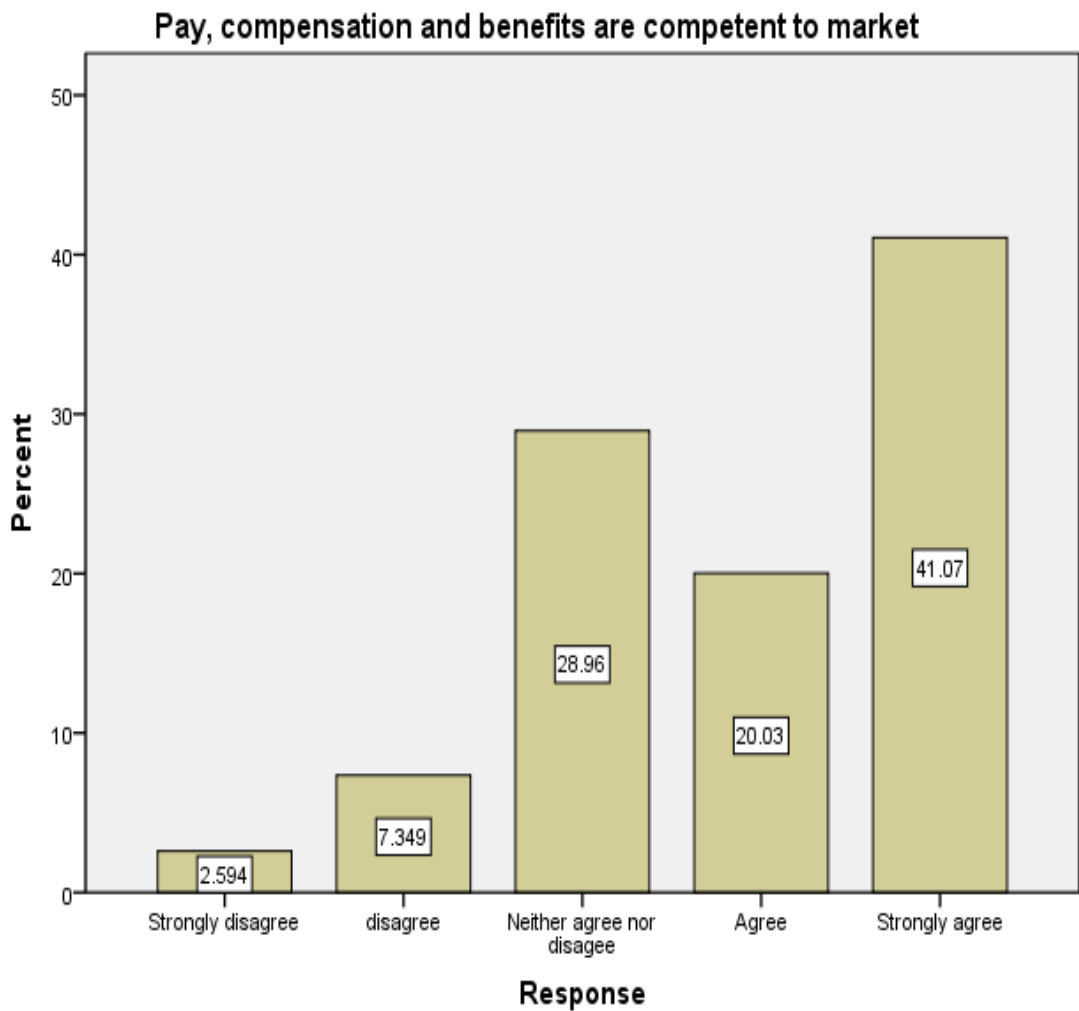
Graph 5.126

6. **Appraisal feedback meetings are useful and productive for the organization and the employee**

Every employee working with the organization should be aware of feedback meetings which are useful and productive for the organization.

Table 5.125 - Appraisal feedback meetings are useful and productive for the organization and the employee

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	72	5.2	5.2	5.2
Disagree	152	11.0	11.0	16.1
Neither agree nor disagree	434	31.3	31.3	47.4
Agree	308	22.2	22.2	69.6
Strongly agree	422	30.4	30.4	100.0
Total	**1388**	**100.0**	**100.0**	

Approximately 31 percent of the employees neither agree nor disagree, (30.4+22.2) 53 percent of the employees agree, and only (11+5) 16 percent respondents disagree.

Graph 5.127

194
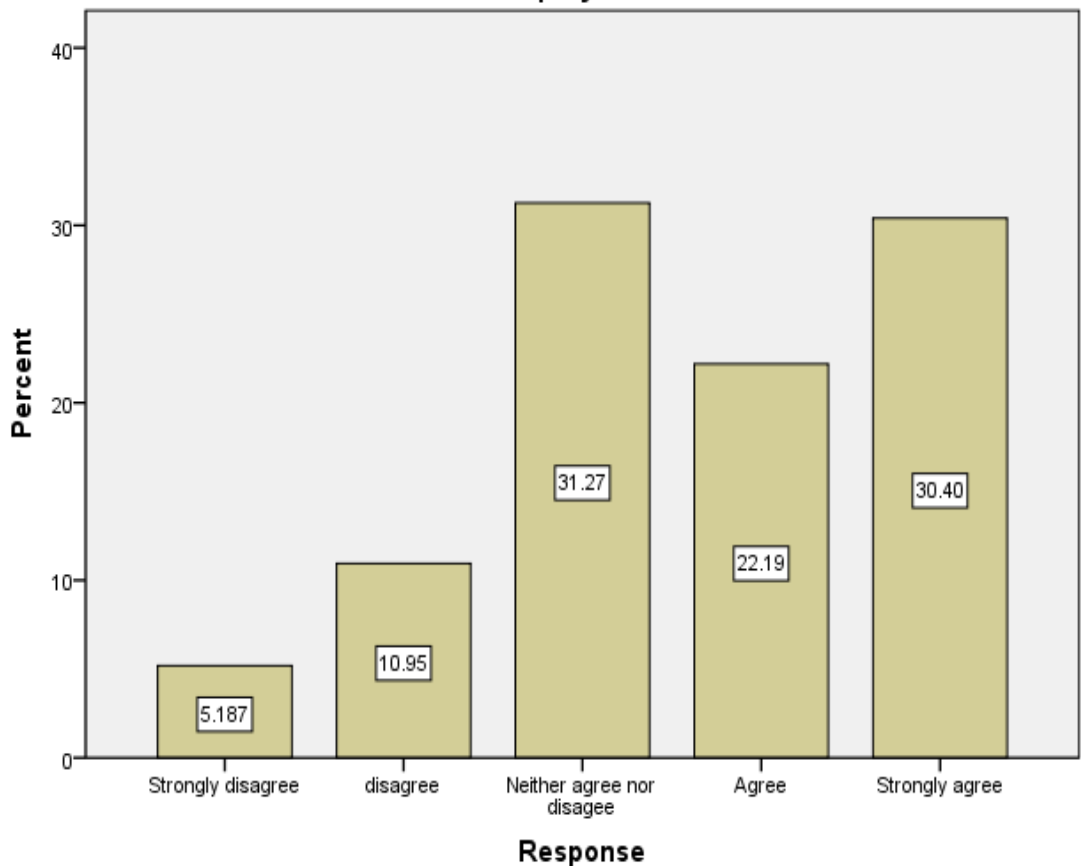
7. Company follows all government laws for salary and compensation

A good organization will always implement better salary and remuneration to the employees and follow all the laws.

Table 5.126 - Company follows all government laws for salary and compensation

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	42	3.0	3.0	3.0
Neither agree nor disagree	418	30.1	30.1	33.1
Agree	312	22.5	22.5	55.6
Strongly agree	616	44.4	44.4	100.0
Total	**1388**	**100.0**	**100.0**	

It is clear from the table that (44.4+22.5) 67 percent of the employees agree to the given statement, 30 percent neither agree nor disagree, and only 3 percent employees disagree.
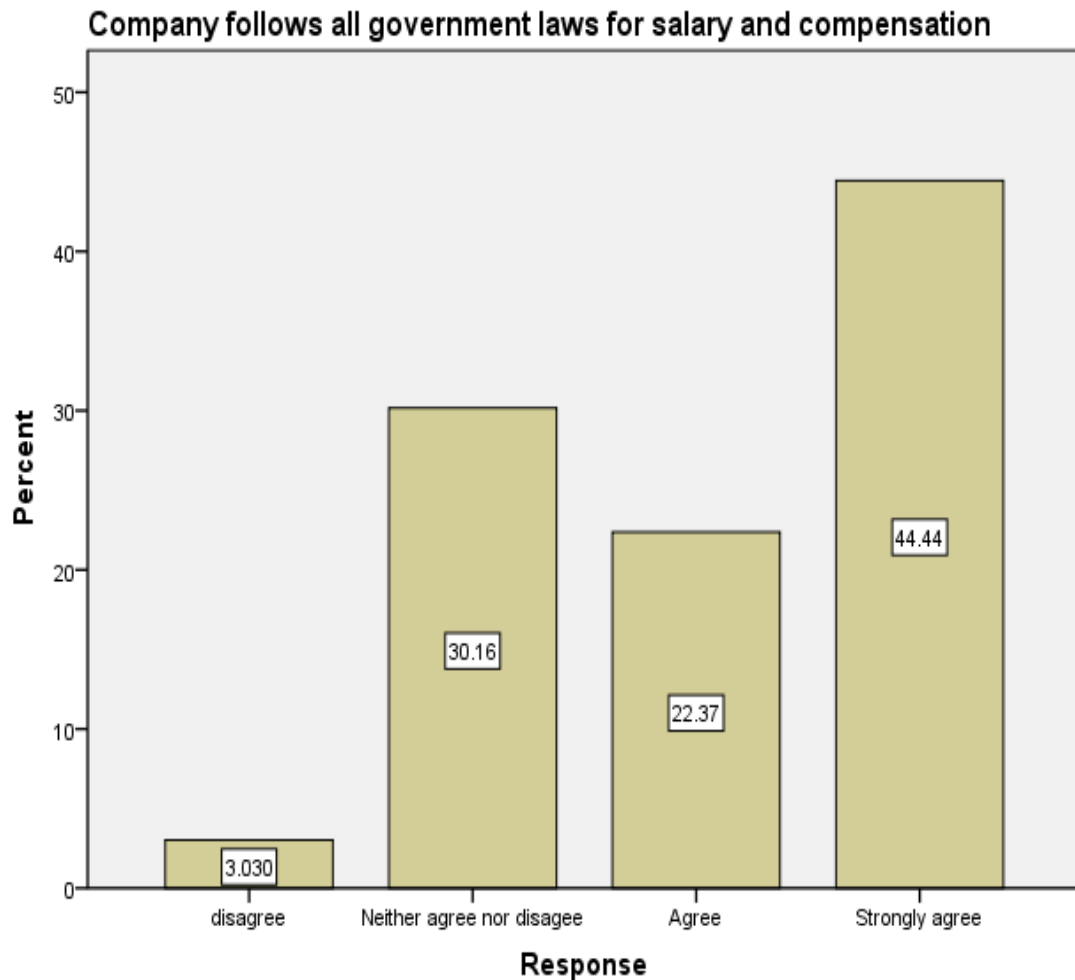
Graph 5.128

8. Proper tax saving plans is incorporated into the salary structure

Tax saving plan help the employees for the better financial investment which makes an employee's life secured.

Table 5.127 - Proper tax saving plans is incorporated into the salary structure

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	78	5.6	5.6	5.6
Neither agree nor disagree	340	24.5	24.5	30.1
Agree	286	20.6	20.6	50.7
Strongly agree	684	49.3	49.3	100.0
Total	**1388**	**100.0**	**100.0**	

Approximately (49.5+20.6) 70 percent of the respondents agree, 24 percent of the respondents neither agree nor disagree and only 6 percent of the respondents disagree with the tax saving plans implemented by the organization.
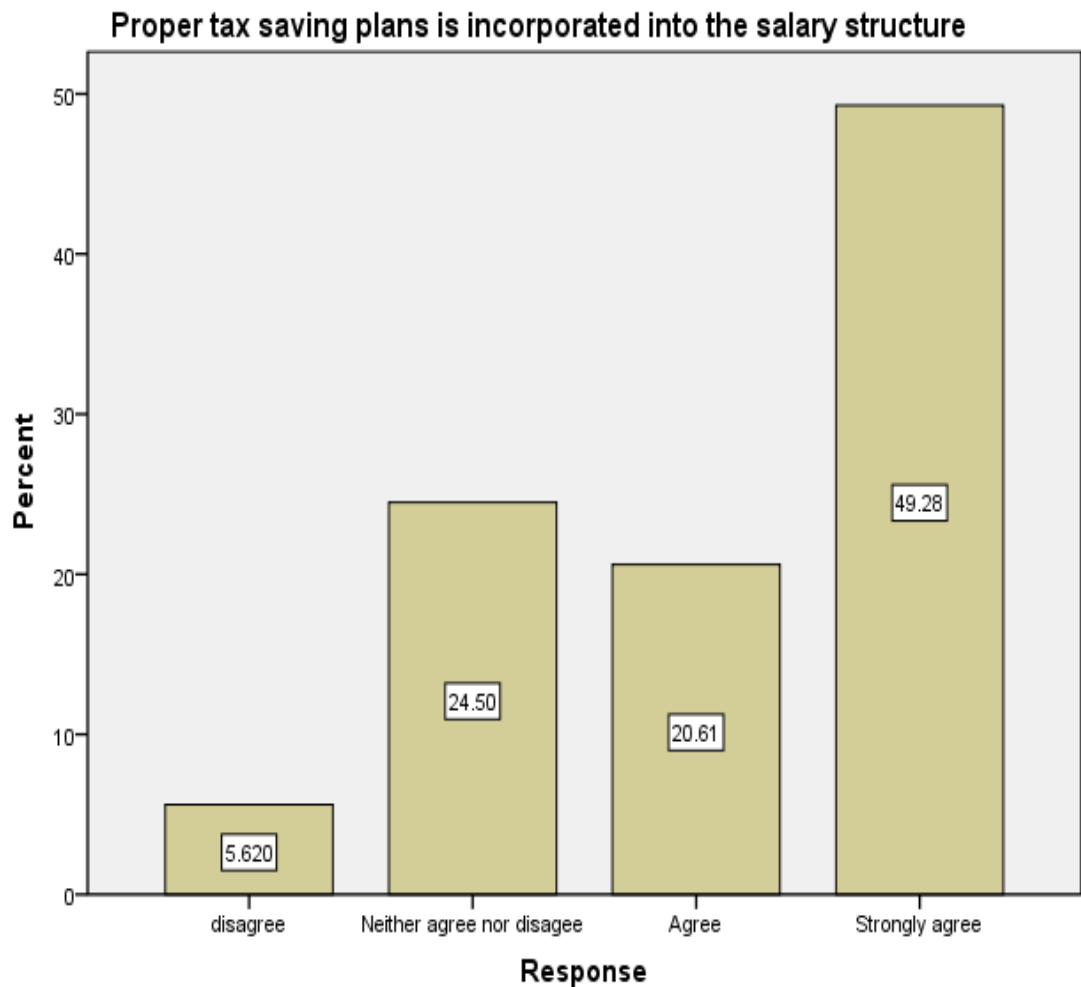
Graph 5.129

9. Employees get proper training for appraisal process and flexible payouts

Well established appraisal system takes an organization to greater heights of the success.

Table 5.128 - Employees get proper training for appraisal process and flexible payouts

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	164	11.8	11.8	12.2
Neither agree nor disagree	500	36.0	36.0	48.3
Agree	264	19.0	19.0	67.3
Strongly agree	454	32.7	32.7	100.0
Total	**1388**	**100.0**	**100.0**	

Table is clear from the above that 36 percent of the respondents neither agree nor disagree, (32.7+19) 52 percent of the respondents agree, and only (11.8+.4) 12 percent of the employees disagree to the above statement.
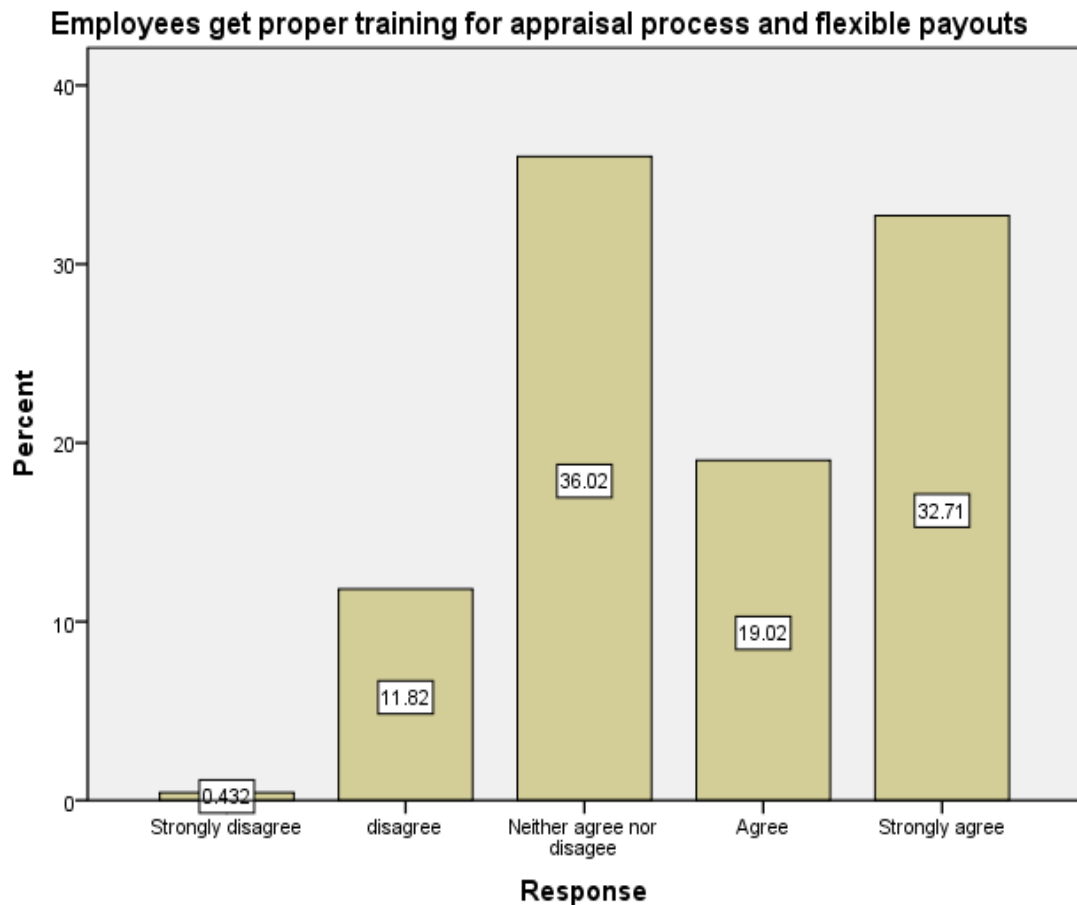
Graph 5.130

10. Company encourages employees to buy house and car by providing loan and subsidy

Today's employees are more concerned to maintain better standard of living. If a company encourages these employees to purchase the house and car through loan and subsidy, it will help the employees to maintain their standard and they will be loyal to the organization.

Table 5.129 - Company encourages employees to buy house and car by providing loan and subsidy

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	140	10.1	10.1	10.1
Disagree	454	32.7	32.7	42.8
Neither agree nor disagree	410	29.5	29.5	72.3
Agree	194	14.0	14.0	86.3
Strongly agree	190	13.7	13.7	100.0
Total	**1388**	**100.0**	**100.0**	

Majority of the respondents disagree that company encourages employees to buy house and car i.e. (32.7+10.4) 43, 30 percent respondents neither agree nor disagree, and only (13.7+14) 28 percent agree to same.

Graph 5.131

198
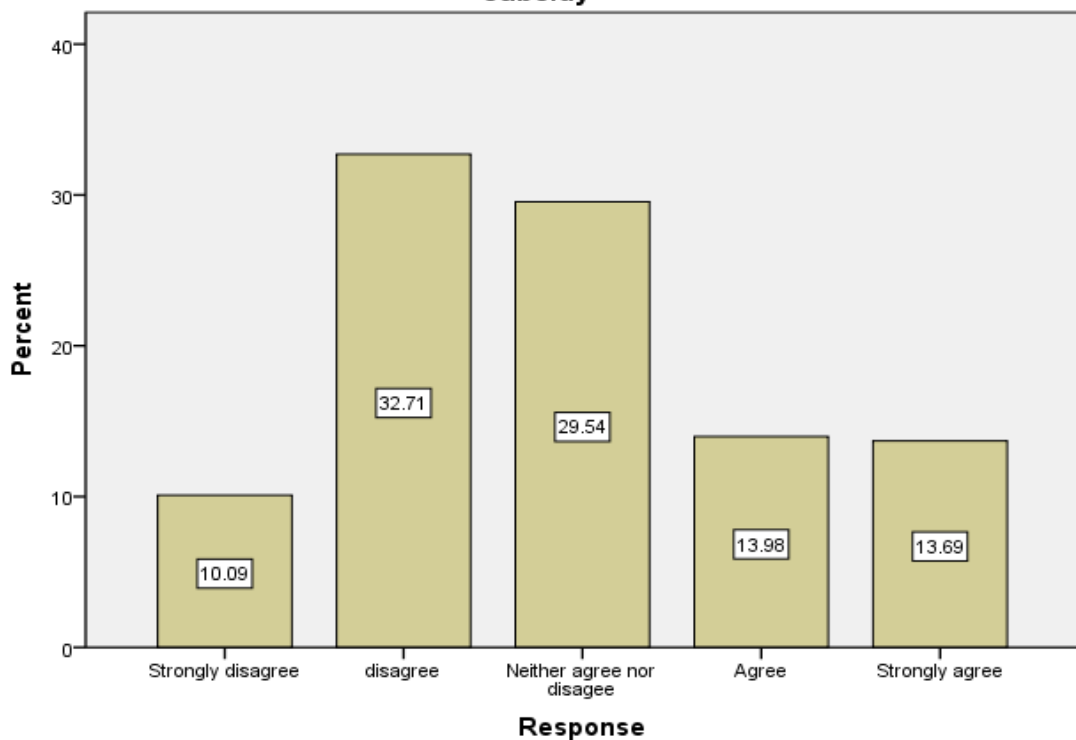
11. **Company supports employees for higher education by providing education assistance program**

Companies offering higher education helps the employee to develop their skill-sets required for the organizational growth and enhancement. Such employees will always be happy to work with the organization.

Table 5.130 - Company supports employees for higher education by providing education assistance program

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	82	5.9	5.9	5.9
Disagree	334	24.1	24.1	30.0
Neither agree nor disagree	432	31.1	31.1	61.1
Agree	218	15.7	15.7	76.8
Strongly agree	322	23.2	23.2	100.0
Total	**1388**	**100.0**	**100.0**	

It is observed by the researcher that 31 percent of the respondents neither agree nor disagree, (24.1+5.9) 30 percent disagree, and (23.2+15.7) 39 percent agree to the above statement.
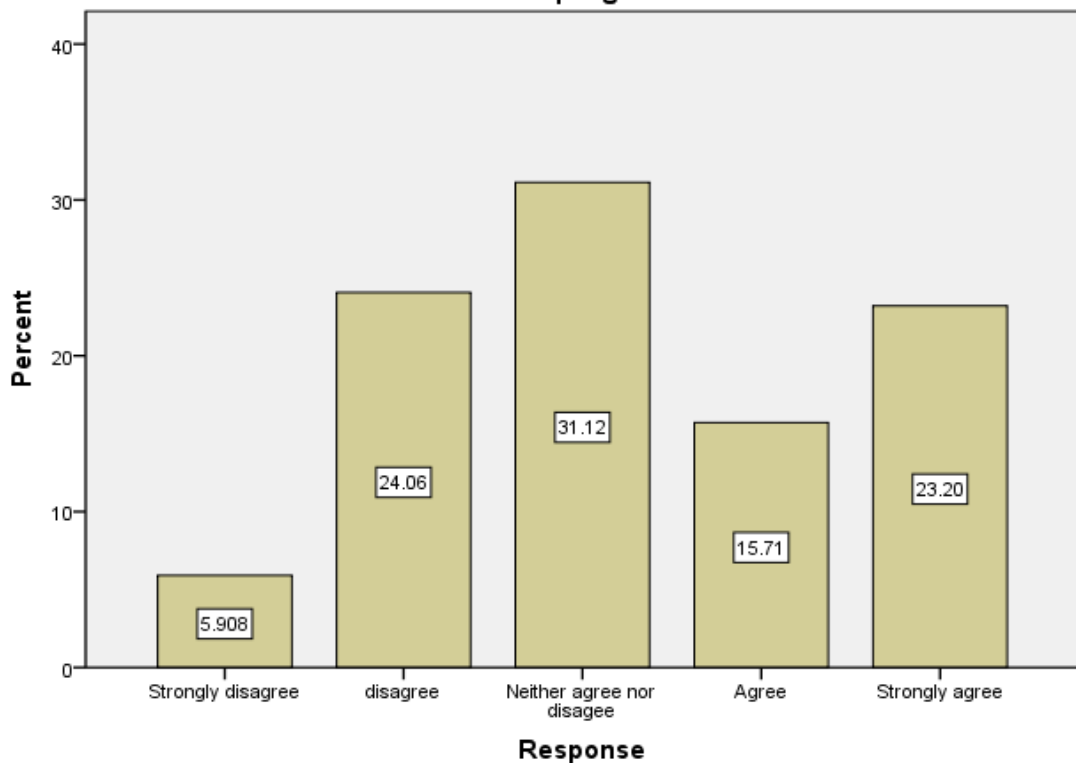
Graph 5.131

12. Good amount of medical and life insurance are provided to employees as well as for parents

Every employee requires safe and secured life. If the organization provides such facilities, employees will have a more secured life and will be happy.

Table 5.131 - Good amount of medical and life insurance are provided to employees including parents

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	32	2.3	2.3	2.3
Disagree	160	11.5	11.5	13.8
Neither agree nor disagree	446	32.1	32.1	46.0
Agree	242	17.4	17.4	63.4
Strongly agree	508	36.6	36.6	100.0
Total	**1388**	**100.0**	**100.0**	

It is clear from the table that (36.6+17.4) 54 percent of the respondents agree for a good amount of medical and life insurance provided by the organization, 32 percent neither agree nor disagree, and (11.5+2.3) 14 percent of the respondents disagree to the statement.
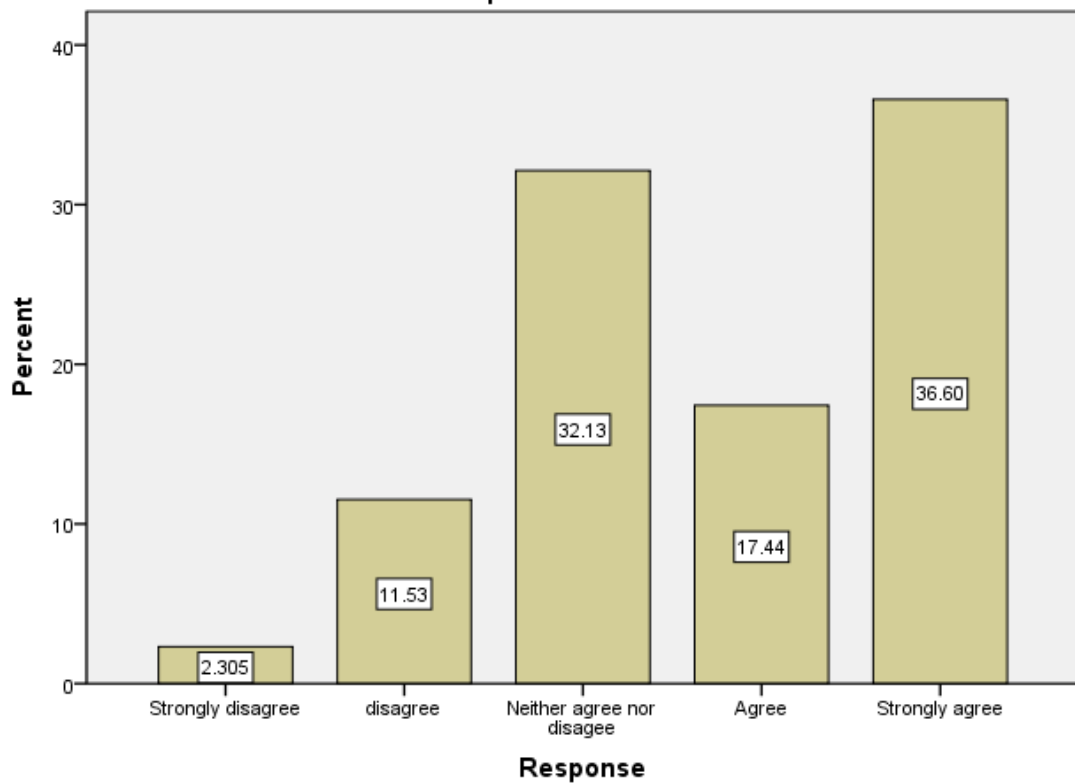
Graph 5.132

13. There is enough number of casual and sick leaves available for employees per year

If the company offers leave facility whenever it is required by the employees, they will happily work for the organization.

Table 5.132 - There is enough number of casual and sick leaves available for employees per year

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	72	5.2	5.2	5.2
Neither agree nor disagree	340	24.5	24.5	29.7
Agree	280	20.2	20.2	49.9
Strongly agree	696	50.1	50.1	100.0
Total	**1388**	**100.0**	**100.0**	

Majority of the respondents agree to the statement i.e. (50.1+20.2) 70 percent, 25 percent neither agree nor disagree and only 5 percent of the respondents disagree.

Graph 5.133

201
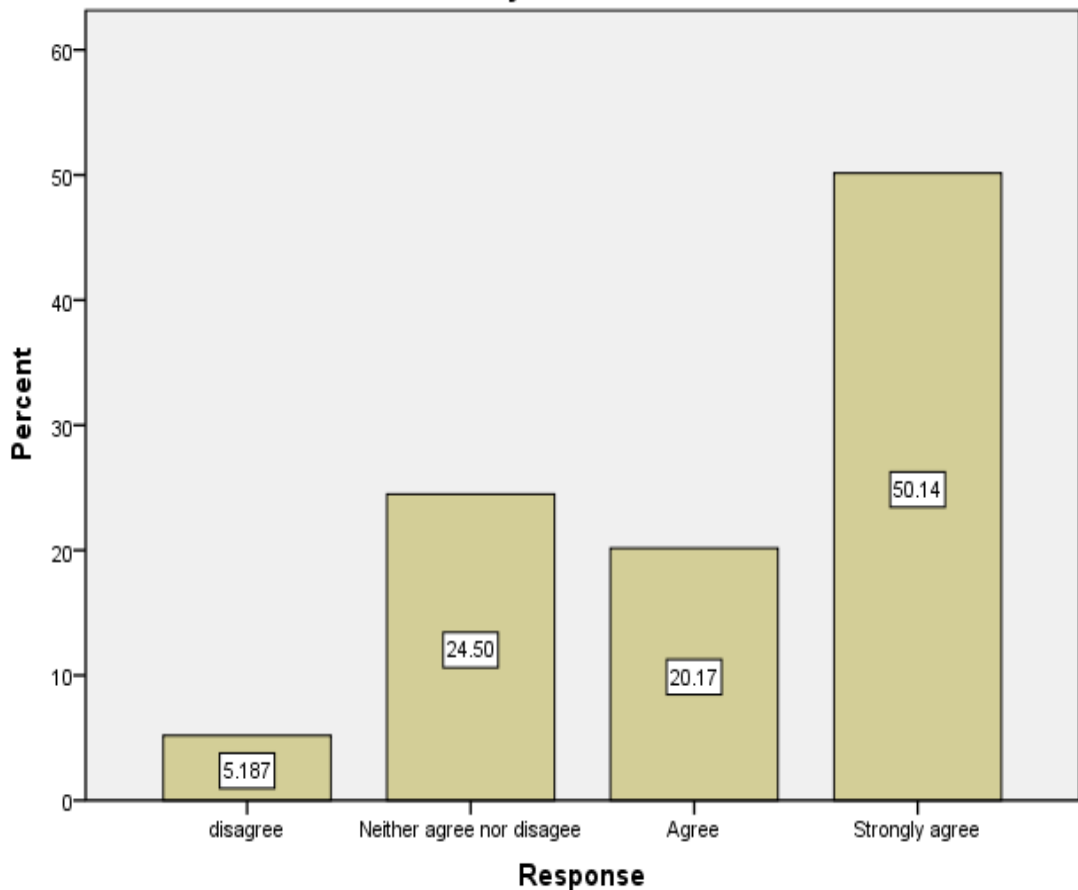
14. Company gives home and school assistance facility to relocated employees

It is believed that employees who are working with IT companies usually shift the jobs very frequently because of rigid working hours. It is very important for the employees to get the facilities like home and school assistance during relocation.

Table 5.133 - Company gives home and school assistance facility to relocated employees

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	30	2.2	2.2	2.2
Disagree	316	22.8	22.8	24.9
Neither agree nor disagree	446	32.1	32.1	57.1
Agree	242	17.4	17.4	74.5
Strongly agree	354	25.5	25.5	100.0
Total	**1388**	**100.0**	**100.0**	

It can be observed from the table that 32 percent of the respondents neither agree nor disagree, (25.5+17.4) percent agree, and (22.8+2.2) disagree to the given statement.
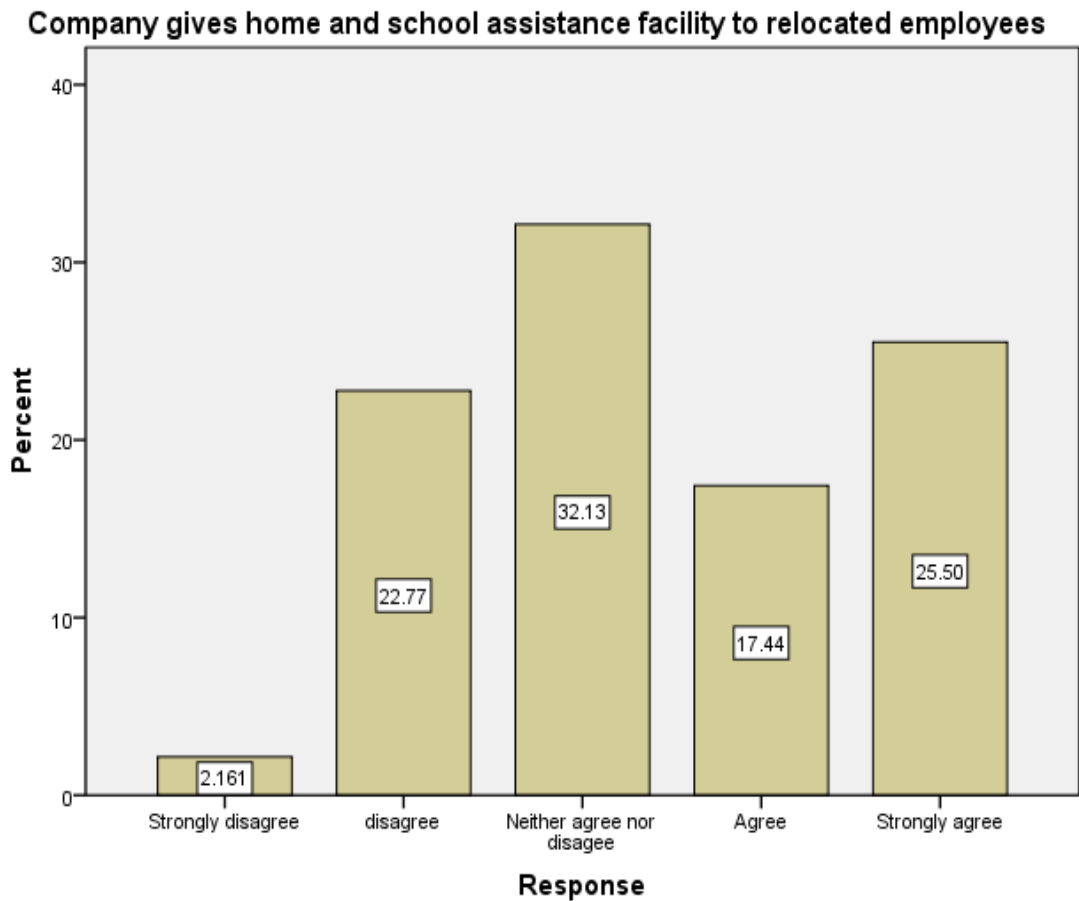
Graph 5.134

15. Company provides maternity and paternity facility as per the government laws

If employees are provided with the facility like maternity and paternity, it will improve the efficiency.

Table 5.134 - Company provides Maternity and paternity facility as per the government laws

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	.4	.4	.4
Disagree	100	7.2	7.2	7.6
Neither agree nor disagree	294	21.2	21.2	28.8
Agree	316	22.8	22.8	51.6
Strongly agree	672	48.4	48.4	100.0
Total	**1388**	**100.0**	**100.0**	

(48.4+22.8) 71 percent of the respondents agree that the company provides maternity and paternity facility as per the government laws, 21 percent neither agree nor disagree and only (7.2+.4) 8 percent of the respondents disagree to the statement.
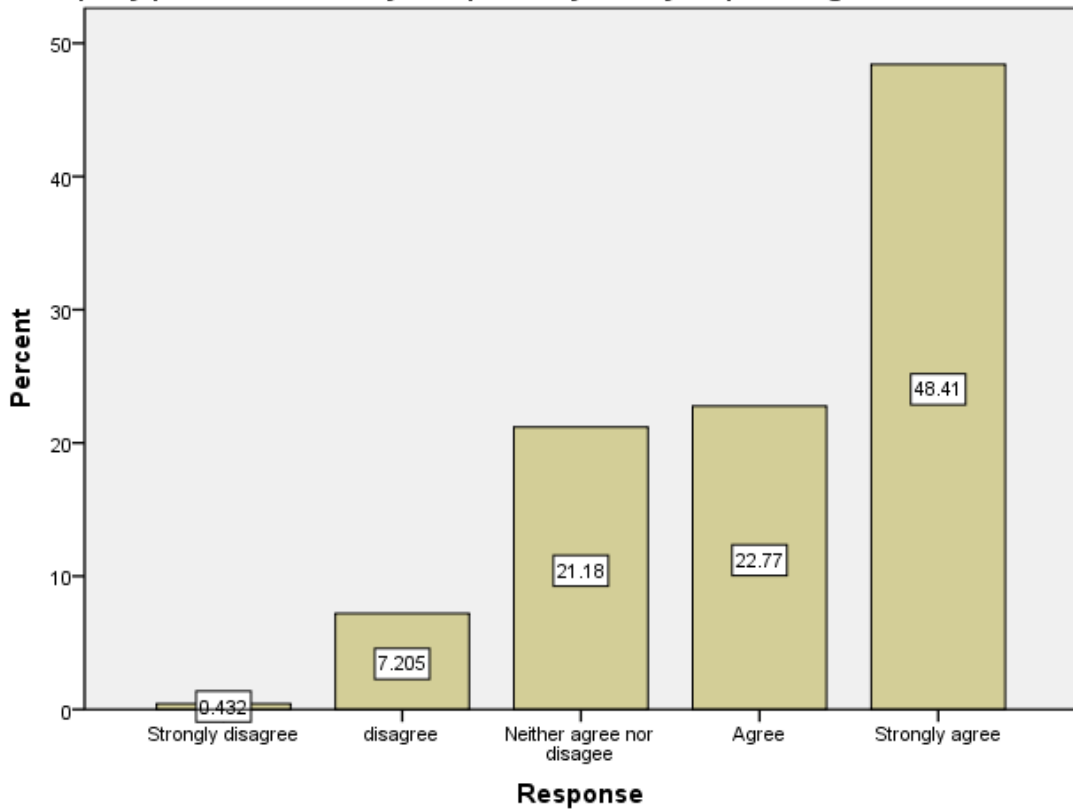
Graph 5.135

5.3 INFERENTIAL STATISTICS

For identifying and evaluating the work culture factors impacting the success of the IT industry, the first step is to pool the factors that impact the success of the IT industry. On the basis of extensive literature survey and the pilot study done, a total of 13 work culture constituents were chosen for the study. Thus, the 13 work culture constituents were divided into different variables and used for data collection and analysis were the result of exhaustive literature review and pilot study and were converted into a questionnaire. The respondents were asked to rate these risks on a 5 point likert scale ranging from 1 to 5, 1 being strongly disagree and 5 being strongly agree. Table 5.135 enlists the 13 work culture constituents that were translated into factors in the questionnaire and were used for factor analysis.

Table 5.135-Work culture constituents chosen for study

Infrastructure
Facilities
Recruitment and Induction Program
Training and development
Leadership
Work group
Work Life balance
Encouragement
Company values
Interpersonal relations
Technology
Career
Compensation and benefit

To test the validity of the instrument, a cronbach alpha test was conducted. Cronbach alpha was calculated to measure the internal consistency and reliability of the instrument. The Cronbach alpha for the questionnaire is 0.981 as shown in table 5.136, thus the instrument was considered reliable for the study.

Table 5.136- Reliability Statistics

Cronbach's Alpha	N of Items
.981	131

1. **Purpose: -**To study if there is difference in the importance employees attach to the various factors of infrastructure.

Statistical Test: - Friedman Chi Square Test

Variables and Measurement:-

Respondents (1388 IT employees) were presented with 10 factors that are said to be infrastructure constituents. A list of these factors is given below

1. The quality of hardware and other instruments are good at work place.
2. The company is located at the convenient location in the city.
3. Chair and desk are Ergonomics designed to support healthy postures
4. There are enough car parking spaces available and easily accessible.
5. Elevators are spacious and with good quality
6. Public transport is easily available from company location
7. There is enough number of audio and video rooms available for meetings.
8. There is enough number of Printers available on the floor and are easily accessible.
9. Rest rooms and floors are clean and hygienic
10. Enough number of tea/coffee machines with good quality is available on the floor

Respondents were asked to allocate scores to each factor from 5 – Strongly Agree, 4 – Agree, 3 – Neither Agree Not Disagree, 2- Disagree, 1 – Strongly Disagree

H$_O$: There is no difference in the importance employees attach to the various factors of infrastructure.

H$_1$: There is difference in the importance employees attach to the various factors of infrastructure.

Level of Significance: $\alpha = 0.05$

Table 5.137.A- Test Statistics

N	1388
Chi-square	1472.857
df	9
Asymp. Sig.	.000

a. Friedman Test

Observation: $\chi^2(9) = 1472.875$, P value (0.000), N=1388

Conclusion: Since the P value (0.000) is less than the level of significance (0.05) the Null hypothesis is rejected. Hence it is concluded that there is difference in the

importance employees attach to the various factors of infrastructure. In order to identify where the difference lies we refer to ranks table.

Table 5.137.B - Ranks Table	
Particulars	**Mean Rank**
The quality of hardware and other instruments are good at work place.	5.78
The company is located at the convenient location in the city.	5.12
Chair and desk are Ergonomics designed to support healthy postures	5.81
There are enough car parking spaces available and easily accessible.	4.99
Elevators are spacious and with good quality	6.31
Public transport is easily available from company location	3.82
There is enough number of audio and video rooms available for meetings.	4.87
There is enough number of Printers available on the floor and are easily accessible.	5.92
Rest rooms and floors are clean and hygienic	6.70
Enough number of tea/coffee machines with good quality is available on the floor	5.68

NOTE: -Since the data is rank order data, the larger value indicates more favorable responses. From the ranks table it can be seen that

➢ Rest rooms and floors are clean and hygienic.6.70

➢ Elevators are spacious and with good quality.6.31

➢ There is enough number of Printers available on the floor and are easily accessible. 5.92

➢ Chair and desk are Ergonomics designed to support healthy postures.5.81

➢ The quality of hardware and other instruments are good at work place.5.78

➢ Enough number of tea/coffee machines with good quality is available on the floor. 5.68

➢ The company is located at the convenient location in the city.5.12

➢ There are enough car parking spaces available and easily accessible.4.99

➢ There is enough number of audio and video rooms available for meetings.4.87

➢ Public transport is easily available from company location.3.82

Hence it is concluded that top 2 factors of infrastructure are clean and hygienic rest rooms and floors, and spacious elevators, and bottom 2 factors are public transport is availability from company location, and enough audio and video rooms available for meetings.

2. **Purpose: -**To study if there is difference in the importance employees attach to the various factors of facilities.

Statistical Test: - Friedman Chi Square Test

Variables and Measurement:-

Respondents (1388 IT employees) were presented with 17 factors that are said to be facilities constituents. A list of these factors is given below

1. Overall Stress management programs are well arranged in the company
2. Company provides convenient transportation throughout the city
3. Gym facilities and instructors provided by company are up to the mark
4. Good quality of food served in companies' cafeteria
5. Enough number of food options is available for employees in cafeteria
6. Company takes care of food and transportation for employees who works late nights
7. Library in company is spacious and well equipped
8. Team lunch and release parties help to improve company work culture
9. Employees get immediate assistance during medical emergency
10. Home pickup and drop facilities are available for employees working in odd hours
11. Company provides good quality of transportation and hotels for relocation of employees
12. Onsite business trips are well arranged and managed by the company
13. Entertainment facilities provided by company are up to the mark
14. Adequate facilities are provided in rest rooms
15. Company allows work from home by providing required hardware and software
16. There is no restriction on use of internet and social networking sites
17. Reimbursements of bills for relocation and onsite trips are easy

Respondents were asked to allocate scores to each factor from 5 – Strongly Agree, 4 – Agree, 3 – Neither Agree Not Disagree, 2- Disagree, 1 – Strongly Disagree

H$_O$: There is no difference in the importance employees attach to the various factors of facilities.

H$_1$: There is difference in the importance employees attach to the various factors of facilities.

Level of Significance: α = 0.05

Table 5.138.A Test Statistics[a]

N	1388
Chi-Square	2449.623
df	16
Asymp. Sig.	.000

a. Friedman Test

Observation: $\chi^2(16) = 2449.623$, P value (0.000), N=1388

Conclusion: Since the P value (0.000) is less than the level of significance (0.05) the Null hypothesis is rejected. Hence it is concluded that there is difference in the importance employees attach to the various factors of facilities. In order to identify where the difference lies we refer to ranks table.

Table 5.138.B -Ranks Table	
Particulars	**Mean Rank**
Overall Stress management programs are well arranged in the company	8.30
Company provides convenient transportation throughout the city	7.79
Gym facilities and instructors provided by company are up to the mark	6.72
Good quality of food served in companies' cafeteria	8.81
Enough number of food options is available for employees in cafeteria	7.78
Company takes care of food and transportation for employees who works late nights	9.04
Library in company is spacious and well equipped	7.46
Team lunch and release parties help to improve company work culture	10.49
Employees get immediate assistance during medical emergency	10.61
Home pickup and drop facilities are available for employees working in odd hours	10.69
Company provides good quality of transportation and hotels for relocation of employees	10.30
Onsite business trips are well arranged and managed by the company	9.75
Entertainment facilities provided by company are up to the mark	7.43
Adequate facilities are provided in rest rooms	11.06
Company allows work from home by providing required hardware and software	9.10
There is no restriction on use of internet and social networking sites	7.60
Reimbursements of bills for relocation and onsite trips are easy	10.06

NOTE: -Since the data is rank order data, the larger value indicates more favorable responses. From the ranks table it can be seen that

- Adequate facilities are provided in rest rooms 11.06
- Employees get immediate assistance during medical emergency 10.61
- Home pickup and drop facilities are available for employees working in odd hours 10.69
- Team lunch and release parties help to improve company work culture 10.49
- Company provides good quality of transportation and hotels for relocation of employees 10.30
- Reimbursements of bills for relocation and onsite trips are easy 10.06
- Onsite business trips are well arranged and managed by the company 9.75
- Company allows work from home by providing required hardware and software 9.10
- Company takes care of food and transportation for employees who works late nights 9.04
- Good quality of food served in companies' cafeteria 8.81
- Overall Stress management programs are well arranged in the company 8.30
- Company provides convenient transportation throughout the city 7.79
- Enough number of food options is available for employees in cafeteria 7.78
- There is no restriction on use of internet and social networking sites 7.60
- Library in company is spacious and well equipped 7.46
- Entertainment facilities provided by company are up to the mark 7.43
- Gym facilities and instructors provided by company are up to the mark 6.72

Hence it is concluded that top 3 factors of facilities are adequate facilities are in rest rooms, immediate assistance during medical emergency, and home pickup and drop facilities for employees working in odd hours, and bottom 3 factors are gym facilities and instructors, entertainment facilities, and spacious and well equipped library.

3. **Purpose: -**To study if there is difference in the importance employees attach to the various factors of recruitment and induction program.

Statistical Test: - Friedman Chi Square Test

Variables and Measurement:-

Respondents (1388 IT employees) were presented with 12 factors that are said to be recruitment and induction program constituents. A list of these factors is given below

1. Recruitment process is very lengthy and time consuming.
2. The qualities of interview questions are very good.

3. Company gives proper training for hiring and interviewing.

4. The on-boarding process in company is very professional and well managed.

5. The recruitment process is very friendly and employee caring.

6. Company provides transportation and stay facilities for employees and family members for relocation.

7. Induction provides a warm and sincere welcome and put the newcomer at ease.

8. Induction provides an understanding of the company: its culture, structure, products and clients.

9. Quality of material in induction is very good and useful.

10. The time for induction is sufficient

11. Induction provides a good impression of the organization.

12. Induction integrates the new comer quickly and effectively.

Respondents were asked to allocate scores to each factor from 5 – Strongly Agree, 4 – Agree, 3 – Neither Agree Not Disagree, 2- Disagree, 1 – Strongly Disagree

H$_O$: There is no difference in the importance employees attach to the various factors of recruitment and induction program.

H$_1$: There is difference in the importance employees attach to the various factors of recruitment and induction program.

Level of Significance: α = 0.05

Table 5.139.A- Test Statistics[a]

N	1388
Chi-Square	1404.506
df	11
Asymp. Sig.	.000

a. Friedman Test

Observation: $\chi^2(11) = 1405.506$, P value (0.000), N=1388

Conclusion: Since the P value (0.000) is less than the level of significance (0.05) the Null hypothesis is rejected. Hence it is concluded that there is difference in the importance employees attach to the various factors of recruitment and induction program. In order to identify where the difference lies we refer to ranks table.

Table 5.139.B-Ranks	
Particulars	**Mean Rank**
Recruitment process is very lengthy and time consuming	6.89
The qualities of interview questions are very good	7.52
Company gives proper training for hiring and interviewing	4.70
The on-boarding process in company is very professional and well managed	5.28
The recruitment process is very friendly and employee caring	6.09
Company provides transportation and stay facilities for employees and family members for relocation	6.76
Induction provides a warm and sincere welcome and put the newcomer at ease	6.47
Induction provides an understanding of the company: its culture, structure, products and clients	7.08
Quality of material in induction is very good and useful	6.45
The time for induction is sufficient	7.00
Induction provides a good impression of the organisation	7.27
Induction integrates the new comer quickly and effectively	6.48

NOTE: -Since the data is rank order data, the larger value indicates more favorable responses. From the ranks table it can be seen that

➢ The qualities of interview questions are very good 7.52

➢ Induction provides a good impression of the organization 7.27

➢ Induction provides an understanding of the company: its culture, structure, products and clients 7.08

➢ The time for induction is sufficient 7.00

➢ Recruitment process is very lengthy and time consuming 6.89

➢ Company provides transportation and stay facilities for employees and family members for relocation 6.76

➢ Induction integrates the new comer quickly and effectively 6.48

➢ Induction provides a warm and sincere welcome and put the newcomer at ease 6.47

➢ Quality of material in induction is very good and useful 6.45

➢ The recruitment process is very friendly and employee caring 6.09

➢ The on-boarding process in company is very professional and well managed 5.28

➢ Company gives proper training for hiring and interviewing 4.70

Hence it is concluded that top 2 factors of recruitment and induction program are qualities of interview questions, and good induction, and bottom 2 factors are proper training for hiring and interviewing, and well managed on-boarding process in company.

4. **Purpose: -**To study if there is difference in the importance employees attach to the various factors of training and development.

Statistical Test: - Friedman Chi Square Test

Variables and Measurement:-

Respondents (1388 IT employees) were presented with 6 factors that are said to be training and development constituents. A list of these factors is given below

1. Proper analysis tools are used to identify the training need.
2. Highly qualified and professional trainers are appointed for the trainings.
3. The training resources that Company provides helps to build job related skills.
4. Training time should be considered in release planning.
5. The evening and weekend courses are more convenient and accessible.
6. Employees are aware of the training programs well in advance.

Respondents were asked to allocate scores to each factor from 5 – Strongly Agree, 4 – Agree, 3 – Neither Agree Not Disagree, 2- Disagree, 1 – Strongly Disagree

H$_O$: There is no difference in the importance employees attach to the various factors of training and development.

H$_1$: There is difference in the importance employees attach to the various factors of training and development.

Level of Significance: $\alpha = 0.05$

Table 5.140.A -Test Statistics[a]

N	1388
Chi-Square	1007.389
df	5
Asymp. Sig.	.000

a. Friedman Test

Observation: $\chi^2(5) = 1007.389$, P value (0.000), N=1388

Conclusion: Since the P value (0.000) is less than the level of significance (0.05) the null hypothesis is rejected. Hence it is concluded that there is difference in the

importance employees attach to the various factors of training and development. In order to identify where the difference lies we refer to ranks table.

Table 5.140.B - Ranks	
Particulars	**Mean Rank**
Proper analysis tools are used to identify the training need	2.92
Highly qualified and professional trainers are appointed for the trainings	3.87
The training resources that Company provides helps to build job related skills	3.81
Training time should be considered in release planning	4.01
The evening and weekend courses are more convenient and accessible	2.69
Employees are aware of the training programs well in advance	3.70

NOTE: -Since the data is rank order data, the larger value indicates more favorable responses. From the ranks table it can be seen that

- Training time should be considered in release planning 4.01
- Highly qualified and professional trainers are appointed for the trainings 3.87
- The training resources that company provides helps to build job related skills 3.81
- The training resources that company provides helps to build job related skills 3.81
- Proper analysis tools are used to identify the training need 2.92
- The evening and weekend courses are more convenient and accessible 2.69

Hence it is concluded that top 2 factors are training time considered in release planning, and highly qualified and professional trainers appointed for the trainings, and bottom 2 factors are convenient and accessible evening and weekend courses, and proper analysis tools are used to identify the training need.

5. **Purpose: -**To study if there is difference in the importance employees attach to the various factors of leadership.

Statistical Test: - Friedman Chi Square Test

Variables and Measurement:-

Respondents (1388 IT employees) were presented with 8 factors that are said to be leadership constituents. A list of these factors is given below

213

1. Employees have confidence in the overall effectiveness of company's leadership.

2. Managers in company, treat employees with respect and dignity.

3. Managers communicate with employees frequently.

4. To maintain team cohesiveness, Manager makes sure that team members create common goals.

5. Manager provides clear vision, direction and expectations while delegating the tasks.

6. Leaders are plan-full about talent movement and development.

7. While delegating any task, manager takes peers expectation, employees characteristics and behaviour in consideration.

8. Manager has a great personal vision and energy.

9. Frequent leadership and organization changes cause problems and disruption.

Respondents were asked to allocate scores to each factor from 5 – Strongly Agree, 4 – Agree, 3 – Neither Agree Not Disagree, 2- Disagree, 1 – Strongly Disagree

H$_O$: There is no difference in the importance employees attach to the various factors of leadership.

H$_1$: There is difference in the importance employees attach to the various factors of leadership.

Level of Significance: $\alpha = 0.05$

Table 5.141.A- Test Statistics

N	1388
Chi-Square	907.204
df	8
Asymp. Sig.	.000

a. Friedman Test

Observation: $\chi^2(8) = 907.204$, P value (0.000), N=1388

Conclusion: Since the P value (0.000) is less than the level of significance (0.05) the null hypothesis is rejected. Hence it is concluded that there is difference in the importance employees attach to the various factors of leadership. In order to identify where the difference lies we refer to ranks table.

Table 5.141.B - Ranks	
Particulars	**Mean Rank**
Employees have confidence in the overall effectiveness of company's leadership	5.01
Managers in company, treat employees with respect and dignity	5.70
Managers communicate with employees frequently	5.22
To maintain team cohesiveness, Manager makes sure that team members create common goals	5.35
Manager provides clear vision, direction and expectations while delegating the tasks	4.58
Leaders are plan-full about talent movement and development	3.94
While delegating any task, manager takes peers expectation, employees characteristics and behaviour in consideration	4.59
Manager has a great personal vision and energy	4.91
Frequent leadership and organization changes cause problems and disruption	5.70

NOTE: -Since the data is rank order data, the larger value indicates more favorable responses. From the ranks table it can be seen that

➤ Frequent leadership and organization changes cause problems and disruption 5.70

➤ Managers in company, treat employees with respect and dignity 5.70

➤ To maintain team cohesiveness, Manager makes sure that team members create common goals 5.35

➤ Managers communicate with employees frequently 5.22

➤ Employees have confidence in the overall effectiveness of company's leadership 5.01

➤ Manager has a great personal vision and energy 4.91

➤ While delegating any task, manager takes peers expectation, employees characteristics and behaviour in consideration 4.59

➤ Manager provides clear vision, direction and expectations while delegating the tasks 4.58

➤ Leaders are plan-full about talent movement and development 3.94

Hence it is concluded that top 2 factors of leadership are frequent leadership and organization changes which causes problems and disruption, and managers in company treat employees with respect and dignity, and bottom 2 factors are manager

provides clear vision, direction and expectations while delegating the tasks, and leaders are plan-full about talent movement and development.

6. **Purpose: -**To study if there is difference in the importance employees attach to the various factors of work group.

Statistical Test: - Friedman Chi Square Test

Variables and Measurement:-

Respondents (1388 IT employees) were presented with 9 factors that are said to be work group constituents. A list of these factors is given below

1. Team member gives importance to group success over individuals
2. Group members respect each other irrespective of cast, creed and gender
3. Diverse perspectives are respected and valued in the group
4. Contributing to others' success is recognized and rewarded
5. There is good coordination between different work groups with related goals
6. The members in work group speak openly and honestly
7. Politics trumps collaborative efforts and productivity of the work group
8. Members in work group express their ideas clearly and listen to others
9. Apart from work, team member participates in sport, events and social activities

Respondents were asked to allocate scores to each factor from 5 – Strongly Agree, 4 – Agree, 3 – Neither Agree Not Disagree, 2- Disagree, 1 – Strongly Disagree

H$_0$: There is no difference in the importance employees attach to the various factors of work group.

H$_1$: There is difference in the importance employees attach to the various factors of work group.

Level of Significance: α = 0.05

Table 5.142.A- Test Statistics

N	1388
Chi-Square	1495.504
df	8
Asymp. Sig.	.000

a. Friedman Test

Observation: $\chi^2 (8) = 1495.504$, **P value (0.000), N=1388**

Conclusion: Since the P value (0.000) is less than the level of significance (0.05) the null hypothesis is rejected. Hence it is concluded that there is difference in the

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importance employees attach to the various factors of work group. In order to identify where the difference lies we refer to ranks table.

Table 5.142.B - Ranks	
Particulars	**Mean Rank**
Team member gives importance to group success over individuals	4.78
Group members respect each other irrespective of caste, creed and gender	6.24
Diverse perspectives are respected and valued in the group	6.08
Contributing to others' success is recognized and rewarded	4.16
There is good coordination between different work groups with related goals	4.94
The members in work group speak openly and honestly	4.66
Politics trumps collaborative efforts and productivity of the work group	5.01
Members in work group express their ideas clearly and listen to others	5.10
Apart from work, team member participates in sport, events and social activities	4.02

NOTE: -Since the data is rank order data, the larger value indicates more favorable responses. From the ranks table it can be seen that

➢ Group members respect each other irrespective of cast, creed and gender 6.24

➢ Diverse perspectives are respected and valued in the group 6.08

➢ Members in work group express their ideas clearly and listen to others 5.10

➢ Politics trumps collaborative efforts and productivity of the work group 5.01

➢ There is good coordination between different work groups with related goals 4.94

➢ Team member gives importance to group success over individuals 4.78

➢ The members in work group speak openly and honestly 4.66

➢ Contributing to others' success is recognized and rewarded 4.16

➢ Apart from work, team member participates in sport, events and social activities 4.02

Hence it is concluded that top 2 factors of work group are group members respect each other irrespective of caste, creed and gender, and Team member gives importance to group success over individuals, and bottom 2 factors are Contributing to others' success is recognized and rewarded, and enough audio and apart from work, team member participates in sport, events and social activities.

7. **Purpose: -**To study if there is difference in the importance employees attach to the various factors of work life balance.

Statistical Test: - Friedman Chi Square Test

Variables and Measurement:-

Respondents (1388 IT employees) were presented with 11 factors that are said to be work life balance constituents. A list of these factors is given below

1. Employee spends more hours at work than regular working hours

2. Most of the times employee spends their holidays and weekends at work

3. Employees are aware of important releases early enough so that they can plan their leaves and holidays

4. Manger effectively coordinates employee's workloads

5. Company supports fun and entertainment at work

6. Employees get consultation for work life balance when requires

7. Reasonable period of time gets added in project time estimation to avoid overload of work

8. Setting priorities for all work helps employees to schedule tasks over a reasonable period of time

9. Flexitime is one of the most useful tools in helping workers to achieve a good work life balance

10. Telecommunicating help to cuts down on stress and unproductive time due to commute

11. Company sponsors employee's family-oriented activities to combine work and life

Respondents were asked to allocate scores to each factor from 5 – Strongly Agree, 4 – Agree, 3 – Neither Agree Not Disagree, 2- Disagree, 1 – Strongly Disagree

H₀: There is no difference in the importance employees attach to the various factors of work life balance.

H₁: There is difference in the importance employees attach to the various factors of work life balance.

Level of Significance: α = 0.05

Table 5.143.A- Test Statistics

N	1388
Chi-Square	3204.810
df	10
Asymp. Sig.	.000

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Table 5.143.A- Test Statistics

N	1388
Chi-Square	3204.810
df	10
Asymp. Sig.	.000

a. Friedman Test

Observation: $\chi^2(10) = 3204.810$, P value (0.000), N=1388

Conclusion: Since the P value (0.000) is less than the level of significance (0.05) the null hypothesis is rejected. Hence it is concluded that there is difference in the importance employees attach to the various factors of work life balance. In order to identify where the difference lies we refer to ranks table.

Table 5.143.B- Ranks	
Particulars	**Mean Rank**
Employee spends more hours at work than regular working hours	5.20
Most of the times employee spends their holidays and weekends at work	3.20
Employees are aware of important releases early enough so that they can plan their leaves and holidays	7.42
Manger effectively coordinates employee's workloads	5.92
Company supports fun and entertainment at work	5.65
Employees get consultation for work life balance when requires	5.57
Reasonable period of time gets added in project time estimation to avoid overload of work	5.95
Setting priorities for all work helps employees to schedule tasks over a reasonable period of time	6.37
Flexitime is one of the most useful tools in helping workers to achieve a good work life balance	8.11
Telecommunicating help to cuts down on stress and unproductive time due to commute	7.09
Company sponsors employee's family-oriented activities to combine work and life	5.53

NOTE: -Since the data is rank order data, the larger value indicates more favorable responses. From the ranks table it can be seen that

➢ Flexitime is one of the most useful tools in helping workers to achieve a good work life balance 8.11

➢ Employees are aware of important releases early enough so that they can plan their leaves and holidays 7.42

➢ Telecommunicating help to cuts down on stress and unproductive time due to commute 7.09

- Setting priorities for all work helps employees to schedule tasks over a reasonable period of time 6.37
- Reasonable period of time gets added in project time estimation to avoid overload of work 5.95
- Manger effectively coordinates employee's workloads 5.92
- Company supports fun and entertainment at work 5.65
- Employees get consultation for work life balance when requires 5.57
- Company sponsors employee's family-oriented activities to combine work and life 5.53
- Employee spends more hours at work than regular working hours 5.20
- Most of the times employee spends their holidays and weekends at work 3.20

Hence it is concluded that top 2 factors of work life balance are flexitime is one of the most useful tools in helping workers to achieve a good work life balance, and employees are aware of important releases early enough so that they can plan their leaves and holidays, and bottom 2 factors are Employee spends more hours at work than regular working hours, and Most of the times employee spends their holidays and weekends at work.

8. **Purpose: -**To study if there is difference in the importance employees attach to the various factors of encouragement.

Statistical Test: - Friedman Chi Square Test

Variables and Measurement:-

Respondents (1388 IT employees) were presented with 4 factors that are said to be encouragement constituents. A list of these factors is given below

1. Employees are encouraged for coming up with new and better ways of doing things
2. Company encourage employees for creating innovative ideas
3. Employee encouraged exploring different career opportunities within the organization
4. Team members are proactive and self-motivated

Respondents were asked to allocate scores to each factor from 5 – Strongly Agree, 4 – Agree, 3 – Neither Agree Not Disagree, 2- Disagree, 1 – Strongly Disagree

H$_0$: There is no difference in the importance employees attach to the various factors of work life balance.

H$_1$: There is difference in the importance employees attach to the various factors of work life balance.

Level of Significance: α = 0.05

Table 5.144.A- Test Statistics

N	1388
Chi-Square	60.238
df	3
Asymp. Sig.	.000

a. Friedman Test

Observation: $\chi^2(3) = 60.238$, P value (0.000), N=1388

Conclusion: Since the P value (0.000) is less than the level of significance (0.05) the null hypothesis is rejected. Hence it is concluded that there is difference in the importance employees attach to the various factors of encouragement. In order to identify where the difference lies we refer to ranks table.

Table 5.144.B- Ranks

Particulars	Mean Rank
Employees are encouraged for coming up with new and better ways of doing things	2.62
Company encourage employees for creating innovative ideas	2.52
Employee encouraged exploring different career opportunities within the organization	2.40
Team members are proactive and self-motivated	2.46

 NOTE: -Since the data is rank order data, the larger value indicates more favorable responses. From the ranks table it can be seen that

➢ Employees are encouraged for coming up with new and better ways of doing things 2.62

➢ Company encourage employees for creating innovative ideas 2.52

➢ Team members are proactive and self-motivated 2.46

➢ Employee encouraged exploring different career opportunities within the organization 2.40

Hence it is concluded that top factor of encouragement are employees are encouraged for coming up with new and better ways of doing things and bottom factor are employee encouraged exploring different career opportunities within the organization.

9. **Purpose: -**To study if there is difference in the importance employees attach to the various factors of company values.

Statistical Test: - Friedman Chi Square Test

Variables and Measurement:-

Respondents (1388 IT employees) were presented with 9 factors that are said to be company values constituents. A list of these factors is given below

1. Organization is a good Corporate Citizen in my community and the world

2. The actions of our executive leadership are consistent with the Company Values

3. Company believes on hires best and retain them

4. Company is obliged towards corporate social responsibilities

5. Total customer satisfaction is top priority in our organization

6. Ethics and compliance trainings are compulsory for all employees in organization

7. Company takes disciplinary action on violation of ethics and compliance

8. Company takes strict action on violation Harassment policy

9. Data protection and compliance policies are in place and effectively implemented

Respondents were asked to allocate scores to each factor from 5 – Strongly Agree, 4 – Agree, 3 – Neither Agree Not Disagree, 2- Disagree, 1 – Strongly Disagree

H$_O$: There is no difference in the importance employees attach to the various factors of company values.

H$_1$: There is difference in the importance employees attach to the various factors of company values.

Level of Significance: α = 0.05

Table 5.145.A- Test Statistics

N	1388
Chi-Square	1040.249
df	8
Asymp. Sig.	.000

a. Friedman Test

Observation: $\chi^2(8) = 1040.249$, P value (0.000), N=1388

Conclusion: Since the P value (0.000) is less than the level of significance (0.05) the null hypothesis is rejected. Hence it is concluded that there is difference in the importance employees attach to the various factors of company values. In order to identify where the difference lies we refer to ranks table.

Table 5.145.B- Ranks	
Particulars	**Mean Rank**
Organization is a good Corporate Citizen in my community and the world	4.61
The actions of our executive leadership are consistent with the Company Values	4.52
Company believes on hires best and retain them	4.52
Company is obliged towards corporate social responsibilities	4.22
Total customer satisfaction is top priority in our organization	5.56
Ethics and compliance trainings are compulsory for all employees in organization	5.05
Company takes disciplinary action on violation of ethics and compliance	5.56
Company takes strict action on violation Harassment policy	5.47
Data protection and compliance policies are in place and effectively implemented	5.49

NOTE: -Since the data is rank order data, the larger value indicates more favorable responses. From the ranks table it can be seen that

➢ Total customer satisfaction is top priority in our organization 5.56

➢ Company takes disciplinary action on violation of ethics and compliance 5.56

➢ Data protection and compliance policies are in place and effectively implemented 5.49

➢ Company takes strict action on violation Harassment policy 5.47

➢ Ethics and compliance trainings are compulsory for all employees in organization 5.05

➢ Organization is a good Corporate Citizen in my community and the world 4.61

➢ The actions of our executive leadership are consistent with the company values 4.52

➢ Company believes on hires best and retain them 4.52

➢ Company is obliged towards corporate social responsibilities 4.22

Hence it is concluded that top 2 factors of company values are customer satisfaction is top priority, and company takes disciplinary action on violation of ethics and compliance, and bottom 2 factors are company believes on hires best and retain them, and company is obliged towards corporate social responsibilities.

10. Purpose: -To study if there is difference in the importance employees attach to the various factors of interpersonal relations.

Statistical Test: - Friedman Chi Square Test

Variables and Measurement:-

Respondents (1388 IT employees) were presented with 15 factors that are said to be company values constituents. A list of these factors is given below

1. Team members are friendly with each other
2. Team member shares technical and domain related information with each other
3. Manager is able to handle conflicts effectively
4. Company supports internal social networking to increase employee interaction
5. Internal Network Groups helps to attract, retain and developed diverse workforce
6. Executive leadership meets employees frequently to solve their problems
7. Employees are polite to each other irrespective of their designation and income
8. Manager does not use slangs and foul words with subordinates
9. Manager acknowledges and appreciates good work of team member in front of all
10. Manager provides the subordinates with timely feedback about decisions and their implications
11. Manager is able to suppress personal biases
12. HR practices and policies are flexible and employee friendly
13. HR communicates frequently and on regular basis with employees
14. HR persons are easily approachable
15. Employees can give feedback on HR policies and it gets considered

Respondents were asked to allocate scores to each factor from 5 – Strongly Agree, 4 – Agree, 3 – Neither Agree Not Disagree, 2- Disagree, 1 – Strongly Disagree

H$_O$: There is no difference in the importance employees attach to the various factors of interpersonal relations.

H$_1$: There is difference in the importance employees attach to the various factors of interpersonal relations.

Level of Significance: α = 0.05

Table 5.146.A Test Statistics

N	1388
Chi-Square	1856.408
df	14
Asymp. Sig.	.000

a. Friedman Test

Observation: χ^2 (14) = 1856.408, P value (0.000), N=1388

Conclusion: Since the P value (0.000) is less than the level of significance (0.05) the null hypothesis is rejected. Hence it is concluded that there is difference in the importance employees attach to the various factors of interpersonal relations. In order to identify where the difference lies we refer to ranks table.

Table 5.146.B- Ranks	
Particulars	**Mean Rank**
Team members are friendly with each other	9.98
Team member shares technical and domain related information with each other	9.30
Manager is able to handle conflicts effectively	7.66
Company supports internal social networking to increase employee interaction	7.06
Internal network groups helps to attract, retain and developed diverse workforce	7.37
Executive leadership meets employees frequently to solve their problems	6.84
Employees are polite to each other irrespective of their designation and income	8.80
Manager does not use slangs and foul words with subordinates	8.58
Manager acknowledges and appreciates good work of team member in front of all	8.89
Manager provides the subordinates with timely feedback about decisions and their implications	8.25
Manager is able to suppress personal biases	6.82
HR practices and policies are flexible and employee friendly	7.09
HR communicates frequently and on regular basis with employees	7.84
HR persons are easily approachable	8.21
Employees can give feedback on HR policies and it gets considered	7.29

 NOTE: -Since the data is rank order data, the larger value indicates more favorable responses. From the ranks table it can be seen that

➤ Team members are friendly with each other 9.98

➤ Team member shares technical and domain related information with each other 9.30

➤ Manager acknowledges and appreciates good work of team member in front of all 8.89

➤ Employees are polite to each other irrespective of their designation and income 8.80

➤ Manager does not use slangs and foul words with subordinates 8.58

➤ Manager provides the subordinates with timely feedback about decisions and their implications 8.25

- HR persons are easily approachable 8.21
- HR communicates frequently and on regular basis with employees 7.84
- Manager is able to handle conflicts effectively 7.66
- Internal network groups helps to attract, retain and developed diverse workforce 7.37
- Employees can give feedback on HR policies and it gets considered 7.29
- HR practices and policies are flexible and employee friendly 7.09
- Company supports internal social networking to increase employee interaction 7.06
- Executive leadership meets employees frequently to solve their problems 6.84
- Manager is able to suppress personal biases 6.82

Hence it is concluded that top 2 factors of interpersonal relations are team members are friendly with each other, and team member shares technical and domain related information with each other, and bottom 2 factors are executive leadership meets employees frequently to solve their problems, and manager is able to suppress personal biases.

11. **Purpose: -**To study if there is difference in the importance employees attach to the various factors of technology.

Statistical Test: - Friedman Chi Square Test

Variables and Measurement:-

Respondents (1388 IT employees) were presented with 8 factors that are said to be technology constituents. A list of these factors is given below

1. Employees in organization are passionate about technology
2. New products are always developed using latest tools and technology
3. Company spends enough time and money on R&D for new technologies
4. Company encourage and rewards for innovations and patents
5. Organization wide, hardware and software are up to date
6. Company exhibits Tech fair regularly to showcase latest technology and processes for product development
7. Employees are free to install and use latest tools and technologies
8. Company uses latest and emerging technologies to gain a competitive advantage

Respondents were asked to allocate scores to each factor from 5 – Strongly Agree, 4 – Agree, 3 – Neither Agree Not Disagree, 2- Disagree, 1 – Strongly Disagree

H$_O$: There is no difference in the importance employees attach to the various factors of technology.

H$_1$: There is difference in the importance employees attach to the various factors of technology.

Level of Significance: α = 0.05

Table 5.147.A -Test Statistics

N	1388
Chi-Square	1321.533
df	7
Asymp. Sig.	.000

a. Friedman Test

Observation: $\chi^2(7) = 1321.533$, **P value (0.000), N=1388**

Conclusion: Since the P value (0.000) is less than the level of significance (0.05) the null hypothesis is rejected. Hence it is concluded that there is difference in the importance employees attach to the various factors of technology. In order to identify where the difference lies we refer to ranks table.

Table 5.147.B - Ranks	
Particulars	**Mean Rank**
Employees in organization are passionate about technology	5.25
New products are always developed using latest tools and technology	4.50
Company spends enough time and money on R&D for new technologies	4.03
Company encourage and rewards for innovations and patents	4.62
Organization wide, hardware and software are up to date	5.31
Company exhibits Tech fair regularly to showcase latest technology and processes for product development	3.28
Employees are free to install and use latest tools and technologies	4.04
Company uses latest and emerging technologies to gain a competitive advantage	4.97

 NOTE: -Since the data is rank order data, the larger value indicates more favorable responses. From the ranks table it can be seen that

➢ Organization wide, hardware and software are up to date 5.31

➢ Employees in organization are passionate about technology 5.25

➢ Company uses latest and emerging technologies to gain a competitive advantage 4.97

- Company encourages and rewards for innovations and patents 4.62
- New products are always developed using latest tools and technology 4.50
- Employees are free to install and use latest tools and technologies 4.04
- Company spends enough time and money on R&D for new technologies 4.03
- Company exhibits Tech fair regularly to showcase latest technology and processes for product development 3.28

Hence it is concluded that top 2 factors of technology are team members are friendly with each other, and team member shares technical and domain related information with each other, and bottom 2 factors are executive leadership meets employees frequently to solve their problems, and manager is able to suppress personal biases.

12. Purpose: - To study if there is difference in the importance employees attach to the various factors of career.

Statistical Test: - Friedman Chi Square Test

Variables and Measurement:-

Respondents (1388 IT employees) were presented with 6 factors that are said to be career constituents. A list of these factors is given below

1. Employees and organization goals are aligned with each other
2. Employee can clearly see the opportunities for their development at organization
3. Employee feels free to try new things in job though their efforts do not succeed
4. Company pays close attention to individual career aspiration in the career discussion meetings
5. Through career resource centres', company provide services like education information, career planning, personal growth and job finding skills.
6. Employees are aware with the career path and roles, responsibilities and skill requires for the next level

Respondents were asked to allocate scores to each factor from 5 – Strongly Agree, 4 – Agree, 3 – Neither Agree Not Disagree, 2- Disagree, 1 – Strongly Disagree

H_O: There is no difference in the importance employees attach to the various factors of career.

H_1: There is difference in the importance employees attach to the various factors of career.

Level of Significance: $\alpha = 0.05$

Table 5.148.A Test Statistics

N	1388
Chi-Square	219.560
df	5
Asymp. Sig.	.000

a. Friedman Test

Observation: $\chi^2(5) = 219.560$, P value (0.000), N=1388

Conclusion: Since the P value (0.000) is less than the level of significance (0.05) the null hypothesis is rejected. Hence it is concluded that there is difference in the importance employees attach to the various factors of career. In order to identify where the difference lies we refer to ranks table.

Table 5.148.B- Ranks	
Particulars	**Mean Rank**
Employees and organization goals are aligned with each other	3.52
Employee can clearly see the opportunities for their development at organization	3.55
Employee feels free to try new things in job though their efforts do not succeed	3.41
Company pays close attention to individual career aspiration in the career discussion meetings	3.57
Through career resource centres', company provide services like education information, career planning, personal growth and job finding skills.	3.16
Employees are aware with the career path and roles, responsibilities and skill requires for the next level	3.79

NOTE: -Since the data is rank order data, the larger value indicates more favorable responses. From the ranks table it can be seen that

➢ Employees are aware with the career path and roles, responsibilities and skill requires for the next level 3.79

➢ Company pays close attention to individual career aspiration in the career discussion meetings 3.57

➢ Employee can clearly see the opportunities for their development at organization 3.55

➢ Employees and organization goals are aligned with each other 3.52

➢ Employee feels free to try new things in job though their efforts do not succeed 3.41

➢ Through career resource centres', company provide services like education information, career planning, personal growth and job finding skills. 3.16

Hence it is concluded that top factor of career are employees are aware with the career path and roles, responsibilities and skill requires for the next level, and bottom factor are through career resource centres', company provide services like education information, career planning, personal growth and job finding skills.

13. Purpose: -To study if there is difference in the importance employees attach to the various factors of compensation and benefit.

Statistical Test: - Friedman Chi Square Test

Variables and Measurement:-

Respondents (1388 IT employees) were presented with 8 factors that are said to be technology constituents. A list of these factors is given below

1. Objectives and goals are set by mutual understanding of employee and manager

2. Objectives defined for individuals are clear and measureable

3. Employee receives ongoing and proper feedback to improve their performance

4. Employees are rewarded according to their job performance

5. Pay, compensation and benefits are competent to market

6. Appraisal feedback meetings are useful and productive for the organization and the employee

7. Company follows all government laws for salary and compensation

8. Proper tax saving plans is incorporated into the salary structure

9. Employees get proper training for appraisal process and flexible payouts

10. Company provoke employees to buy house and car by providing loan and subsidy

11. Company supports employees for higher education by providing education assistance program

12. Good amount of medical and life insurance are provided to employees including parents

13. There is enough number of casual and sick leaves available for employees per year

14. Company gives home and school assistance facility to relocated employees

15. Company provides Maternity and paternity facility as per the government laws

Respondents were asked to allocate scores to each factor from 5 – Strongly Agree, 4 – Agree, 3 – Neither Agree Not Disagree, 2- Disagree, 1 – Strongly Disagree

H₀: There is no difference in the importance employees attach to the various factors of compensation and benefit.

H₁: There is difference in the importance employees attach to the various factors of compensation and benefit.

Level of Significance: α = 0.05

Table 5.149.A- Test Statistics

N	1388
Chi-Square	2956.671
df	14
Asymp. Sig.	.000

a. Friedman Test

Observation: $\chi^2(14) = 2965.671$, P value (0.000), N=1388

Conclusion: Since the P value (0.000) is less than the level of significance (0.05) the null hypothesis is rejected. Hence it is concluded that there is difference in the importance employees attach to the various factors of compensation and benefit. In order to identify where the difference lies we refer to ranks table.

Table 5.149.B- Ranks

Particulars	Mean Rank
Objectives and goals are set by mutual understanding of employee and manager	8.16
Objectives defined for individuals are clear and measureable	7.44
Employee receives ongoing and proper feedback to improve their performance	6.95
Employees are rewarded according to their job performance	7.76
Pay, compensation and benefits are competent to market	8.77
Appraisal feedback meetings are useful and productive for the organization and the employee	7.60
Company follows all government laws for salary and compensation	9.45
Proper tax saving plans is incorporated into the salary structure	9.68
Employees get proper training for appraisal process and flexible payouts	8.18
Company provoke employees to buy house and car by providing loan and subsidy	5.19
Company supports employees for higher education by providing education assistance program	6.44
Good amount of medical and life insurance are provided to employees including parents	8.25
There is enough number of casual and sick leaves available for employees per year	9.65
Company gives home and school assistance facility to relocated employees	7.01
Company provides Maternity and paternity facility as per the government laws	9.49

NOTE: -Since the data is rank order data, the larger value indicates more favorable responses. From the ranks table it can be seen that

➢ Proper tax saving plans is incorporated into the salary structure 9.68

➢ There is enough number of casual and sick leaves available for employees per year 9.65

➢ Company provides Maternity and paternity facility as per the government laws 9.49

➢ Company follows all government laws for salary and compensation 9.45

➢ Pay, compensation and benefits are competent to market 8.77

➢ Good amount of medical and life insurance are provided to employees including parents 8.25

➢ Employees get proper training for appraisal process and flexible payouts 8.18

➢ Objectives and goals are set by mutual understanding of employee and manager 8.16

➢ Employees are rewarded according to their job performance 7.76

➢ Appraisal feedback meetings are useful and productive for the organization and the employee 7.60

➢ Objectives defined for individuals are clear and measureable 7.44

➢ Company gives home and school assistance facility to relocated employees 7.01

➢ Employee receives ongoing and proper feedback to improve their performance 6.95

➢ Company supports employees for higher education by providing education assistance program 6.44

➢ Company provoke employees to buy house and car by providing loan and subsidy 5.19

Hence it is concluded that top 2 factors of compensation and benefit are Proper tax saving plans is incorporated into the salary structure, and there is enough number of casual and sick leaves available for employees per year, and bottom 2 factors are company provoke employees to buy house and car by providing loan and subsidy, and company supports employees for higher education by providing education assistance program.

Purpose: -To study if there is differences in the importance employees of IT firms attach to the various work culture constituents.

Statistical Test: - Friedman Chi Square Test

Variables and Measurement:-

Respondents (1388IT firm employees) were presented with 13 work culture constituents and were asked to rank this skills from 1-10, where 10 indicates top priority and 1 indicates least priority. A list of work culture constituents is given below

Table 5.150 - WORK CULTURE CONSTITUENTS

Infrastructure
Facilities
Recruitment and Induction Program
Training and development
Leadership
Work group
Work Life balance
Encouragement
Company values
Interpersonal relations
Technology
Career
Compensation and benefit

H$_O$: There is no difference in the importance attach to the various work culture constituents by the employees of IT firms.

H$_1$: There is difference in the importance attach to the various work culture constituents by the employees of IT firms.

Level of Significance:α = 0.05

Table 5.151.A -Test Statistics

N	1388
Chi-Square	3831.213
Df	12
Asymp. Sig.	.000

a. Friedman Test

Observation:χ^2 **(12) = 3831.213, P value (0.000), N=1388**

Conclusion: Since the P value (0.000) is less than the level of significance (0.05) the Null hypothesis is rejected. Hence it is concluded that there is difference in the

importance attach to the various work culture constituents by the employees of IT firms. In order to identify where the difference lies we refer to Ranks Table.

Table 5.151.B- Ranks	
Factors	**Mean Rank**
Infrastructure	4.83
Facilities	4.89
Recruitment and Induction Program	3.12
Training and development	6.93
Leadership	7.84
Work group	7.43
Work Life balance	8.89
Encouragement	7.94
Company values	7.06
Interpersonal relations	6.16
Technology	8.44
Career	8.92
Compensation and benefit	8.53

NOTE: -Since the data is rank order data, the larger value indicates more favorable responses. From the ranks table it can be seen that

➢ Career has mean rank 8.92

➢ Work Life balance has mean rank 8.89

➢ Compensation and benefit has mean rank 8.53

➢ Technology has mean rank 8.44

➢ Encouragement has mean rank 7.94

➢ Leadership has mean rank 7.84

➢ Work group has mean rank 7.43

➢ Company values has mean rank 7.06

➢ Training and development has mean rank 6.93

➢ Interpersonal relations has mean rank 6.16

➢ Facilities has mean rank 4.89

➢ Infrastructure has mean rank 4.83

➢ Recruitment and Induction Program has mean rank 3.12

Hence it is concluded that top 3 work culture constituents are career, work life balance, and compensation and benefit, and bottom 3 work culture constituents are facilities, infrastructure, and recruitment and induction program.

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IDENTIFICATION OF THE WORK CULTURE CONSTITUENT

For identifying and evaluating the work culture constituents of the IT firms, a total of 13 variables were chosen for the study. The 13 work culture constituents used for data collection and analysis were the result of exhaustive literature review and detailed pilot study and were converted into a questionnaire. The respondents were asked to rate these variables on a 5 point likert scale ranging from 1 to 5, 1 being strongly disagree and 5 being strongly agree. Table 5.150 enlists all the 13 variables that were translated into items in the questionnaire and were used for factor analysis.

To test the validity of the instrument, KMO tests were conducted. The Kaiser-Meyer-Olkin measure of sampling adequacy is a statistic that indicates the proportion of variance in the variables that might be caused by underlying factors. Values close to 1.0 generally indicate that a factor analysis may be useful with the data collected. If the value is less than 0.70, the results of the factor analysis probably will not be very useful. The KMO value for the instrument was 0.896, which is acceptable as a good value.

Table 5. 152 - KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.896
Bartlett's Test of Sphericity	Approx. Chi-Square	18745.861
	df	78
	Sig.	.000

Similarly, Bartlett's test of sphericity tests the hypothesis that the correlation matrix is an identity matrix, which would indicate that the variables are unrelated and therefore unsuitable for structure detection. Small values less than 0.05 of the significance level indicate that a factor analysis may be useful with the data. The Bartlett's test showed a significant level and hence the instrument was accepted for further study.

Since the risk variables were large in number and were inter-related, factor analysis was done to extract the factors affecting the success of the projects. Principal Component Analysis was the method of extraction. Varimax was the rotation method. As per the Kaiser criterion, only factors with Eigen values greater than 1 were retained. Two factors in the initial solution have Eigen values greater than 1. Together, they account for almost 74% of the variability in the original variables. The items falling under each of these factors were then dealt with quite prudently. Table

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5.153 shows the communality and Eigen values of the factors. It is followed by a screen plot (Figure 5.136).

Table 5.153 -Table of Eigen values of the Factors

Component	Communality	Eigen Values	Factor	% of Variance	Cumulative %
Infrastructure	.840	8.321	1	64.004	64.004
Facilities	.781	1.360	2	10.459	**74.463**
Recruitment and Induction Program	.757	.845		6.500	80.963
Training and development	.631	.602		4.629	85.592
Leadership	.740	.400		3.079	88.671
Work group	.603	.324		2.490	91.161
Work Life balance	.541	.265		2.037	93.198
Encouragement	.865	.235		1.804	95.003
Company values	.672	.183		1.406	96.409
Interpersonal relations	.846	.178		1.368	97.777
Technology	.813	.116		.889	98.666
Career	.750	.099		.758	99.424
Compensation and benefit	.841	.075		.576	100.000

Scree Plot
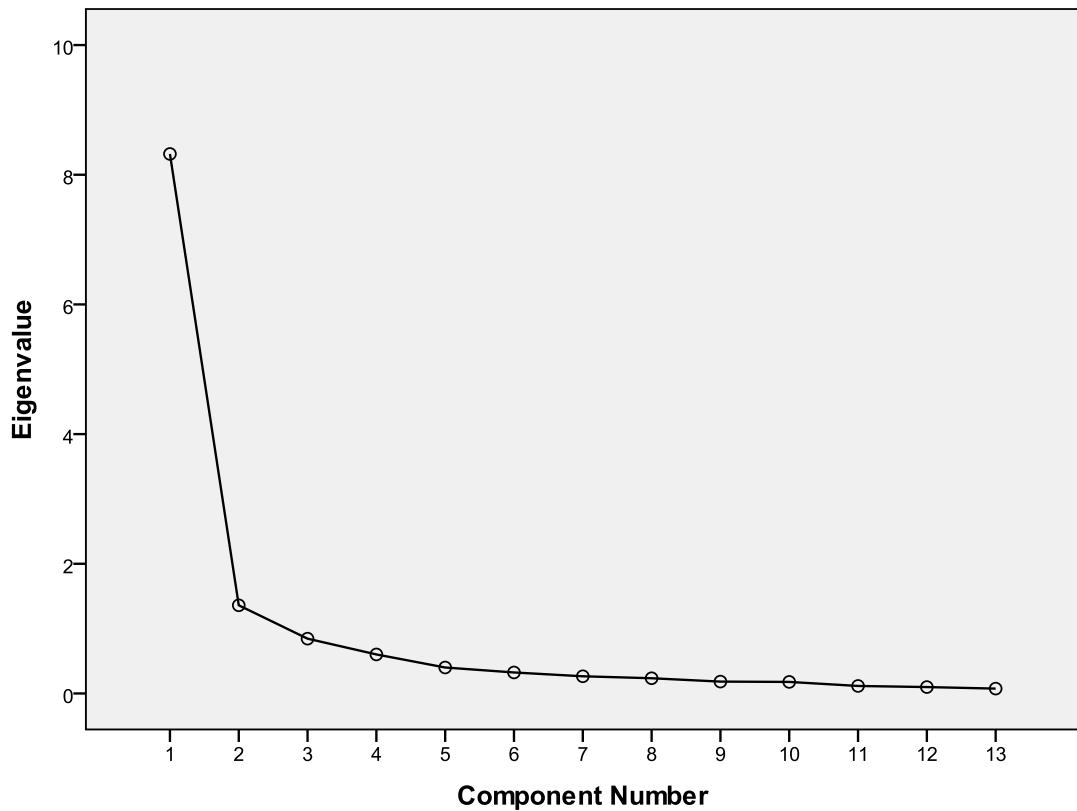
Figure 5.136 -Scree plot of the components extracted from factor analysis

The factors along with their loadings are mentioned in table 5.154

Table 5.154 - Factor Pattern Matrix: work culture constituents

Rotated Component Matrix		
	Component	
	1	2
Encouragement	.896	
Interpersonal relations	.844	.366
Leadership	.832	
Career	.771	.393
Work group	.760	
Training and development	.662	.438
Compensation and benefit	.655	.642
Company values	.639	.513
Recruitment and Induction Program	.631	.599
Infrastructure		.872
Technology		.866
Facilities		.862
Work Life balance	.403	.615
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Table 5.155 -Factor analysis of the work culture

Factor	Item	Factor loading	Factor Name (Work culture)
1	Encouragement	.896	Motivational factors
	Interpersonal relations	.844	
	Leadership	.832	
	Career	.771	
	Work group	.760	
	Training and development	.662	
	Compensation and benefit	.655	
	Company values	.639	
	Recruitment and Induction Program	.631	
2	Infrastructure	.872	Sustainable factors
	Technology	.866	
	Facilities	.862	
	Work Life balance	.615	

Motivational factors

A motivational factor is the name given to the first factor identified through factor analysis. The items included in this are encouragement, interpersonal relations, leadership, career, work group, training and development, compensation and benefit, company values, and recruitment and induction program. All these variables had a factor loading of more than 0.5. We are studying work culture constituents which include 13 factors, out of which 9 belongs to motivation factors and 4 belongs to sustainable factors.

Sustainable factors

Second factor is named as sustainable factors. Sustainable factors include infrastructure, technology, facilities, and work life balance. If an organization wants to compete with other firms producing similar type of products it has to do so by improving the team building and its sustainability.

TESTING OF THE HYPOTHESES

1) **The work culture constituents motivate employees from product based software companies in and around Pune IT zone.**

This hypothesis was tested by using the t-test for the significance of the individual samples. The researcher set a test value of 70 percent to consider the impact to be significant.

H_O: Work culture constituent does not motivate employees of IT firms.

H_1: Work culture constituent motivates employees of IT firms.

Level of Significance: $\alpha = 0.05$

Table 5.156 - One-Sample Statistics				
Motivation factors	**N**	**Mean**	**Std. Deviation**	**Std. Error Mean**
Recruitment and Induction Program.	1388	73.59	14.732	.395
Training and development	1388	69.44	14.409	.387
Leadership	1388	73.66	16.309	.438
Work group	1388	74.66	14.042	.377
Encouragement	1388	71.09	20.151	.541
Company values	1388	82.32	14.574	.391
Interpersonal relations	1388	75.25	15.135	.406

Career	1388	68.75	18.221	.489
Compensation and benefit	1388	73.79	14.297	.384

From table 5.156 it can be seen that work culture constituents like training and development, and career have less mean than test value of 70.

Table 5.157 - One-Sample Test						
Motivation Factor	**Test Value = 70**					
	t	**Df**	**Sig. (2-tailed)**	**Mean Difference**	**95% Confidence Interval of the Difference**	
					Lower	**Upper**
Recruitment and Induction Program	9.080	1387	.000	3.590	2.81	4.37
Training and development	-1.441	1387	.150	-.557	-1.32	.20
Leadership	8.368	1387	.000	3.663	2.80	4.52
Work group	12.353	1387	.000	4.656	3.92	5.40
Encouragement	2.011	1387	.044	1.088	.03	2.15
Company values	31.497	1387	.000	12.321	11.55	13.09
Interpersonal relations	12.916	1387	.000	5.247	4.45	6.04
Career	-2.553	1387	.011	-1.249	-2.21	-.29
Compensation and benefit	9.888	1387	.000	3.794	3.04	4.55

If the Sig (2-Tailed) value is greater than .05, we can conclude that there is no statistically significant difference between the work culture constituents. We can conclude that the differences between constituent's means are likely due to chance. Whereas if the Sig (2-Tailed) value is less than or equal to .05 we can conclude that there is a statistically significant difference between constituents. We can conclude that the differences between work culture constituent's means are not likely due to change. In the table 5.157 majority of the constituents have Sig value less than .05 except for the constituent **training and development** (i.e.0.150) indicating null hypothesis to be rejected. Thus the statement "Work culture constituent motivates employees of IT firms" is accepted.

2) The work culture constituents influence the building and sustaining teams.

This hypothesis was tested by using the t test for the significance of the individual samples. The researcher set a test value of 70 percent to consider the impact to be significant.

H$_O$: A work culture constituent does not influence the building and sustaining teams of IT firms.

H$_1$: Work culture constituents influence the building and sustaining teams of IT firms.

Level of Significance: α = 0.05

Table 5.158 - One-Sample Statistics				
Sustainable factors	**N**	**Mean**	**Std. Deviation**	**Std. Error Mean**
Infrastructure	1388	76.43	13.361	.359
Facilities	1388	67.12	14.418	.387
Work Life balance	1388	72.38	11.951	.321
Technology	1388	70.21	15.119	.406

From table 5.158 it can be seen that work culture constituents like facilities have less mean than test value of 70.

Table 5.159 - One-Sample Test						
	Test Value = 70					
Sustainable factors					**95% Confidence Interval of the Difference**	
	t	**df**	**Sig. (2-tailed)**	**Mean Difference**	**Lower**	**Upper**
Infrastructure	17.928	1387	.000	6.429	5.73	7.13
Facilities	-7.451	1387	.000	-2.884	-3.64	-2.12
Work Life balance	7.408	1387	.000	2.376	1.75	3.01
Technology	.506	1387	.613	.205	-.59	1.00

If the Sig (2-Tailed) value is greater than .05, we can conclude that there is no statistically significant difference between the work culture constituents. We can conclude that the differences between constituent's means are likely due to chance. Whereas if the Sig (2-Tailed) value is less than or equal to .05 we can conclude that there is a statistically significant difference between constituents. We can conclude that the differences between work culture constituent's means are not likely due to change. In the table 5.159 majority of the constituents have Sig value less than .05

except for the constituent **technology** (i.e. 0.613) indicating null hypothesis to be rejected. Thus the statement "*The work culture constituents influence the building and sustaining teams*" is accepted.

3) The work culture constituents increase the job satisfaction.

This hypothesis was tested by using the Pearson correlation. The researcher has taken 13 constituents to check correlation with job satisfaction. The 13 work culture constituents are infrastructure, facilities, recruitment and induction program, training and development, leadership, work group, work life balance, encouragement, company values, interpersonal relations, technology, career, and compensation and benefit.

H₀: Work culture constituents do not increase job satisfaction IT firms.

H₁: Work culture constituent increases job satisfaction in IT firms.

13 work culture constituents were numbered and tested for correlation with job satisfaction to check the most favorite work culture constituent.

Sr. no.	Work culture constituents	Sr.No.	Work culture constituents
1.	Infrastructure	8.	Encouragement
2.	Facilities	9.	Company values
3.	Recruitment and Induction Program.	10.	Interpersonal relations
4.	Training and development	11.	Technology
5.	Leadership	12.	Career
6.	Work group	13.	Compensation and benefit
7.	Work Life balance		

From table 5.160 it is observed that Leadership, Work group, Work Life balance, Encouragement, Company values, Interpersonal relations, Technology, Career, and Compensation and benefit are positively correlated to the job satisfaction whereas Infrastructure, Facilities, Recruitment and Induction Program, and Training and development are negatively correlated.

5.160 – Correlation table between job satisfaction and work culture constituents

Work culture constituents		1	2	3	4	5	6	7	8	9	10	11	12	13
Job Satisfaction	Pearson Correlation	-.167**	-.134**	-.118**	-.041	.206**	.075**	.253**	.343**	.145**	.069*	.338**	.410**	.509**
	Sig. (2-tailed)	.000	.000	.000	.124	.000	.005	.000	.000	.000	.010	.000	.000	.000
	Covariance	-.265	-.212	-.223	-.061	.268	.081	.372	.485	.190	.102	.431	.479	.720
	N	1388	1388	1388	1388	1388	1388	1388	1388	1388	1388	1388	1388	1388

** Correlation is significant at the .01 level (2-tailed)

Compensation and benefits is highly correlated with r = 0.509 and interpersonal relations are least correlated to job satisfaction. If the Sig (2-Tailed) value is greater than .05, we can conclude that there is no statistically significant difference between the work culture constituents. We can conclude that the differences between constituent's means are likely due to chance. Whereas if the Sig (2-Tailed) value is less than or equal to .05 we can conclude that there is a statistically significant difference between constituents. We can conclude that the differences between work culture constituent's means are not likely due to change. In the table 5.160 majority of the constituents have Sig value less than .05 except for the constituent training and development (i.e. 0.124) indicating null hypothesis to be rejected. Thus alternative hypothesis is accepted which states that "The work culture constituents increase the job satisfaction."

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CHAPTER-6

FINDINGS AND CONCLUSIONS

6.1 INTRODUCTION

In the modern workplaces that have emerged within the software industries, the forms of work, the nature of relations, and the work cultures are all substantially different from those found in other industries. The researcher is aimed at studying work culture constituents in IT firms. The team members are from different culture, religion, education expectation, ambitions but they are working together to get companies objectives. The major objectives of the current research are to identify the work culture constituents motivating employees from Pune based software companies, to identity the work culture constituents from area like infrastructure, facilities, administration, personnel, HR policies and HR practices in software industry, to identity the work culture constituents influencing the building and sustaining teams, to identify the work culture constituents that are playing vital role in interpersonal relations, to prioritize the constituents of work culture. To study these objectives following hypotheses were formed- The work culture constituents motivate employees from product based software companies in and around Pune IT zone, the work culture constituents influence the building and sustaining teams, and the work culture constituents increase the job satisfaction.

In the chapters earlier, researcher has explained the progress of study from introduction of the topic till analysis of the collected data. In this chapter conclusions were drawn from the collected data and an attempt has been made to understand the concept of work culture constituents which increases the job satisfaction and improves the efficiency of the employees of IT industry in Pune city.

Primary data was collected from responses to the structured questionnaire distributed to 1500 employees of 15 product based IT firms located in Hinjawadi, Magarpata, Talewade and Kharadi of Pune city and responses were collected for analysis and giving conclusions. This detailed interpretation of the data has guided the researcher to suggest remedies to understand and improve the work culture that helps the employee to improve efficiency. In this chapter the researcher arrive at certain conclusions on the basis of findings from the data collected through questionnaire. Thus, based on the research methodology adopted by the researcher, conclusions are presented individually with reference to each question, which further, would be helpful to frame possible recommendations.

6.2 CONCLUSIONS ON DESCRIPTIVE STATISTICS

Well-designed questionnaire was drafted and was validated both internally and externally. During data collection, the researcher faced challenges in terms of unanswered questions, ambiguity, which was rectified. Only 1388 respondents replied to questionnaire out of 1500 short listed. Data analysis was completed using SPSS software version 19. In order to understand the cultural constituents of employees of IT firms, descriptive statistics and frequency distribution are worked out. Simple correlation has been used to analyze the relationship between the cultural factors and job satisfaction and commitment of the employees towards improving individual efficiency. In order to identify the constituents influencing work culture, factor analysis has been adopted and to understand and elucidate the differences in constituents of work culture, t test and Friedman test has been employed and were presented in chapter five. In the current section researcher has presented findings and conclusions based on each element of the questionnaire.

GENERAL INFORMATION

It is observed that demographic factors like the age, gender, experience, employee total tenure, and experience in other organization helped researcher to conclude few important facts about work culture constituents.

➢ Gender plays important role in work culture and the ratio of male female employees affects constituents. It is observed that 56% of respondents participated in the study were male employees and 44% of respondents were female employees. Ratio of male female employees was almost same. If the culture of the IT firms is favourable for females it will help to increase efficiency.

➢ It is concluded that majority of the employees of the IT firms are between 25 to 35 years (i.e.70%). Young employees expect more from the organization and its culture. If the constituents of work culture are favourable, their retention also increases.

➢ It is observed that work experience of employees under consideration varies between 2 years to 9 years. Thus it can be assumed that respondents were experienced and have fair idea about the work culture and its constituents. Moreover it is also observed that majority of the employees have experience in 2 other organizations. This means these employees have exposure to other work culture and their views helps researcher to gather fair response from them.

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To understand the responses the mean value of the rating for all the constituents of work culture is used and analyzed to conclude the details. To read the mean scores detail Rating Scale is referred from Table-6.1 and the summary of conclusion is presented at the end of detailed study of all 13 constituents.

Table 6.1 - Mean Rating Scale		
Mean Scores	Percentage	Rating
Above 4.01	80.01& above	Excellent
Between 4.00-3.61	80-74	Very good
Between 3.60-3.21	73-66	Good
Between 3.20-2.81	65-58	Fair
Between 2.80-2.41	57-50	Poor
Below 2.40	49.9 & below	Very Poor

On the basis of rating scale developed by researcher each constituents was analyzed in detail for concluding facts related to the objectives of the study.

6.2.1 INFRASTRUCTURE

➢ **Quality of hardware and other instruments**

In IT industry two factors are very important, one is human resources and other is hardware, software and other instruments. Both are dependent on each other so are their performances. In the competitive market the quality of instruments play vital role to deliver the product fast, with better quality and with latest technology. It can be concluded that majority of the respondents are happy with the quality of the hardware and other instruments are good at work place.

➢ **Company is located at the convenient location**

In Pune, IT industry is not located at one place. It is scattered in different parts of the city. It includes IT parks at Hinjewadi, kharadi and Hadapsar, which is outside the city. Also many companies are located within the city. Though the companies are located at different places, the location should be convenient with respect to locality, transportation and other infrastructure. It can be seen that only half of the respondents agrees that their company is located at convenient location. Thus researcher concludes that IT forms are not situated at convenient locations.

➢ **Ergonomics designed to support healthy postures**

As it has been proven that most of the IT employees are suffering from back pain, neck pain and eyes related problems due to long work hours and wrong postures. To avoid

this, work station needs to have ergonomically designed chairs and desks. From the data analysis researcher concludes that the company provides ergonomically designed chairs and desks which take care of employee's healthy sitting postures.

➢ **Enough car parking spaces available and easily accessible**

It is also observed that the number of car user is increasing due to change in life style and affordability. Considering the rise in number of cars, their parking has become one of the major issues for most of the companies. Parking space is important and its accessibility is also matter of concern. Due to scarcity of parking space employee need to park their cars at long distance which is at times not secure. Only half of the respondents were agree that their company provides enough parking space and easy accessibility whereas rest of the respondent does not agree with it.

➢ **Elevators are spacious and with good quality**

We all expect that elevators should be clean and spacious and noiseless and understand that it is a part of infrastructure provided to the employees to make them comfortable. Researcher concludes that elevators in IT firms are spacious and of good quality.

➢ **Public transport is easily available from company location**

Good connectivity to the workplace plays an important role in employee's life, which also is a part of good infrastructure for better productivity. Very few i.e. 34 percent respondents agree that public transport is available from work place. It is concluded that public transport is not easily available.

➢ **Enough number of audio and video rooms available for meetings**

In IT firms meeting play a very important role to improve the business performance. Meeting may be with clients, different sales teams or software developers to discuss the strategies and other details. Researcher analyzed that only 48 percent respondents are satisfied with audio and video rooms available for meetings.

➢ **Enough number of printers available on the floor and are easily accessible**

In IT firms the output of task completed is required to store in hard copy and for that printers are required. It can be concluded that respondents are satisfied with number of printers available on the floor and are easily accessible.

➢ **Rest rooms and floors are clean and hygienic**

Clean work environment helps the employees to work more efficiently and enhances the productivity. Researcher concludes that employees agree that the rest rooms and floors are clean and hygienic.

➢ **Enough number of tea/coffee machines with good quality is available**

Installation of vending machines at the convenient locations help the employee to get coffee/tea as and when required and also save time. It also helps the employee to energize after his tight work schedule. Respondent employees are satisfied with position and number of vending machines.

Table 6.2- Rating results for Infrastructure						
Infrastructure	**N**	**Sum**	**Mean**	**Std. Deviation**	**Variance**	**Rating**
The quality of hardware and other instruments are good at work place	1388	5494	3.96	1.048	1.098	Very good
The company is located at the convenient location in the city	1388	5082	3.66	1.209	1.461	Very good
Chair and desk are Ergonomics designed to support healthy postures	1388	5498	3.96	1.078	1.162	Very good
There are enough car parking spaces available and easily accessible	1388	4944	3.56	1.343	1.804	Good
Elevators are spacious and with good quality	1388	5758	4.15	.950	.902	Excellent
Public transport is easily available from company location	1388	4300	3.10	1.190	1.415	Fair
There is enough number of audio and video rooms available for meetings	1388	4928	3.55	1.158	1.341	Good
There is enough number of Printers available on the floor and are easily accessible	1388	5550	4.00	1.108	1.227	Very good
Rest rooms and floors are clean and hygienic	1388	6026	4.34	.887	.787	Excellent
Enough number of tea/coffee machines with good quality is available on the floor	1388	5462	3.94	1.051	1.105	Very good

6.2.2 FACILITIES

➢ **Stress management programs are arranged in the company**

Common problem for IT employees is stress. It is major cause for heart disease, hypertension and diabetes. The reason for stress in IT industry is due to tight schedules &deadlines, frequent technology changes, high competition, job insecurity and unhealthy lifestyle. Stress management program helps employees to manage their daily stress. It is concluded that stress management programs were arranged by only few firms.

➢ **Company provides convenient transportation throughout the city**

IT companies are located in the remote places of the city. Due to this, employees face difficulties in reaching the work place. An employee may also need to work in the shifts.

It is observed that IT firms are not providing convenient transportation throughout the city.

➢ **Gym facilities and instructors provided by company are up to the mark**

To live a healthy life, one needs to be physically fit. Due to time constraint and stretched working hours, employees do not spare their time on gym other than the working hours. If the same facilities are provided in the company, one can happily think of physical fitness. Very few IT firms provide gym facility and instructor.

➢ **Good quality of food served in companies' cafeteria**

If the quality food is served, employees will happily contribute to the organizational productivity. Employees spend their most of the time in the organization. Many times employees visit early morning to the shifts and stay till late working hours to complete project deadlines and interact with their global teams. By considering this, most of the companies provides canteen and food facilities for their employees which provides breakfast, lunch, snacks and dinner. Hence for better health of employees, the food should be healthy and of good quality. Researcher concludes that respondents are not satisfied with quality of food served in the companies' cafeteria.

➢ **Enough number of food options is available for employees in cafeteria**

Employees in IT companies are from different parts of our country and many visitors visit company from different parts of the globe, so it is obvious that their food preferences are different. As we have seen in last table that companies provide food and canteen facilities and employees benefit from it, the different options of food are equally important as its quality. After data analysis it is concluded that enough number of food options were not available in cafeteria for employees of IT firms.

➢ **Company takes care of food and transportation for employees who work till late nights**

If the employees are provided with the necessary facility, they will work more enthusiastically and will contribute more towards organizational productivity. Employees who work till late nights were not satisfied with food and transportation provisions made by the IT firms.

➢ **Library in company is spacious and well equipped**

Library facility helps the employees to update their knowledge and skill sets required to perform the task and rejuvenate them. It also helps the employees to face competition in the extremely competitive environment. Adequate library was missing in IT firms as per responses given by the sample respondents.

➢ **Team lunch and release parties help to improve company work culture**

To have a good coordination and team spirit, it is very essential to have an informal interaction among each other through weekend parties, month end parties after achieving the targets or some social get together. This helps the employees to build and develop the relations which will help in creating the group dynamics. Majority of the respondents were agreeing with the statement that team lunch and release parties help to improve company work culture.

➢ **Employees get immediate assistance during medical emergency**

Human resources are most important part of any IT company. IT Company pays more attention on employee's health and safety. Many company provides doctor and ambulance facilities in their premises so that employee can get quick medical assistance during emergency. It is concluded that IT firms gives immediate assistance to the employees during medical emergency.

➢ **Home pickup and drop facilities are available for employees working in odd hours**

Home pick and drop is an additional support provided to the employees to reach safely to the workplace and back home. Researcher observed that the pick and drop facility is available for working in odd hours.

➢ **Company provides good quality of transportation and hotels for relocation of employees**

The employees working in the software companies maintain a certain standard of living. To boost their standard, company should provide good quality transportation and hotels for relocation of employees. Responses of the sample employees show that not all the company provides good quality of transportation and hotels for relocation of employees.

➢ **Onsite business trips are well arranged and managed by the company**

Everyone is well aware that IT companies provide most of the onsite opportunities. It is very important for companies that these business trips are well arranged and managed. It is very comforting for employees to get settled in a new country and in a new environment because of company's initiative for providing these arrangements. It is concluded that not all IT firms arranges and manages business trip well.

➢ **Entertainment facilities provided by company are up to the mark**

Now a day, most of the IT companies offer various recreational activities and entertainment facility to the employees to boost their morale and keep up their energy. Researcher observed that very few IT firms provides entertainment facilities to their employees.

➢ **Adequate facilities are provided in rest rooms**

Employees spend most of their time in organization. Therefore, the company should provide adequate facility in the rest room which will help the employees to relax for some time. Employees of It firms are not satisfied by the facilities offered in rest the rest room.

➢ **Company allows work from home by providing required hardware and software**

Now a day most of the organizations offer work from home where an employee has an advantage of flexible working time and also work from home so that an employee can look after his priorities at home and can curtails travelling time, satisfying all requirement of the company. It is concluded by the researcher that majority of the company does not allows work from home by providing hardware and software.

➢ **There is no restriction on use of internet and social networking sites**

Facility like internet and use of social networking is an important provision which is made for the employees now days. With the use of this, an employee can get connected to a client worldwide and helps in maintaining the cliental base. Majority of the respondents disagree that there is no restriction on use of internet and social networking sites.

➢ **Reimbursements of bills for relocation and onsite trips are easy**

Employees of IT firms have to relocate in search of new jobs or for the new projects. If the company offers them with the additional incentives of reimbursements of bills

for onsite trips, it will be of a great help to them. Researcher concludes that majority of the respondents are happy with procedure followed for reimbursements of bills for relocation and onsite trips.

Table 6.3- Rating results for Facilities						
Facilities	N	Sum	Mean	Std. Deviation	Variance	Rating
Overall Stress management programs are well arranged in the company	1388	4440	3.20	1.132	1.281	Fair
Company provides convenient transportation throughout the city	1388	4170	3.00	1.239	1.536	Fair
Gym facilities and instructors provided by company are up to the mark	1388	3800	2.74	1.234	1.523	Poor
Good quality of food served in companies' cafeteria	1388	4642	3.34	1.198	1.434	Good
Enough number of food options is available for employees in cafeteria	1388	4278	3.08	1.218	1.483	Fair
Company takes care of food and transportation for employees who works late nights	1388	4714	3.40	1.191	1.419	Good
Library in company is spacious and well equipped	1388	4122	2.97	1.193	1.422	Fair
Team lunch and release parties help to improve company work culture	1388	5188	3.74	1.134	1.287	Very good
Employees get immediate assistance during medical emergency	1388	5198	3.74	1.006	1.012	Very good
Home pickup and drop facilities are available for employees working in odd hours	1388	5260	3.79	1.065	1.135	Very good
Company provides good quality of transportation and hotels for relocation of employees	1388	5100	3.67	1.065	1.134	Very good
Onsite business trips are well arranged and managed by the company	1388	4858	3.50	1.088	1.185	Good
Entertainment facilities provided by company are up to the mark	1388	4124	2.97	1.225	1.502	Fair
Adequate facilities are provided in rest rooms	1388	5416	3.90	1.079	1.164	Very good
Company allows work from home by providing required hardware and software	1388	4740	3.41	1.317	1.734	Good
There is no restriction on use of internet and social networking sites	1388	4180	3.01	1.388	1.926	Fair
Reimbursements of bills for relocation and onsite trips are easy	1388	4954	3.57	1.147	1.315	Good

6.2.3 RECRUITMENT AND INDUCTION PROGRAM

> **Recruitment process is very lengthy and time consuming**

In IT industry, recruitment is continuous process because of attrition and new projects. Recruitment process starts from submitting resume to employee. The time varies from 1 week to 10 week depending on company processes, size, criticality, position and skills required. If the process is very lengthy and time consuming, candidate loses interest

and tries to approach for other firms. It is concluded that the recruitment process is very lengthy and time consuming in IT firms.

➢ **The qualities of interview questions are very good**

The standard of the organization is decided with the quality of interview conducted and the questions being asked during the interview. Researcher observed that respondents are happy with the quality of interview questions in IT firms.

➢ **Company gives proper training for hiring and interviewing**

After short listing resume, a candidate needs to go through many interview rounds. Different levels of rounds are conducted by different interviewers. Most of the companies give proper trainings for hiring and interviewing to setup up standard process of interviews and get best candidates in short span of time. It helps companies to reduce time and cost on recruitment process. Respondents don't agree that their company gives proper training to their interviewers thus it is concluded that IT firms lack proper training for hiring and interviewing.

➢ **The on-boarding process in company is very professional and well managed**

On-boarding is a strategic process of bringing a new employee to the organization and providing information, training, mentoring and coaching throughout the transition. The process begins at the acceptance of an offer and throughout the first six to twelve months of employment. Researcher concludes that on-boarding process in IT firm is not very professional.

➢ **The recruitment process is very friendly and employee caring**

In IT companies, the recruitment process takes 1 to 10 week. In many companies this process is very friendly and employee caring. Company is always in touch with candidates in every step of recruitment process and help candidate to solve their issues and concerns. Majority of the respondents are somewhat happy with recruitment process in IT firms.

➢ **Company provides transportation and stay facilities for employees and family members for relocation**

Facilities like transportation and stay facilities for employees and family members make them appealing and satisfied working with the organization. It is concluded that

company provides transportation and stay facilities for employees and family members for relocation.

> **Induction provides a warm and sincere welcome and put the newcomer at ease**

Induction is a welcoming process offered by the company to the new employees to introduce them to the organization culture and its environment. It helps employees to get acquainted with the rules and regulations, policies and procedures of the organizations. Researcher concludes that induction provides a warm and sincere welcome and put the newcomer at ease

> **Induction provides an understanding of the company, its culture, structure, products and clients**

Induction is an important activity for any new comer in the organization which helps him to understand its culture, structure, products and clients. Majority of the respondents agree to the given statement thus it is concluded that induction helps employees to understand the company.

> **Quality of input material in induction is very good and useful**

The resources in the induction used could be LCD projector, PC, phone, stationery etc. if appropriate material is used in the induction; it helps to ease the process. From the data it is concluded that quality of input material in induction is very good and useful

> **The time for induction is sufficient**

An organization should take utmost care to introduce its employees to the policies and procedures. Researcher concludes that time for induction is sufficient in IT firms.

> **Induction provides a good impression of the organization**

Implementation of induction program helps in maintaining a good impression of the organization. After going through the data analysis it is concluded that IT firms are gaining good impression by providing better induction.

> **Induction integrates the new comer quickly and effectively**

Organization with good induction program helps the employee to acquaint well with the organization and its culture. It is concluded that the induction integrates the new comer quickly and effectively.

Table 6.4 - Rating results for Recruitment and Induction Program						
Recruitment and Induction Program	**N**	**Sum**	**Mean**	**Std. Deviation**	**Variance**	**Rating**
Recruitment process is very lengthy and time consuming	1388	5324	3.84	1.091	1.190	Very good
The qualities of interview questions are very good	1388	5600	4.03	.909	.826	Excellent
Company gives proper training for hiring and interviewing	1388	4250	3.06	1.177	1.385	Fair
The on-boarding process in company is very professional and well managed	1388	4526	3.26	1.071	1.148	Good
The recruitment process is very friendly and employee caring	1388	4926	3.55	1.134	1.286	Good
Company provides transportation and stay facilities for employees and family members for relocation	1388	5256	3.79	1.070	1.146	Very Good
Induction provides a warm and sincere welcome and put the newcomer at ease	1388	5126	3.69	1.240	1.537	Very Good
Induction provides an understanding of the company: its culture, structure, products and clients	1388	5352	3.86	1.019	1.038	Very Good
Quality of material in induction is very good and useful	1388	5080	3.66	1.067	1.139	Very Good
The time for induction is sufficient	1388	5314	3.83	1.078	1.163	Very Good
Induction provides a good impression of the organization	1388	5418	3.90	1.015	1.030	Very Good
Induction integrates the new comer quickly and effectively	1388	5114	3.68	1.130	1.277	Very Good

6.2.4   TRAINING AND DEVELOPMENT

➢ **Proper analysis tools are used to identify the training need**

After completing all joining formalities and induction program, company needs to find out the proper training for employee. This training may be related to technology, domain, soft skills or specific process skills needed for the product. Organization uses proper analyzing tools to find out the training needs. It is concluded that the IT firms are not doing proper analysis tools to identify the training needs.

➢ **Highly qualified and professional trainers are appointed for the trainings**

Once the training need is identified, employee needs to undergo class room or online training. Sometime the company arranges in-house training or needs to appoint external trainers for the same. It depends on type of training and skills. Researcher concluded that IT firms appoint highly qualified and professional trainers for training of new joining.

➢ **The training resources that company provides helps to build job related skills**

Only identifying needs of trainings and giving it through expert trainers is not enough, important factor is to apply this knowledge to current job, role and project by the employee which will help them to improve efficiency. Researcher concludes that IT firms provide relevant training resources which help the employees to build job related skills.

➢ **Training time should be considered in release planning**

Firms should be careful about the training time while planning release to deliver the product on time. From the responses of the employees it can be concluded that the training time should be considered in release planning.

➢ **The evening and weekend courses are more convenient and accessible**

It is very important that the employees should be offered with the evening and weekend courses to educate them to grow in their career path. From the data analysis it is clear it can be interpreted that the evening and weekend courses are not at all convenient and accessible.

➢ **Employees are aware of the training programs well in advance**

Company arranges training program on regular basis and publishes the training calendar well in advance. It helps employee to estimate their work by considering the training period and arranges releases accordingly. If employees do not get the training dates in advance it hampers the release dates, work and commitments. Only 49% respondents agree that they are aware of the training programs well in advance.

Table 6.5- Rating results for Training and development						
Training and development	**N**	**Sum**	**Mean**	**Std. Deviation**	**Variance**	**Rating**
Proper analysis tools are used to identify the training need	1388	4256	3.07	1.260	1.588	Fair
Highly qualified and professional trainers are appointed for the trainings	1388	5218	3.76	1.054	1.111	Very Good
The training resources that Company provides helps to build job related skills	1388	5114	3.68	1.047	1.096	Very Good
Training time should be considered in release planning	1388	5368	3.87	1.198	1.436	Very Good
The evening and weekend courses are more convenient and accessible	1388	3972	2.86	1.097	1.204	Fair
Employees are aware of the training programs well in advance	1388	4988	3.59	1.087	1.182	Good

6.2.5 LEADERSHIP

➢ **Employees have confidence in the overall effectiveness of company's leadership**

Product base IT companies are mostly recognized by their leaders like Bill Gates, Steve Jobs. Software products are created thorough innovation and ideas. Leadership is the only major factor which gives new height and brand to the company and makes it world class. Many times if company is not doing well, company brings dynamic and passionate leader. Researcher concludes that respondents have confidence in the overall effectiveness of the company's leadership.

➢ **Managers in company treat employees with respect and dignity**

As everyone knows that, leadership is one of the main pillars of company which decides the brand, values and culture of the company. Since in IT company, human is most important resource and they are from different area, cast, gender and culture. If employees are not treated with respect and dignity, it will mess up the work culture of the team and company. If manager treat employee equally, his sub-ordinate also follows the same. Respondents agree that managers in the company treat employees with respect and dignity.

➢ **Managers communicate with employees frequently**

Communication is the key factor to create healthy work culture. Frequent communication between manager and sub-ordinates helps to solve conflicts and issues. It also helps to share new ideas and innovation. It surely helps to develop strong relationship between manager and sub-ordinates. From the data analysis it is clear that managers of IT firms communicate with the employees frequently.

➢ **To maintain team cohesiveness, manager makes sure that team members create common goals**

To achieve the targets and reach to a common goal, manager's role is very important to make sure that the team members create common goal. After analysis of the data it is concluded that the managers makes sure that team members create common goals.

➢ **Manager provides clear vision, direction and expectations while delegating the tasks**

Managers are primary responsible for allocating the tasks and work to team members. Manager allocates the work according to priority and team member's skills and

experience. Not all the respondents are agreed to the statement that manager provides clear vision, direction and expectations while delegating the tasks.

➢ **Leaders are plan-full about talent movement and development**

An organization is said to be organized if the leaders plan-full talent movement and development. It is concluded that majority of the respondents disagree that leaders are plan-full about talent movement and development.

➢ **Manager provides clear vision, direction and expectations while delegating the tasks**

It is expected that the manager should understand its employee's expectations and characteristics while delegating the task. It is concluded that manager provides clear vision, direction and expectations while delegating the tasks.

➢ **Manager has a great personal vision and energy**

If a manager has a clear vision and energy, same can be seen in the employee's performance. It is concluded that manager has a great personal vision and energy.

➢ **Frequent leadership and organizational changes, causes problems and disruption**

Majority of the respondents agree that frequent change in the leadership and organizational changes causes distraction in the employees towards task accomplishment and creates chaos amongst them.

Table 6.6- Rating results for Leadership						
Leadership	**N**	**Sum**	**Mean**	**Std. Deviation**	**Variance**	**Rating**
Employees have confidence in the overall effectiveness of company's leadership	1388	5064	3.65	1.103	1.217	Very Good
Managers in company, treat employees with respect and dignity	1388	5494	3.96	1.007	1.015	Very Good
Managers communicate with employees frequently	1388	5280	3.80	1.120	1.254	Very Good
To maintain team cohesiveness, Manager makes sure that team members create common goals	1388	5296	3.82	1.214	1.474	Very Good
Manager provides clear vision, direction and expectations while delegating the tasks	1388	4866	3.51	1.155	1.335	Good
Leaders are plan-full about talent movement and development	1388	4514	3.25	1.112	1.236	Good
While delegating any task, manager takes peers expectation, employees characteristics and behaviour in consideration	1388	4858	3.50	1.160	1.346	Good
Manager has a great personal vision and energy	1388	5052	3.64	1.098	1.205	Very Good
Frequent leadership and organization changes cause problems and disruption	1388	5586	4.02	1.038	1.077	Excellent

6.2.6 WORK GROUP

➢ **Team member gives importance to group success over individuals**

Team work is important part of work culture. No one can do work alone to complete the software product, because software product requires different skill set like analysis, design, development and quality. Team members are committed to complete the project more effectively and efficiently than each individual. Team work is also important because team members contribute their unique abilities and skills to complete the project on time. It is concluded by the researcher that in IT firms understudy team member gives importance to group success over individuals.

➢ **Group members respect each other irrespective of caste, creed and gender**

It is concluded that IT projects are successfully completed because of good team work. Team members in IT industry are from different part of country with different caste, greed and gender still they work together and respect each other.

➢ **Diverse perspectives are respected and valued in the group**

Researcher concludes that innovations and ideas with diverse perspectives are a value adds to the IT firms.

➢ **Contributing to others' success is recognized and rewarded**

It is concluded that very few IT firms appreciates the employees to keep their morale high which will help in growing the organization.

➢ **There is good coordination between different work groups with related goals**

If the employees work in coordination with each other, it helps in achieving the targets on time. From the data analysis it can be concluded that there is a good coordination between different work groups with related goals.

➢ **The members in work group speak openly and honestly**

As we seen without team work, achieving organization goals is not possible. For good team work, communication is the most important factor. It is observed in the IT firms that members in work group speak openly and honestly to each other.

➢ **Politics trumps collaborative efforts and productivity of the work group**

Productivity is affected in the organization if employees are indulged in the politics. This is true in IT firms also and can be observed from data analysis.

➢ **Members in work group express their ideas clearly and listen to others**

Members in the work group should express their ideas clearly and listen to others. This will motivate the group cohesiveness and help in achieving the task. This is observed from the data analysis and the responses from the employees.

➢ **Apart from work, team member participates in sport, events and social activities**

Because of hectic work schedules, most of the IT firms offer various recreational programs to the employees who help them to keep their morale high and ultimately help in achieving targets. During the study it is observed that very few respondents are agreed to the given statement.

Table 6.7- Rating results for Work group						
Work group	N	Sum	Mean	Std. Deviation	Variance	Rating
Team member gives importance to group success over individuals	1388	5082	3.66	1.098	1.205	Very Good
Group members respect each other irrespective of caste, creed and gender	1388	5922	4.27	.905	.819	Excellent
Diverse perspectives are respected and valued in the group	1388	5812	4.19	.944	.891	Excellent
Contributing to others' success is recognized and rewarded	1388	4656	3.35	1.136	1.290	Good
There is good coordination between different work groups with related goals	1388	5124	3.69	1.133	1.283	Very Good
The members in work group speak openly and honestly	1388	5020	3.62	1.051	1.105	Very Good
Politics trumps collaborative efforts and productivity of the work group	1388	5250	3.78	1.114	1.240	Very Good
Members in work group express their ideas clearly and listen to others	1388	5244	3.78	.997	.995	Very Good
Apart from work, team member participates in sport, events and social activities	1388	4520	3.26	1.191	1.419	Good

6.2.7 WORK LIFE BALANCE

➤ **Employee spends more hours at work than regular working hours**

Work Life Balance is an important constituent of work culture. It creates and maintains healthy work culture, which help employees to have balance between work and personal responsibilities and strengthen their loyalty and productivity. It is observed that 41 percent employees of IT firms spend more hours at work than regular working hours.

➤ **Most of the times employee spends their holidays and weekends at work**

Long and hectic working hours without holiday make employees' life stressful and this is the only reason for the high employee turnover in IT companies. It is concluded that very small proportion of employees of product based IT firms spend their holidays and weekends at work.

➤ **Employees are aware of important releases early enough so that they can plan their leaves and holidays**

To improve WLB, most of the IT firms encourage employees to use their yearly leaves and holidays so that employees get break from their hectic work schedule. It helps employees to get relax and refresh. If employees are made aware of their important dates of releases and project plan in advance, they can plan their leaves and holidays. Researcher found that IT firms are very clear in making employees aware of important releases early enough.

➢ **Manger effectively coordinates employee's workloads**

As we seen company takes many steps to improve the work life balance of employees. Manager plays important role to execute this. In many cases it is observed that some team members in team are heavily loaded with work whereas some team members don't have enough work for a day. After detailed data analysis researcher found that the manager effectively coordinates employee's workload.

➢ **Company supports fun and entertainment at work**

Conducive and free work environment makes the employees to enjoy the work at the fullest which is ultimately reflected in the employees' productivity. It can be concluded that very few IT firms supports fun and entertainment at work place.

➢ **Employees get consultation for work life balance when requires**

Work life balance is an important aspect of any employee. To maintain this work life balance, if employees are counseled, they will be motivated to work efficiently. Very few IT firms give consultation for work life balance required to the employees.

➢ **Reasonable period of time gets added in project time estimation to avoid overload of work**

An organization should think to reduce the burden of employees by adding the reasonable time period in project time estimation which will avoid work overload. Almost half of the IT firms add reasonable time in project time estimation to avoid work overload.

➢ **Setting priorities for work helps employees to schedule tasks over a reasonable period of time**

Majority of the respondents think that priorities should be set for all work groups to schedule tasks over a reasonable period of time. It also helps in timely and prompt completion of work in the prescribed time limit.

➢ **Flexitime is one of the most useful tools in helping workers to achieve a good work life balance**

An employee should able to balance the work life and family which will help them to achieve the targets at a desirable number. Majority of the respondents agree with the flextime facility helps in maintaining the work life balance.

➢ **Telecommunicating help to cuts down on stress and unproductive time due to commute**

Because of the growing industries and developing cities, employees reside in the remote far places of the city which consumes maximum time of the employees. This time can certainly be curtailed by telecommunicating the employees to save time and is concluded by the researcher after data analysis.

➢ **Company sponsors employee's family-oriented activities to combine work and life**

Along with the recreational activities, company sponsored employees' family oriented activities if combined with work and life, employees will enthusiastically contribute towards organizational productivity. It is observed that very few IT firms are doing such activity for the families of the employees.

Table 6.8- Rating results for Work Life balance						
Work Life balance	**N**	**Sum**	**Mean**	**Std. Deviation**	**Variance**	**Rating**
Employee spends more hours at work than regular working hours	1388	4528	3.26	1.225	1.500	Good
Most of the times employee spends their holidays and weekends at work	1388	3368	2.43	1.019	1.038	Poor
Employees are aware of important releases early enough so that they can plan their leaves and holidays	1388	5780	4.16	.937	.879	Excellent
Manger effectively coordinates employee's workloads	1388	4998	3.60	1.171	1.370	Good
Company supports fun and entertainment at work	1388	4876	3.51	1.199	1.438	Good
Employees get consultation for work life balance when requires	1388	4864	3.50	1.051	1.104	Good
Reasonable period of time gets added in project time estimation to avoid overload of work	1388	5030	3.62	1.085	1.178	Very Good
Setting priorities for all work helps employees to schedule tasks over a reasonable period of time	1388	5314	3.83	.929	.863	Very Good
Flexitime is one of the most useful tools in helping workers to achieve a good work life balance	1388	6126	4.41	.905	.819	Excellent
Telecommunicating help to cuts down on stress and unproductive time due to commute	1388	5580	4.02	.954	.911	Excellent
Company sponsors employee's family-oriented activities to combine work and life	1388	4788	3.45	1.125	1.266	Good

6.2.8 ENCOURAGEMENT

➢ **Employees are encouraged for coming up with new and better ways of doing things**

If employees are allowed to suggest new and innovative ideas and suggestions, they will feel as an important part of the organization and will work enthusiastically towards achieving the goals. Researcher found that few IT firms encourage employees for coming up with new and better ways of doing things.

➢ **Company encourage employees for their innovative ideas**

Encouragement is major constituent of work culture because it inspires and motivates employees to do their task effectively. Software industry is known for technology and innovations. In product base software company, innovation plays a major role in promoting to be a market leader into specific domain. IT firms pays more attention towards new innovations and patents and encourages employees for the same.

➢ **Employees are encouraged to explore different career opportunities within the organization**

When employee joins product based Software Company, a particular product is allocated to him and it is continued for many years. However if employee gets opportunities to select from multiple products and roles, it encourages employees to explore different career opportunities within the organization which helps them to grow his career within the same organization. Less than majority employees of IT firms agree that they are encouraged to explore different career opportunities within the organization.

➢ **Team members are proactive and self-motivated**

Sensitivity training is an important concept of training methods which encourages the team members to be proactive and self-motivated for organizational task accomplishment. It is found that very few respondents accepts that team members are proactive and self-motivated.

Table 6.9- Rating results for Encouragement						
Encouragement	**N**	**Sum**	**Mean**	**Std. Deviation**	**Variance**	**Rating**
Employees are encouraged for coming up with new and better ways of doing things	1388	5058	3.64	1.076	1.158	Very Good
Company encourage employees for creating innovative ideas	1388	4960	3.57	1.233	1.519	Good
Employee encouraged exploring different career opportunities within the organization	1388	4848	3.49	1.261	1.591	Good
Team members are proactive and self motivated	1388	4868	3.51	1.139	1.297	Good

6.2.9 COMPANY VALUES

➢ **Organization is a good corporate citizen in my community and the world**

Corporate citizenship means companies roles and responsibilities towards the community and environment in which it operates. There are many ways by which organization express the citizenship like helping out in removal of wastage and pollution, by contributing to social, educational and research programmers and by creating employment for local citizen. Many IT companies play very good role in corporate citizenship like Infosys Foundation, Microsoft foundation etc. Researcher concludes that majority of the IT firms are good corporate citizen in the community and the world.

➢ **The actions of our executive leadership are consistent with the company values**

Every organization has its mission, goals and vision. To achieve these missions, goals and visions an organization forms core values of the company. Executive leaders and management are responsible for maintaining the company's core values. So the decision and action taken by the management should be consistent with the company's values. From the data analysis it is concluded that actions of executive leadership are consistent with the company values.

➢ **Company believes on hire best and retain them**

Most of the IT companies believe in hiring the best and retain them, because humans are important resource in IT companies. Skilled employees are asset for IT companies and company tries their best to retain them.

➢ **Company is obliged towards corporate social responsibilities**

Companies which are into CSR activities are considered to have good reputation in the market. IT firms in Pune are obliged towards corporate social responsibility and understand that it is an important activity for the company in favour of society.

> **Total customer satisfaction is top priority in our organization**

Every organization strives to satisfy its customers to its fullest. A good organization should always have customer satisfaction as its top priority and same is observed by the researcher after analyzing the data.

> **Ethics and compliance trainings are compulsory for all employees in organization**

Training is an integral part of any organization which helps the employees to understand the work and related responsibility.71 percent of the respondents agree that ethics and compliance trainings are compulsory for all employees of IT firms.

> **Company takes disciplinary action on violation of ethics and compliance**

An organization that follows ethical practices is considered to be the best in market, which goes true with IT firms also as depicted by the responses of the employees.

> **Company takes strict action on violation of harassment policy**

It gives a sense of security to the employees of the IT firms especially female employees if it is strict on violation of harassment policy. Respondents strongly say that their firm takes strict action on violation of harassment policy.

> **Data protection and compliance policies are in place and effectively implemented**

Effective implementation of data protection and compliance policies is helping the organization to accomplish the task in a smooth manner and well in the prescribed time.

Table 6.10- Rating results for Company values						
Company values	**N**	**Sum**	**Mean**	**Std. Deviation**	**Variance**	**Rating**
Organization is a good Corporate Citizen in my community and the world	1388	5508	3.97	1.013	1.026	Very Good
The actions of our executive leadership are consistent with the Company Values	1388	5406	3.89	1.103	1.216	Very Good
Company believes on hires best and retain them	1388	5408	3.90	1.176	1.382	Very Good
Company is obliged towards corporate social responsibilities	1388	5272	3.80	1.007	1.015	Very Good
Total customer satisfaction is top priority in our organization	1388	6056	4.36	.866	.751	Excellent
Ethics and compliance trainings are compulsory for all employees in organization	1388	5744	4.14	1.042	1.085	Excellent
Company takes disciplinary action on violation of ethics and compliance	1388	6060	4.37	.903	.815	Excellent
Company takes strict action on violation Harassment policy	1388	5982	4.31	.916	.840	Excellent
Data protection and compliance policies are in place and effectively implemented	1388	5982	4.31	.915	.837	Excellent

6.2.10 INTERPERSONAL RELATIONS

➢ **Team members are friendly with each other**

It is known fact that human resource is valuable in IT Company. The employees in IT firms are from different gender, region, cast and religion. They have to work in team to achieve the common goals and success of the firm. If employees behave friendly with each other than the work environment will be healthy, efficient and productive. Majority of the respondents says that team members are friendly with each other.

➢ **Team member shares technical and domain related information with each other**

Information sharing is important for the smooth conduct of a job. The flow of information helps the team members to complete the task at the right time without any biases. It is concluded that team member shares technical and domain related information with each other.

➢ **Manager is able to handle conflicts effectively**

Individual differences can lead to conflicts as there are so many factors influencing it, like disagreement over goals, clashes, ego etc. Sometimes the conflicts can result to attrition.52 percent respondents agree that manager play important role in resolving conflicts and they do so.

➢ **Company supports internal social networking to increase employee interaction**

Networking helps to create and maintain strong circle of contacts. The primary goal of the internal network groups is to improve communications and the transparency of communications between employees. Very few IT firms supports internal social networking to increase interaction among employees.

➢ **Internal network groups helps to attract, retain and developed diverse workforce**

Employee retention and to develop a diverse workforce is important for the today's organization for its good image in the society. It is true that internal network groups helps to attract, retain and developed diverse workforce.

➢ **Executive leadership meets employees frequently to solve their problems**

Understanding employees problems and to resolve them is an important aspect of any organization. Researcher concludes that leaders are not meeting employees frequently to solve their problems.

➢ **Employees are polite to each other irrespective of their designation and income**

Clear understanding amongst employees helps to maintain a healthy and conducive atmosphere in the organization. In most of the IT firms it is observed that employees respect each other, it helps in reducing the conflicts. All this is an outcome of transparent HR practices and policies.

➢ **Manager does not use slangs and foul words with subordinates**

It is necessary for an organization to maintain the professional approach in the organization. Use of slangs and foul words with subordinates spoils the work culture. In most of the IT firms it is observed that managers do not use slangs and foul words with subordinates.

➢ **Manager acknowledges and appreciates good work of team member in front of all**

Appreciation and recognition of employees is one of the important motivational factors for the employees who help them to work more efficiently, enthusiastically and happily. A word of appreciation definitely can be a good source of getting the things done successfully for a team. From data analysis it is concluded that managers of most of the IT firms acknowledges and appreciates good work of team member in front of all.

- **Manager provides the subordinates with timely feedback about decisions and their implications**

An organization with a proper feedback system helps the employee to develop in his/her career. Feedback helps the employee to improve his work and get better outcome. Respondents agree that manager provides timely feedback about decisions and their implications to the employees.

- **Manager is able to suppress personal biases**

To have a healthy work environment, it is very much essential to maintain professionalism in the organization. A manager should be able to suppress personal biases in the work assignments. Not all the respondents agree that managers suppress personal biases.

- **HR practices and policies are flexible and employee friendly**

An organization is said to be good when it has transparent HR policies and practices. With the advancement in time, every employee expects to have a free and conducive work environment. Few employee respondents agree that HR practices and policies are flexible and employee friendly.

- **HR communicates frequently and on regular basis with employees**

It is concluded that there is transparent and clear communication of HR with his employees which makes all the employees comfortable to work in the organization. This helps HR to understand employee's problems and to resolve the same with appropriate outcome.

- **HR persons are easily approachable**

It is concluded that there is a good interaction of HR persons and employees to develop a bond between them. It also helps to develop transparent and clear communication with each other. The HR persons should be easily approachable.

- **Employees can give feedback on HR policies and it gets considered**

It is observed that most of the organizations implement open door policy which is an important means for employees to express their views regarding the work issues to the HR manager.

Table 6.11- Rating results for Interpersonal Relations						
Interpersonal Relations	**N**	**Sum**	**Mean**	**Std. Deviation**	**Varianc e**	**Rating**
Team members are friendly with each other	1388	5926	4.27	.902	.814	Excellent
Team member shares technical and domain related information with each other	1388	5722	4.12	.886	.785	Excellent
Manager is able to handle conflicts effectively	1388	5090	3.67	1.105	1.220	Very good
Company supports internal social networking to increase employee interaction	1388	4844	3.49	1.117	1.248	Good
Internal Network Groups helps to attract, retain and developed diverse workforce	1388	4998	3.60	1.035	1.071	Good
Executive leadership meets employees frequently to solve their problems	1388	4820	3.47	1.188	1.412	Good
Employees are polite to each other irrespective of their designation and income	1388	5572	4.01	.928	.862	Excellent
Manager does not use slangs and foul words with subordinates	1388	5424	3.91	.924	.854	Very good
Manager acknowledges and appreciates good work of team member in front of all	1388	5482	3.95	1.109	1.230	Very good
Manager provides the subordinates with timely feedback about decisions and their implications	1388	5294	3.81	1.072	1.149	Very good
Manager is able to suppress personal biases	1388	4754	3.43	1.208	1.459	Good
HR practices and policies are flexible and employee friendly	1388	4900	3.53	1.133	1.285	Good
HR communicates frequently and on regular basis with employees	1388	5216	3.76	1.163	1.352	Very good
HR persons are easily approachable	1388	5306	3.82	1.142	1.305	Very good
Employees can give feedback on HR policies and it gets considered	1388	4984	3.59	1.125	1.266	Very good

6.2.11 TECHNOLOGY

➢ **Employees in organization are passionate about technology**

IT Product based companies are heavily relying on new technology solutions to strengthen their product development and customer satisfaction. New technology is always advantageous over competitors. To come up with new product with latest technology and innovation, it is concluded that employees of IT firms are passionate about technology and always eager to learn new things.

➢ **New products are always developed using latest tools and technology**

Product based companies develops their product by considering next 5-10 years of market requirement. Once product is developed it is very difficult to change the architecture and technology, thus proper attention is given to architecture and technology before starting product development by few IT firms. This helps them to attract new customers and gain advantage over the competitors.

➤ **Company spends enough time and money on R&D for new technologies**

New inventions and innovations have always captured heart & mind of people and have been the milestone in development. Due to inevitable change in growing technology the product that being developed shall be develop in current technology so that the product can be retained in market till next 5-10 years. Also latest technology helps to attract new customers and gain advantage over the competitors. It is concluded that very few IT firms spends time and money on R&D to invent new technology.

➤ **Company encourage and rewards for innovations and patents**

Employee motivation is an important aspect in the organization. If the employees are encouraged for the work they perform and are rewarded for the innovations and patents, they will work more efficiently. From the data analysis it is concluded that few IT firms encourage and rewards for innovations and patents.

➤ **Organization wide, hardware and software are up to date**

Hardware and software are the equipment essential to fulfill the task and to reach to the desired output. It needs to have dated configuration and it is found that majority of the firms update software and hardware regularly.

➤ **Company exhibits tech fair regularly to showcase latest technology and processes for product development**

Employees should be given exposure to the latest technology to update their knowledge of the market and latest equipment. This helps in exploring their skills and knowledge as well. It is observed that IT firms are not exhibiting tech fair regularly to showcase latest technology and processes for product development.

➤ **Employees are free to install and use latest tools and technologies**

Employees should be offered with some freedom to install and use latest tools and technologies. Very few IT firms allow such decisions which make employees feel an important part of the organization and work more enthusiastically for achieving organizational goals and productivity.

➤ **Company uses latest and emerging technologies to gain a competitive advantage**

IT firms are dynamic and offer unique benefits and facilities, also have latest and emerging technologies to gain a competitive advantage.

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Table 6.12- Rating results for Technology						
Technology	**N**	**Sum**	**Mean**	**Std. Deviation**	**Variance**	**Rating**
Employees in organization are passionate about technology	1388	5408	3.90	1.051	1.105	Very Good
New products are always developed using latest tools and technology	1388	4864	3.50	1.138	1.294	Good
Company spends enough time and money on R&D for new technologies	1388	4552	3.28	1.036	1.072	Good
Company encourage and rewards for innovations and patents	1388	4954	3.57	1.116	1.246	Good
Organization wide, hardware and software are up to date	1388	5414	3.90	1.099	1.209	Very Good
Company exhibits Tech fair regularly to showcase latest technology and processes for product development	1388	4030	2.90	1.109	1.229	Fair
Employees are free to install and use latest tools and technologies	1388	4620	3.33	1.146	1.314	Good
Company uses latest and emerging technologies to gain a completive advantage	1388	5136	3.70	1.086	1.179	Very Good

6.2.12 CAREER

➢ **Employees and organization goals are aligned with each other**

Every organization sets its long term intentions for operating organization philosophy. The organization's goals are long term mission toward present efforts are directed. The goals are concrete steps to achieve organization purpose. It guides employees to work to achieve these goals. It is observed from data analysis that employees and organization goals are aligned with each other which helps the organization and individuals to grow in long term.

➢ **Employee can clearly see the opportunities for their development at organization**

In IT organization, there are different types of roles and responsibilities like leadership, development, testing, support and administration. Many organizations provide career counseling so that employee can get the opportunities inside the organization, which helps to retain employees and employees also sees the different career path. Also organization schedules regular meetings with employees about their career aspiration and how to achieve them. It is understood from the data that employees can see opportunities for their development at the organization.

➢ **Employee feels free to try new things in job though their efforts do not succeed**

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It is necessary to give some liberty to employees to take decisions regarding work and also to try new things in job. From the responses of the respondents it is concluded that employees feels free to try new things in job though their efforts do not succeed.

➢ **Company pays close attention to individual career aspiration in the career discussion meetings**

Employees feel happy if the organization shows concern for individual employees' career aspiration in the career discussion meetings. Almost 45 percent respondents agree that their firms pay attention to individual career aspiration in the career discussion meetings.

➢ **Through career resource centers, company provide services like education information, career planning, personal growth and job finding skills**

This is an important aspect of job satisfaction of the employees where company offers services like education information, career planning, personal growth and skills required to perform the job. It is observed that very few IT firms are involved in such type of activity.

➢ **Employees are aware with the career path and roles, responsibilities and skill required for the next level**

IT firms are making employees aware about the roles, responsibilities and the skill required for the next level.

Table 6.13- Rating results for Career						
Career	**N**	**Sum**	**Mean**	**Std. Deviation**	**Variance**	**Rating**
Employees and Organization goals are aligned with each other	1388	4806	3.46	1.128	1.273	Good
Employee can clearly see the opportunities for their development at organization	1388	4820	3.47	1.135	1.288	Good
Employee feels free to try new things in job though their efforts do not succeed	1388	4670	3.36	1.060	1.123	Good
Company pays close attention to individual career aspiration in the career discussion meetings	1388	4808	3.46	1.147	1.316	Good
Through career resource canters', company provide services like education information, career planning, personal growth and job finding skills.	1388	4466	3.22	1.098	1.206	Good
Employees are aware with the career path and roles, responsibilities and skill requires for the next level	1388	5058	3.64	1.085	1.178	Very Good

6.2.13 COMPENSATION AND BENEFIT

➢ **Objectives and goals are set by mutual understanding of employee and manager**

It is concluded by the researcher that objectives and goals are set by manager involving employees to increase their confidence and to make them work with greater involvement improving the productivity.

➢ **Objectives defined for individuals are clear and measureable**

IT firms define clear and transparent work policies to indicate a healthy atmosphere in the company.

➢ **Employee receives ongoing and proper feedback to improve their performance**

IT companies follow different types of performance appraisal process which are employee friendly and transparent. The ongoing feedback helps the employee to improve the performance if he is lacking against objectives.

➢ **Employees are rewarded according to their job performance**

It is observed from the data analysis that employees are always recognized for their achievements and job performance. This motivates them to work better and improve their performance.

➢ **Pay, compensation and benefits are competent to market**

Employees always take a pride in working with such organization where pay and remuneration are competent to the market. IT firms understudy are paying compensation and benefits competent to the market.

➢ **Appraisal feedback meetings are useful and productive for the organization and the employee**

In IT firms employees are aware that appraisal feedback meeting are useful and productive for the organization.

➢ **Company follows all government laws for salary and compensation**

IT firms always implement better salary and remuneration to the employees and follow all the laws of the government.

➢ **Proper tax saving plans is incorporated into the salary structure**

Tax saving plan are incorporated into the salary structure for the better financial investment which makes their life secured.

➤ **Employees get proper training for appraisal process and flexible payouts**

Well established appraisal system where employees get proper training for appraisal process and flexible payouts are helping IT firms to reach at greater heights of the success.

➤ **Company encourages employees to buy house and car by providing loan and subsidy**

To improve and maintain better standard of living very few IT firms encourages the employees to purchase the house and car through loan and subsidy.

➤ **Company supports employees for higher education by providing education assistance program**

It is concluded that very few IT firms are offering higher education that helps the employee to develop their skill-sets required for the organizational growth and enhancement.

➤ **Good amount of medical and life insurance are provided to employees as well as for parents**

Every employee requires safe and insured life. It can be concluded that IT firms are providing facilities like medical and insurance to the employees as well as their parents.

➤ **There is enough number of casual and sick leaves available for employees per year**

IT firms offers leave facility whenever it is required by the employees.

➤ **Company gives home and school assistance facility to the relocated employees**

Not all the IT firms are giving home and school assistance facility during relocation.

➤ **Company provides maternity and paternity facility as per the government laws**

Employees of IT firms are happy with the facility like maternity and paternity, which improves the efficiency.

Table 6.14- Rating results for Compensation and benefit						
Compensation and benefit	**N**	**Sum**	**Mean**	**Std. Deviation**	**Variance**	**Rating**
Objectives and goals are set by mutual understanding of employee and manager	1388	5170	3.72	1.025	1.050	Very Good
Objectives defined for individuals are clear and measureable	1388	4942	3.56	1.039	1.080	Good
Employee receives ongoing and proper feedback to improve their performance	1388	4746	3.42	1.084	1.175	Good
Employees are rewarded according to their job performance	1388	5024	3.62	1.125	1.265	Very Good
Pay, compensation and benefits are competent to market	1388	5408	3.90	1.104	1.218	Very Good
Appraisal feedback meetings are useful and productive for the organization and the employee	1388	5020	3.62	1.173	1.376	Very Good
Company follows all government laws for salary and compensation	1388	5666	4.08	.927	.860	Excellent
Proper tax saving plans is incorporated into the salary structure	1388	5740	4.14	.972	.945	Excellent
Employees get proper training for appraisal process and flexible payouts	1388	5160	3.72	1.058	1.120	Very Good
Company provoke employees to buy house and car by providing loan and subsidy	1388	4004	2.88	1.186	1.406	Fair
Company supports employees for higher education by providing education assistance program	1388	4528	3.26	1.222	1.494	Good
Good amount of medical and life insurance are provided to employees including parents	1388	5198	3.74	1.137	1.292	Very Good
There is enough number of casual and sick leaves available for employees per year	1388	5764	4.15	.965	.931	Excellent
Company gives home and school assistance facility to relocated employees	1388	4738	3.41	1.157	1.339	Good
Company provides maternity and paternity facility as per the government laws	1388	5712	4.12	1.005	1.010	Excellent

6.3 CONCLUSIONS ON INFERENTIAL STATISTICS

All the 13 constituents selected for evaluating the work culture factors impact on the success of the IT industry were analyzed and conclusions are drawn in this section. The work culture constituents chosen for the study are Infrastructure, Facilities, Recruitment and Induction Program, Training and development, Leadership, Work group, Work Life balance, Encouragement, Company values, Interpersonal relations, Technology, Career, and Compensation and benefit.

1. **Difference in the importance employees attach to the various factors of infrastructure.**

A Freidman Chi Square Test [χ^2 **(9) = 1472.875, P value (0.000), N=1388**] on importance employees attach to the various factors of infrastructure revealed that top two factors clean and hygienic rest rooms and floors (Mean rank of 6.70), and spacious

elevators (Mean rank of 6.31), and bottom 2 factors are public transport is available from company location (Mean rank of 3.82), and enough audio and video rooms available for meetings (Mean rank of 4.87).

It is concluded that clean and hygienic rest rooms and floors, and spacious elevators is the factor which influence the work culture of the employees as per responses.

2. Difference in the importance employees attach to the various factors of facilities.

A Freidman Chi Square Test [χ^2 **(16) = 2449.623, P value (0.000), N=1388**] on importance employees attach to the various factors of facilities revealed that top three factors are adequate facilities in rest rooms (Mean rank of 11.06), immediate assistance during medical emergency (Mean rank of 10.61), and home pickup and drop facilities for employees working in odd hours (Mean rank of 10.69), and bottom three factors are gym facilities and instructors (Mean rank of 6.72), entertainment facilities (Mean rank of 7.43), and spacious and well equipped library (Mean rank of 7.46).

It is concluded that adequate facilities in rest rooms, immediate assistance during medical emergency, and home pickup and drop facilities for employees working in odd hours is the factor which influence the work culture of the employees as per responses.

3. Difference in the importance employees attach to the various factors of recruitment and induction program.

A Freidman Chi Square Test [χ^2 **(11) = 1405.506, P value (0.000), N=1388**] on importance employees attach to the various factors of recruitment and induction program revealed that top two factors are qualities of interview questions (Mean rank of 7.52), and good induction (Mean rank of 7.27), and bottom two factors are proper training for hiring and interviewing (Mean rank of 4.70), and well managed on-boarding process (Mean rank of 5.28).

It is concluded that qualities of interview questions, and good induction is the factor which influence the work culture of the employees as per responses.

4. Difference in the importance employees attach to the various factors of training and development.

A Freidman Chi Square Test [χ^2 **(5) = 1007.389, P value (0.000), N=1388**] on importance employees attach to the various factors of training and development

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revealed that top two factors are training time considered in release planning (Mean rank of 4.01), and highly qualified and professional trainers appointed for the trainings (Mean rank of 3.87), and bottom two factors are convenient and accessible evening and weekend courses (Mean rank of 2.69), and proper analysis tools are used to identify the training need (Mean rank of 2.92).

It is concluded that training time considered in release planning, and highly qualified and professional trainers appointed for the trainings is the factor which influence the work culture of the employees as per responses.

5. **Difference in the importance employees attach to the various factors of leadership.**

A Freidman Chi Square Test [χ^2 (8) = **907.204, P value (0.000), N=1388**] on importance employees attach to the various factors of leadership revealed that top two factors are frequent leadership and organization changes which causes problems and disruption (Mean rank of 5.70), and treat employees with respect and dignity (Mean rank of 5.70), and bottom two factors are leaders are plan-full about talent movement and development (Mean rank of 3.94), and clear vision, direction and expectations while delegating the tasks (Mean rank of 4.58).

It is concluded that frequent leadership and organization changes which causes problems and disruption, and managers in company treat employees with respect and dignity is the factor which influence the work culture of the employees as per responses.

6. **Difference in the importance employees attach to the various factors of work group.**

A Freidman Chi Square Test [χ^2 (8) = **1495.504, P value (0.000), N=1388**] on importance employees attach to the various factors of work group revealed that top two factors are respect each other irrespective of cast, creed and gender (Mean rank of 6.24), and diverse perspectives are respected and valued in the group (Mean rank of 6.08), and bottom two factors are apart from work, team member participates in sport, events and social activities (Mean rank of 3.94), and contributing to others' success is recognized and rewarded (Mean rank of 4.16).

It is concluded that respect each other irrespective of cast, creed and gender, and diverse perspectives are respected and valued in the group is the factor which influence the work culture of the employees as per responses.

7. **Difference in the importance employees attach to the various factors of work life balance.**

A Freidman Chi Square Test [χ^2 **(10) = 3204.810, P value (0.000), N=1388**] on importance employees attach to the various factors of work group revealed that top two factors are flexitime is one of the most useful tools in helping workers to achieve a good work life balance (Mean rank of 8.11), and employees are aware of important releases early enough so that they can plan their leaves and holidays (Mean rank of 7.42), and bottom two factors are employee spends more hours at work than regular working hours (Mean rank of 5.20), and employee spends their holidays and weekends at work (Mean rank of 3.20).

It is concluded that flexitime is one of the most useful tools in helping workers to achieve a good work life balance, and employees are aware of important releases early enough so that they can plan their leaves and holidays is the factor which influence the work culture of the employees as per responses.

8. **Difference in the importance employees attach to the various factors of encouragement.**

A Freidman Chi Square Test [χ^2 **(3) = 60.238, P value (0.000), N=1388**] on importance employees attach to the various factors of encouragement revealed that top factor is employees are encouraged for coming up with new and better ways of doing things (Mean rank of 2.62), and bottom factor is employee encouraged exploring different career opportunities within the organization (Mean rank of 2.40).

It is concluded that employees are encouraged for coming up with new and better ways of doing things is the factor which influence the work culture of the employees as per responses.

9. **Difference in the importance employees attach to the various factors of company values.**

A Freidman Chi Square Test [χ^2 **(8) = 1040.249, P value (0.000), N=1388**] on importance employees attach to the various factors of company values revealed that top

two factors are customer satisfaction is top priority in our organization (Mean rank of 5.56), and disciplinary action on violation of ethics and compliance (Mean rank of 5.56), and bottom two factors are company believes on hires best and retain them (Mean rank of 4.52), and company is obliged towards corporate social responsibilities (Mean rank of 4.22).

It is concluded that customer satisfaction is top priority in our organization, and disciplinary action on violation of ethics and compliance is the factor which influence the work culture of the employees as per responses.

10. Difference in the importance employees attach to the various factors of interpersonal relations.

A Freidman Chi Square Test [χ^2 (14) = 1856.408, P value (0.000), N=1388] on importance employees attach to the various factors of interpersonal relations revealed that top two factors are team members are friendly with each other (Mean rank of 9.98), and team member shares technical and domain related information with each other (Mean rank of 9.30), and bottom two factors are executive leaders meets employees frequently to solve their problems (Mean rank of 6.84), and manager is able to suppress personal biases (Mean rank of 6.82).

It is concluded that team members are friendly with each other, and team member shares technical and domain related information with each other is the factor which influence the work culture of the employees as per responses.

11. Difference in the importance employees attach to the various factors of technology.

A Freidman Chi Square Test [χ^2 (7) = 1321.533, P value (0.000), N=1388] on importance employees attach to the various factors of technology revealed that top two factors are employees are passionate about technology (Mean rank of 5.25), and organization wide, hardware and software are up to date (Mean rank of 5.31), and bottom two factors are company spends enough time and money on R&D for new technologies (Mean rank of 4.03), and company exhibits Tech fair regularly to showcase latest technology and processes for product development (Mean rank of 3.28).

It is concluded that organization wide, hardware and software are up to date, and employees are passionate about technology is the factor which influence the work culture of the employees as per responses.

12. Difference in the importance employees attach to the various factors of career.
A Freidman Chi Square Test [χ^2 **(5) =219.560, P value (0.000), N=1388**] on importance employees attach to the various factors of career revealed that top factor is employees are aware with the career path and roles, responsibilities and skill requires for the next level (Mean rank of 3.79), and bottom factor is through career resource canters', company provide services like education information, career planning, personal growth and job finding skills (Mean rank of 3.16).

It is concluded that employees are aware with the career path and roles, responsibilities and skill requires for the next level is the factor which influence the work culture of the employees as per responses.

13. Difference in the importance employees attach to the various factors of compensation and benefit.
A Freidman Chi Square Test [χ^2 **(14) = 2965.671, P value (0.000), N=1388**] on importance employees attach to the various factors of compensation and benefit revealed that top two factors are proper tax saving plans is incorporated into the salary structure (Mean rank of 9.68), There is enough number of casual and sick leaves available for employees per year (Mean rank of 9.65), and bottom two factors are company supports employees for higher education by providing education assistance program (Mean rank of 6.44), and company provoke employees to buy house and car by providing loan and subsidy (Mean rank of 5.19).

It is concluded that organization wide, hardware and software are up to date, and employees are passionate about technology is the factor which influence the work culture of the employees as per responses.

DIFFERENCES IN THE IMPORTANCE EMPLOYEES OF IT FIRMS ATTACH TO THE VARIOUS WORK CULTURE CONSTITUENTS
A Freidman Chi Square Test [χ^2 **(14) = 2965.671, P value (0.000), N=1388**] on importance employees attach to the various work culture constituents revealed that Career (Mean rank of 8.92), Work Life balance (Mean rank of 8.89), Compensation

and benefit (Mean rank of 8.53), Technology (Mean rank of 8.44), Encouragement (Mean rank of 7.94), Leadership (Mean rank of 7.84), Work group (Mean rank of 7.43), Company values (Mean rank of 7.06), Training and development (Mean rank of 6.93), Interpersonal relations (Mean rank of 6.16), Facilities (Mean rank of 4.89), Infrastructure (Mean rank of 4.83), Recruitment and Induction Program (Mean rank of 3.12).

It is concluded that career, and work life balance is the factor which influence the work culture of the employees as per responses.

PRIORITIES WORK CULTURE CONSTITUENTS

Constituents	Mean Rank
Career	8.92
Work Life Balance	8.89
Compensation and Benefit	8.53
Technology	8.44
Encouragement	7.94
Leadership	7.84
Work group	7.43
Company Values	7.06
Training and Development	6.93
Interpersonal relations	6.16
Facilities	4.89
Infrastructure	4.83
Recruitment and Induction Program	3.12

IDENTIFICATION OF THE WORK CULTURE CONSTITUENT

Work culture constituents were divided into 13 variables and are large in number with interrelation. To extract major factors Principal Component Analysis was the method of extraction. Varimax was the rotation method. As per the Kaiser criterion, only factors with Eigen values greater than 1 were retained. Two factors in the initial solution have Eigen values greater than 1. Together, they account for almost 74% of
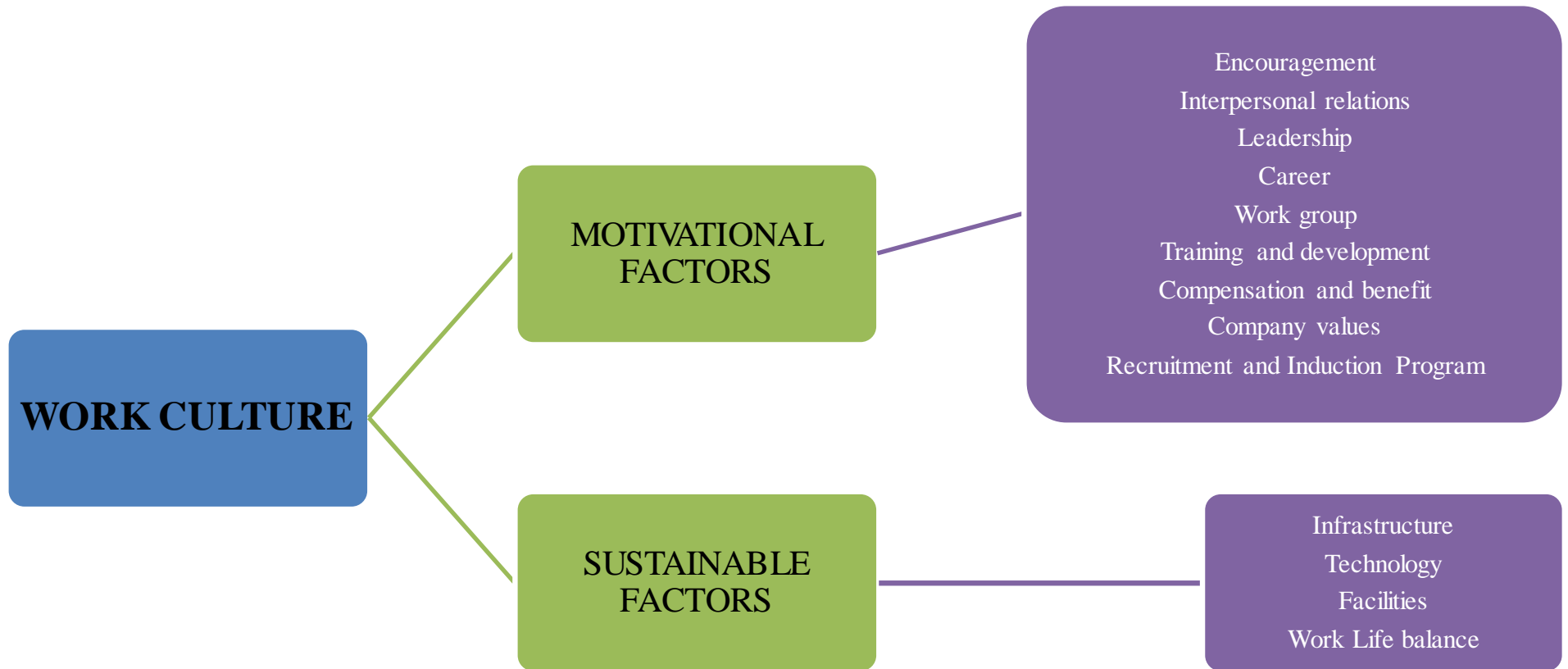
Figure 6.1- Major factors of work culture

The variability in the original variables. The items falling under each of these factors are shown in figure 6.1. The two factors are named as motivational and sustainable factors. We are studying work culture constituents which include 13 factors, out of which 9 belongs to motivation factors and 4 belongs to sustainable factors.

Motivational factors

A motivational factor is the name given to the first factor identified through factor analysis. The items included in this are encouragement, interpersonal relations, leadership, career, work group, training and development, compensation and benefit, company values, and recruitment and induction program. All these variables had a factor loading of more than 0.5.

Sustainable factors

Second factor is named as sustainable factors. Sustainable factors include infrastructure, technology, facilities, and work life balance. If an organization wants to compete with other firms producing similar type of products it has to do so by improving the team building and its sustainability.

TESTING OF THE HYPOTHESES

1) The work culture constituents motivate employees from product based software companies in and around Pune IT zone.

T-test was used to test the hypothesis and the significance of the individual samples. The researcher set a test value of 70 percent to consider the impact to be significant. *We can conclude that the differences between work culture constituents means are not likely due to change. In the table 5.157 majority of the constituents have Sig value less than .05 except for the constituent training and development (i.e. 0.150) indicating null hypothesis to be rejected. Thus the statement "Work culture constituent motivates employees of IT firms" is accepted.*

2) The work culture constituents influence the building and sustaining teams.

This hypothesis was tested by using the t-test for the significance of the individual samples. The researcher set a test value of 70 percent to consider the impact to be significant. *We can conclude that the differences between work culture constituent's means are not likely due to change. In the table 5.159 majority of the constituents have Sig value less than .05 except for the constituent technology (i.e. 0.613) indicating null hypothesis to be rejected. Thus the statement "The work culture constituents influence the building and sustaining teams" is accepted.*

3) The work culture constituents increase the job satisfaction.

To find the relationship between work culture constituents and job satisfaction Pearson correlation method was used. 13 constituents were checked for correlation with job

satisfaction. The 13 work culture constituents are infrastructure, facilities, recruitment and induction program, training and development, leadership, work group, work life balance, encouragement, company values, interpersonal relations, technology, career, and compensation and benefit. From table 5.160 it is observed that Leadership, Work group, Work Life balance, Encouragement, Company values, Interpersonal relations, Technology, Career, and Compensation and benefit are positively correlated to the job satisfaction whereas Infrastructure, Facilities, Recruitment and Induction Program, and Training and development are negatively correlated. Compensation and benefits is highly correlated with r = 0.509 and interpersonal relations are least correlated to job satisfaction. *We can conclude that the differences between work culture constituent's means are not likely due to change. In the table 5.160 majority of the constituents have Sig value less than .05 except for the constituent* training and development (*i.e. 0.124*) *indicating null hypothesis to be rejected. Thus alternative hypothesis is accepted which states that "The work culture constituents increase the job satisfaction."*

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CHAPTER-7
SUGGESTIONS AND RECOMMENDATIONS

7.1		**Introduction**
7.2		**Suggestions on descriptive statistics**
		General information
	7.2.1	*Infrastructure*
	7.2.2	*Facilities*
	7.2.3	*Recruitment and Induction Program.*
	7.2.4	*Training and development*
	7.2.5	*Leadership*
	7.2.6	*Work group*
	7.2.7	*Work Life balance*
	7.2.8	*Encouragement*
	7.2.9	*Company values*
	7.2.10	*Interpersonal relations*
	7.2.11	*Technology*
	7.2.12	*Career*
	7.2.13	*Compensation and benefit*
7.3		**General suggestions**
7.4		**Scope for further research**

7.1 INTRODUCTION

Work culture can be defined as the processes in workplaces that affect the beliefs, values and behaviour of an employee. The unwritten rules that exist in a workplace and everyone follow it without questioning may be called as work culture. Work culture is present in every organization and is important for the growth of organization. Organization must study their work culture and must bring out necessary changes to increase productivity and employee retention. After giving conclusions in the last chapter, researcher has proposed suggestions and recommendations for IT firms in Pune city and can be applied to others cities IT firms also. Researcher has thoroughly understood the concept of work culture and has listed 13 constituents which were studied in detail to understand its influence on the work culture of software industries in Pune-IT zone. For the research, primary data was collected from responses to the structured questionnaire distributed to 1500 employees of 15 IT firms of Pune city. This detailed conclusion on the strength of statistical projection of the data has guided the researcher to suggest solutions to the IT firms to improve the work culture constituents that affects the employees that makes them less productive and many times quit the job. Thus, based on the research methodology adopted possible recommendations are given in this chapter.

7.2 SUGGESTIONS ON DESCRIPTIVE STATISTICS

Data collected from the questionnaires was analyzed and concluded in the last chapter with the help of tables. In the current section researcher has recommended changes in the work culture which majorly affect the employee and their productivity which may increases their performances reducing turnover.

GENERAL INFORMATION

It is observed that demographic factors like the age, gender, experience, employee total tenure, and experience in other organization helped researcher to suggest few important steps taken by the IT firms about work culture constituents.

Gender plays important role in work culture and the ratio of male female employees affects constituents. It is observed that ratio of male female employees was almost same. It indicates that more efforts should be taken to improve work culture constituents for females, which will help to increase efficiency.

Young employees expect more from the organization and its culture. IT firms must study their requirement about the constituents of work culture to satisfy and retain them.

Work experience of employees under consideration varies between 2 years to 9 years. Thus it can be assumed that respondents were experienced and have fair idea about the work culture and its constituents. Moreover it is also observed that majority of the employees have experience in 2 other organizations. This means these employees have exposure to other work culture and may compare present culture with previous cultures leading to unrest and unnecessary disturbances in the organization.

7.2.1 INFRASTRUCTURE

In IT industry two factors are very important, one is human resources and other is infrastructure. Both are dependent on each other so are their performances. In the competitive market the quality of instruments play vital role to deliver the product fast, with better quality and with latest technology. It is suggested to the IT firms that they should provide latest instruments to the employees to match their performance with the bench mark of top companies.

In Pune, IT industry is not located at one place. It is scattered in different parts of the city. It includes IT parks at Hinjewadi, kharadi and Hadapsar, which is outside the city. Also many companies are located within the city. Though the companies are located at different places, the employees expect that company's location should be convenient with respect to locality, transportation and other infrastructure.

As it has been proven that most of the IT employees are suffering from back pain, neck pain and eyes related problems due to long work hours and wrong postures. To avoid this, work station needs to have ergonomically designed chairs and desks. From the data analysis researcher concludes that the company provides ergonomically designed chairs and desks which take care of employee's healthy sitting postures.

It is also observed that the number of car user is increasing due to change in life style and affordability. Considering the rise in number of cars, their parking has become one of the major issues for most of the companies. Parking space is important and its accessibility is also matter of concern. Due to scarcity of parking space employee need to park their cars at long distance which is at times not secure and also time consuming. IT firms should make provisions for parking for all.

We all expect that elevators should be clean and spacious and noiseless and understand that it is a part of infrastructure provided to the employees to make them comfortable. Elevators in IT firms are spacious and of good quality.

Good connectivity to the workplace plays an important role in employee's life, which also is a part of good infrastructure for better productivity. It is suggested to the IT firms to provide transport in absence of public transport to those employees who are staying far from the organization.

In IT firms meeting play a very important role to improve the business performance. Meeting may be with clients, different sales teams or software developers to discuss the strategies and other details. Such meetings need separate rooms with certain facilities which must be provided to the employees.

INFRASTRUCTURE

- Public transport
- Rooms for meetings
- Car parking space
- location
- Tea/coffee machines
- Designed Ergonomics
- Quality of hardware
- Printers accessible
- Spacious elevators
- Clean and hygienic rest rooms
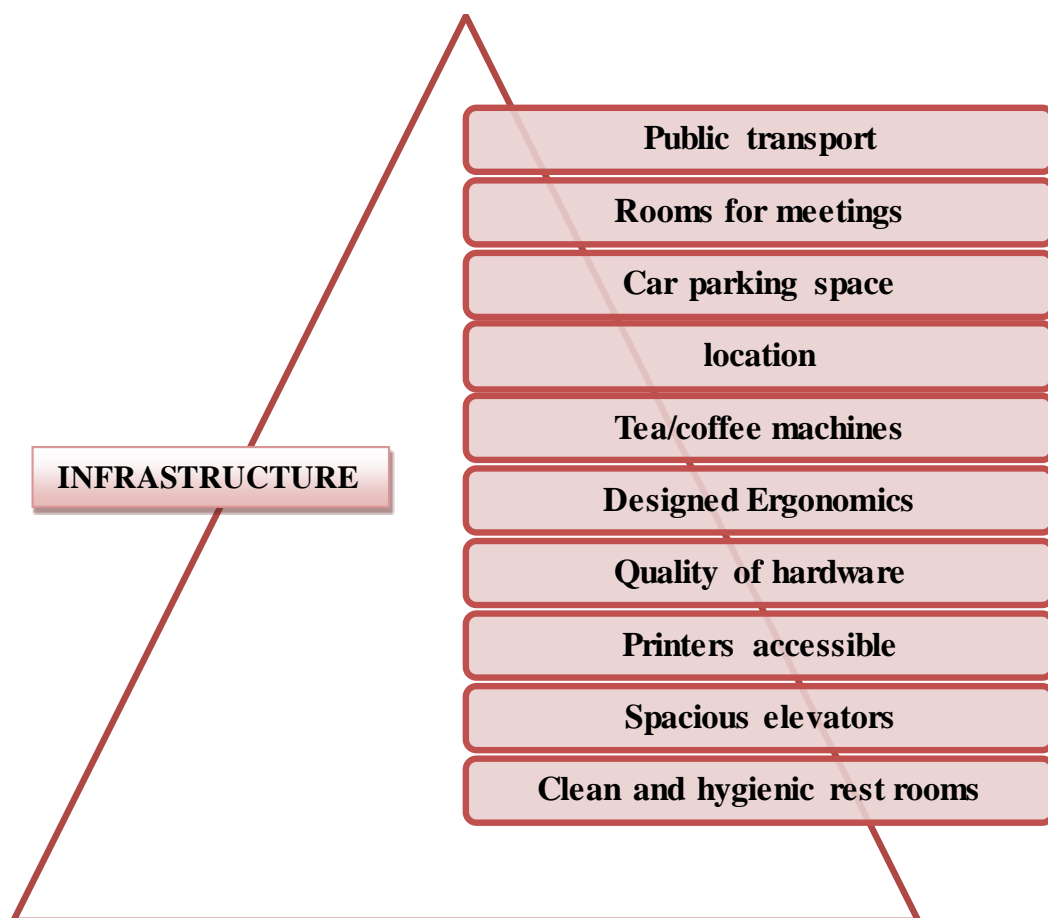
Figure 7.1- Priority list of infrastructure to improve work culture

In figure7.1, researcher has given priority list of infrastructure which IT firms must provide to their employees to improve work culture. Public transport is on the top of

pyramid which is lacking as per respondents of the IT firms, whereas at the bottom of the pyramid we find clean and hygienic rest room which most of the IT firms are providing. Thus it is clear from the figure that IT firms have to start providing top few elements shown and should improve the work culture.

7.2.2 FACILITIES

Common problem for IT employees is stress. It is major cause for heart disease, hypertension and diabetes. The reason for stress in IT industry is due to tight schedules &deadlines, frequent technology changes, high competition, job insecurity and unhealthy lifestyle. It is suggested by the researcher that IT firms should start stress management programs that helps employees to manage their daily stress.

IT firms should provide convenient transportation facility throughout the city to bring employees to the organization because these firms are located in the remote places of the city. Due to this, employees face difficulties in reaching the work place. Employees also need to work in the shifts.

Due to time constraint and stretched working hours, employees do not spare time on gym to live healthy life and stay physically fit. If the gym facilities are provided in the company, employees will happily do workouts to stay fit.

Quality food is essential for the employees so that they can contribute to the organizational productivity. As employees spend most of the time in the organization and many a times report early morning to the shifts and stay till late working hours to complete project deadlines and interact with their global teams thus IT firms must provide food facilities like breakfast, lunch, snacks and dinner. Also for good health of the employees, the food should be of good quality.

Employees in IT companies are from different parts of the country and many visitors also visit company from different parts of the globe with different food preferences. It is necessary for the IT firms to provide different options for food to cater different requirement of the employees and guests visiting the organization.

It is suggested to the IT firms to provided necessary facilities like free food and transportation to the employees working late night, so that they will work more enthusiastically and will contribute towards organizational productivity.

Library facility helps the employees to update their knowledge and skill sets required to perform the task and rejuvenate them. It also helps the employees to face competition in the extremely competitive environment thus IT firms must provide adequate library.

To have a good coordination and team spirit, it is very essential to have an informal interaction among each other through weekend parties and month end parties after achieving the targets or some social get together. This helps the employees to build and develop the relations which will help in creating the group dynamics.

Human resources are most important asset of any IT firm thus firms should pay more attention to the employee's health and safety. All the firms should have in-house doctor and ambulance facility in their premises so that employee will get quick medical assistance during emergency.

Home pick and drop is an additional support to be provided to the employees to reach workplace and back home safely if they are working in odd hours.

IT firms should provide transportation and good hotels to maintain a certain standard of living for the relocated employees. With this it is very important for the firms that the business trips are well managed to help employees feel comfortable in a new country and a new environment.

IT companies offering various recreational activities and entertainment facility to the employees, boosts morale and keep up the energy. Different experiments must be done to find out ways to entertain employees to remove stress and boost their moods.

Employees spend maximum time in organization therefore IT firms should provide adequate facility in the rest room which will help employees to relax so as to start the work again with the same efficiency.

Facility like work from home gives an advantage of flexible working time and also taking care of family priorities at home and also curtails travelling time, satisfying all
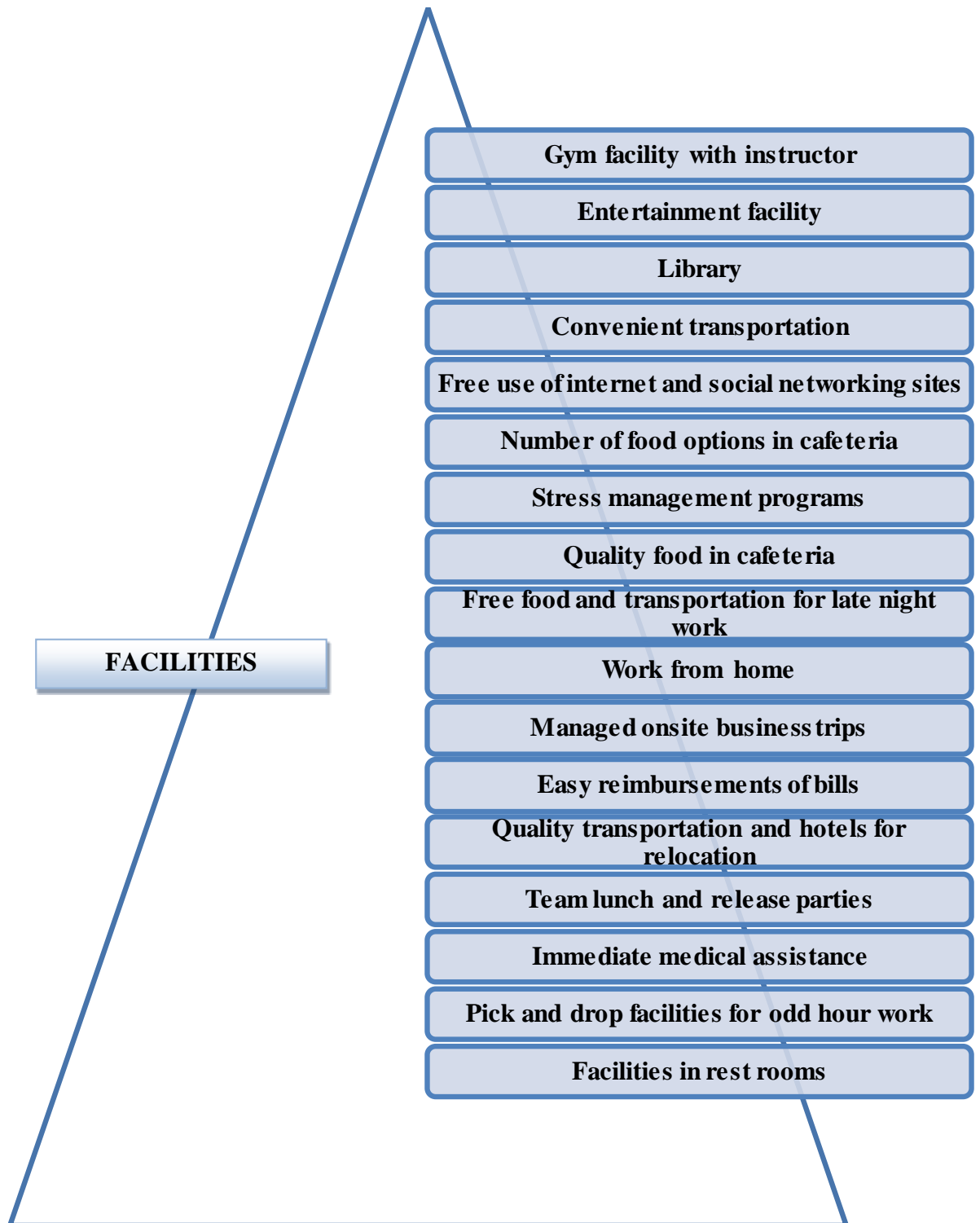
Figure 7.2- Priority list of facilities to improve work culture

Requirement of the company and saving cost on infrastructure. All the IT firms should provide such facility as and when possible.

Facility like internet and use of social networking is an important provision which is made for the employees to get connected to a client worldwide and helps in maintaining

the cliental base. Researcher strongly recommends that there should not be any restriction on use of internet and social networking sites.

Employees of IT firms have to relocate in search of new jobs or for the new projects. If the company offers them with the additional incentives for onsite trips, and also follow an easy procedure for reimbursements of bills for relocation and onsite trips will motivate employees to take more such types of the tasks.

In figure7.2, priority list of facilities can be seen which IT firms must provide to their employees to improve work culture. Facilities like gym with instructor, entertainment at work place, library, and convenient transportation, free use of internet and social networking sites, number of food options in cafeteria, stress management programs and quality food in cafeteria should be taken care by IT firms immediately. The facilities at the bottom of the pyramid are given by most of the IT firms.

7.2.3 RECRUITMENT AND INDUCTION PROGRAM

IT firms recruit employees throughout the year because of attrition and new projects. Recruitment process starts from submitting resume to employee. The time required for recruitment varies from 1 week to 10 weeks depending on company processes, size, criticality, position and skills required. It firms should reduce this time to one week because if the process is very lengthy and time consuming, candidate loses interest and tries to approach for other firms.

The standard of the organization is decided with the quality of interview conducted and the questions being asked during the interview. Modifications and changes must be incorporated in the interview process to attract good candidates.

After short listing resume, a candidate needs to go through many interview rounds. Different levels of rounds are conducted by different interviewers. Most of the IT firms give proper trainings for hiring and interviewing to setup up standard process of interviews and get best candidates in short span of time. It helps companies to reduce time and cost on recruitment process. To take advantage of such benefits other IT firms also should start proper training for hiring and interviewing.

Boarding process is important to make aware of organizational culture to the new employees, in which the organization provides information, training, mentoring and coaching throughout the transition. The process begins at the acceptance of an offer and

throughout the first six to twelve months of employment. Thus researcher suggests the IT firms to make on-boarding process very professional.

The recruitment process takes 1 to 10 weeks and many companies make this process friendly and employee caring through which company remain in touch with candidates in every step of recruitment process and help candidate to solve their issues and concerns. All IT firms must follow the same because employees are assets for them.

If facilities like transportation and stay facilities for employees and their family members on relocation are provided by IT firms then employees will me more appealing and satisfied with the organizational culture.

IT firms must apply induction to the new employees which is a welcoming process offered by the company to introduce them to the organization's culture and its environment. It also helps employees to get acquainted with the rules and regulations, policies and procedures of the organizations. Organization with good induction program helps the employee to acquaint well with the organization and its culture. The IT firms should take utmost care to introduce its employees to the policies and procedures to maintain a good impression of the organization.

The resources in the induction used could be LCD projector, PC, phone, stationery etc. if appropriate material is used in the induction; it helps to ease the process. From the data it is concluded that quality of input material in induction should be provided by the IT firms.

Priority list of recruitment and induction program can be seen in figure 7.3 that IT firms must provide to their employees to improve work culture. Activities like proper training for hiring and interviewing, professional and well managed on-boarding process, friendly and caring recruitment process, and quality of material for induction are on top in priority list to be taken care by IT firms immediately.

RECRUITMENT AND INDUCTION PROGRAM

- Proper training for hiring and interviewing
- Professional and well managed on-boarding process
- Friendly and caring recruitment process
- Quality of material for induction
- Induction integrates the newcomer
- Warm and sincere welcome
- Transportation and stay for relocation
- Sufficient time for induction
- Short recruitment process
- Focus on company, its culture, structure, products and clients
- Impression of the firm through induction
- Qualities interview questions

Figure 7.3- Priority list of recruitment and induction activities to improve work culture

7.2.4 TRAINING AND DEVELOPMENT

After completing all joining formalities and induction program, company should find proper analyzing tool to find out training needs and good training methods should be utilized to train employees. The training may include topics related to technology, domain, soft skills or specific process skills needed for the product.

Once the training need is identified, employee needs to undergo class room or online training. Sometime the company arranges in-house training or needs to appoint external trainers for the same. It depends on type of training and skills required. IT firms should appoint highly qualified and professional trainers for training of new joining. But only

identifying needs of trainings and giving it through expert trainers is not enough, important factor is to apply the knowledge gained to current job, role and project by the employee which will help them to improve efficiency.

These firms should be careful about the training time while planning release to deliver the product on time. Moreover it is also important that the employees should be offered with the evening and weekend courses to educate them so that they will grow in their career path. These courses should be convenient and accessible. One more important factor which IT firms should consider that is to arrange training program on regular basis and publishes the training calendar well in advance. It helps employee to estimate their work by considering the training period and arranges releases accordingly. If employees do not get the training dates in advance it hampers the release dates, work and commitments.
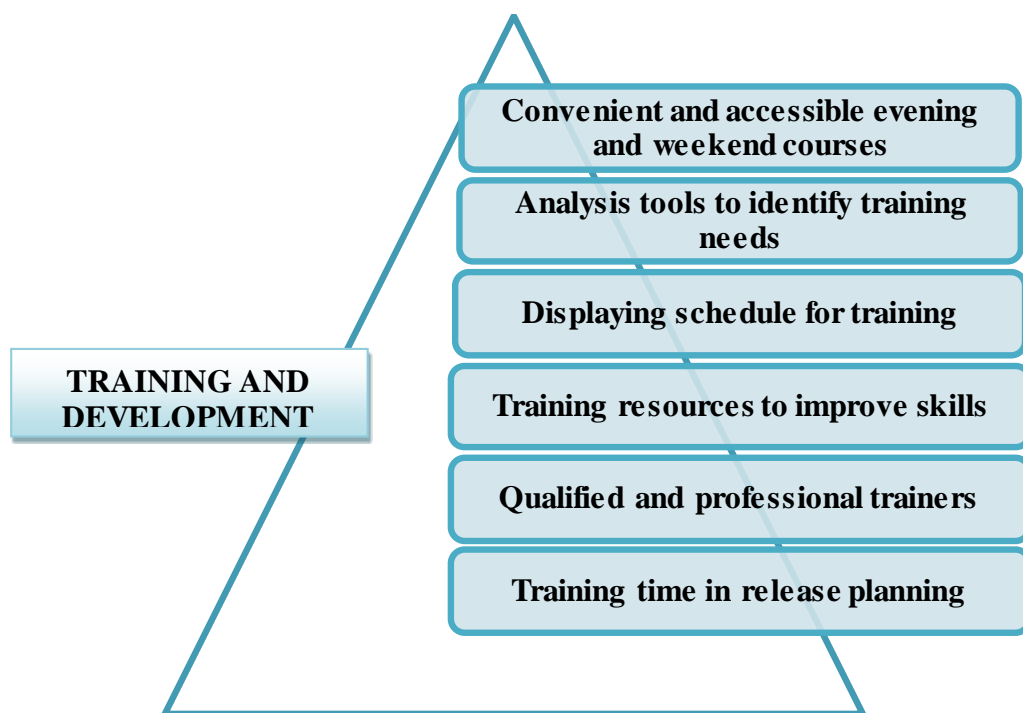
Figure 7.4- Priority list of training and development activities to improve work culture

Priority list of training and development activities is shown in figure 7.4 which IT firms are expected to provide to their employees to make improvements in work culture. Activities like convenient and accessible evening and weekend courses, analysis tools to identify training needs, and displaying schedule for training should be taken care by IT firms because they are lacking in these activities.

7.2.5 LEADERSHIP

Product base IT companies are mostly recognized by their leaders like Bill Gates, Steve Jobs etc. Software products are created thorough innovation and ideas where leadership gives new height and brand to the company and makes it world class. If the IT firm is not doing well, it should bring dynamic and passionate leader to increase confidence and improve overall effectiveness of the company's leadership.

IT Firms must treat employees with respect and dignity because they are most important resource and are from different area, caste, gender and culture. If employees are not treated with respect and dignity, it will mess up the work culture of the team and company. If manager treat employee equally, his sub-ordinate also follows the same.

Communication is the key factor to create healthy work culture and frequent communication between manager and sub-ordinates will help to resolve conflicts and issues. There will be clear sharing of new ideas and innovative ways to complete task which surely helps to develop strong relationship between manager and sub-ordinates.

To achieve the targets and reach to a common goal, manager's role is very important to make sure that the team members create common goal. Managers of IT firms should coordinate between top management and employees to reach at common goal and percolation of objectives downstream. Moreover managers are also responsible for allocating the tasks and work to team members. Manager should allocate the work according to priority and team member's skills and experience which is very essential for successful on time completion of tasks.

It is observed in IT firms that talent development and movement are frequent and a good leader always observe the changes to plan the future tasks. Taking this into account managers must provide clear vision, direction and understand expectations of the employee while delegating the tasks

Managers should have a clear vision and energy and same should be seen in the employee's performance.

It is also observed that there are frequent changes in leaderships in IT firms which is causing problems and disruption in project completion. Care must be taken by the top management to continue the leader till the end of the project to avoid chaos.
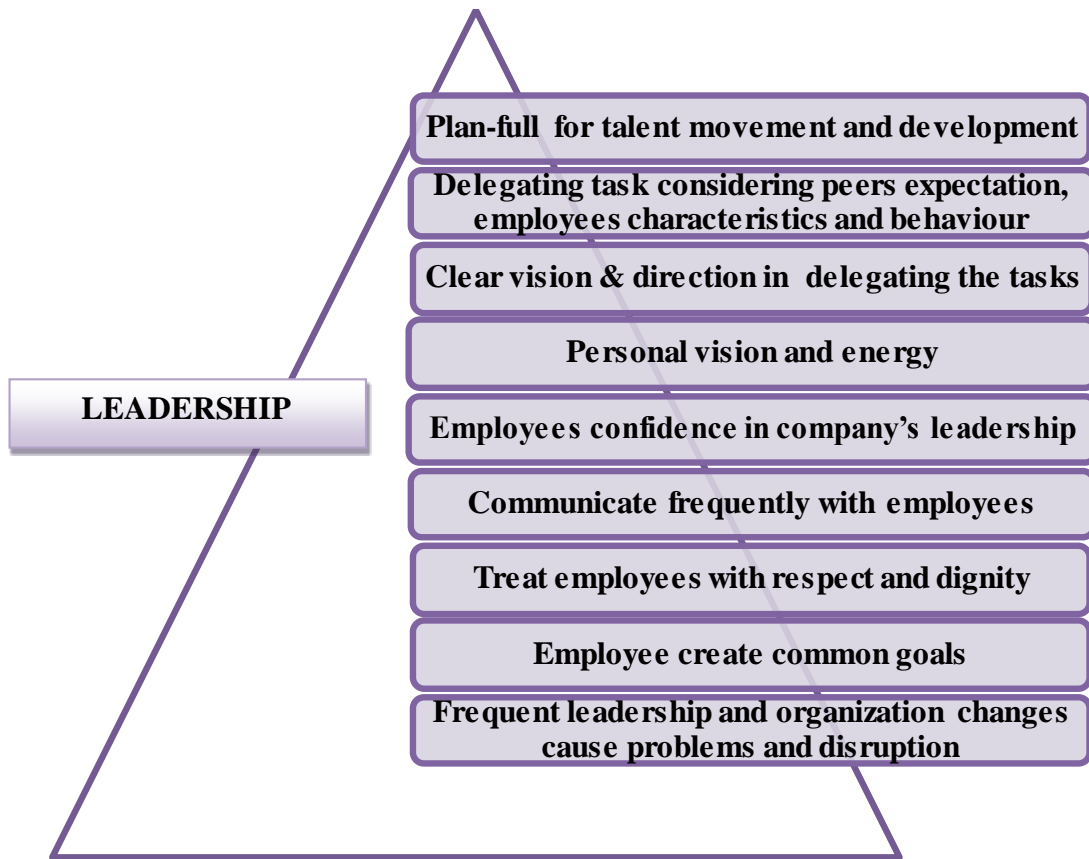
Figure 7.5- Priority list of leadership activities to improve work culture

Priority list of leadership activities is shown in figure 7.5 where top few activities must be improved by IT firms to make improvements in work culture. Activities like plan-full for talent movement and development, delegating task considering peers expectation, employees' characteristics and behavior, personal vision and energy, and clear vision & direction in delegating the tasks should be incorporated in manager's actions which is observed to be lacking in IT firms.

7.2.6 WORK GROUP

Team work is important part of work culture. It is not possible to complete any task alone in software product, because software product requires different skill set like analysis, design, development and quality. Employees of IT firms must be committed to complete the project more effectively and efficiently in group than each individual. Working in team is also important because team members contribute their unique abilities and skills to complete the project on time. Team members in IT industry are from different part of country with different caste, greed and gender thus it is required that they work together and respect each other.

Researcher suggests that innovations and ideas with diverse perspectives must be valued in IT firms. It is also essential that IT firms appreciate the employees to keep their morale high which will help in increasing efficiency.

If the employees work in coordination with each other and communicate openly with each other, it will help in achieving the targets on time.

IT firms must offer various recreational programs to the employees to keep their morale high and ultimately help in achieving targets with high team sprits.

WORK GROUP

- Member participates in sport, events & social activities
- Contributing to others' success is recognized and rewarded
- The members in work group speak openly and honestly
- Member gives importance to group success over individuals
- Good coordination between different groups with related goals
- Politics trumps collaborative efforts and productivity of the group
- Members in work group express ideas clearly and listen to others
- Diverse perspectives are respected and valued in the group
- Members respect each other irrespective of caste, creed and gender

Figure 7.6- Priority list of work group activities to improve work culture

Figure 7.6 clearly indicates the need for improvements in work culture in IT firms. Top few activities like member participates in sport, events & social activities, contributing to others' success is recognized, and rewarded, the members in work group speak openly and honestly, and member gives importance to group success over individuals must be improved for making better work culture whereas bottom activities are already implemented by IT firms.

7.2.7 WORK LIFE BALANCE

Work Life Balance is an important constituent of work culture. It creates and maintains healthy work culture, which help employees to have balance between work and personal responsibilities and strengthen their loyalty and productivity. It is observed that employees of IT firms spend more hours at work than regular working hours and also spends holidays and weekends at work which may disturb their personal life. IT firms must see to it that employees are leaving office on time and are not over burden with working for extra hours.

IT firms should take steps to improve the work life balance of the employees. Manager can play an important role in executing this. In many cases it is observed that some team members in team are heavily loaded with work whereas some team members don't have enough work for a day which can be avoided by proper allocation of the work.

Conducive and free work environment must be provided to the employees which makes the employees to enjoy the work at the fullest which is ultimately reflected in the employees' productivity. Moreover to maintain work life balance, employees should be counseled so that they can be motivated to work efficiently. Very few IT firms understand the importance of consultation for work life balance to improve performance of the employees.

The reason for unrest in the employees is excessive work load which may be because of improper estimation of project time estimation. Organization should think to reduce the burden of employees by adding the reasonable time period in project time. Setting priorities for work helps employees to schedule tasks over a reasonable period of time. In case project could not be finished on time then instead of making employees work late in the office managers should allow flexi time which will allow employees to take care of family requirements and task will also be completed on time.

One of the best ways to tackle stress and overload is to sponsor employee family oriented activity along with the recreational activities which will help employees to contribute enthusiastically towards organizational productivity.

WORK LIFE BALANCE

- Employee spends their holidays & weekends at work
- Employee spends more hours at work than regular working hours
- Employee's family-oriented activities to combine work & life
- Employees get consultation for work life balance
- Fun & entertainment at work
- Manger effectively coordinates employee's workloads
- Reasonable period of time added in project time estimation to avoid overload of work
- Setting priorities for work helps employees to schedule tasks over a reasonable period of time
- Telecommunicating help to cuts down on stress and unproductive time due to commute
- Employees are aware of important releases early enough to plan their leaves and holidays
- Flexitime is most useful tool to help achieveing a good work life balance

Figure 7.7- Priority list of work life balance activities to improve work culture

Work life balance is important factor for work culture of the IT firms and activities under it is shown in figure-7.7. Top few activities require attention by the firms as per observation made by researcher because bottom activities are already implemented by

majority of the firms. These activities are employee spends their holidays & weekends at work, employee spends more hours at work than regular working hours, employee's family-oriented activities to combine work & life, employees get consultation for work life balance, and fun & entertainment at work.

7.2.8 ENCOURAGEMENT

IT firms should allow employees to suggest new and innovative ideas and suggestions to make them feel that they are an important part of the organization and will work enthusiastically towards achieving the goals because such encouragements are major constituent of work culture which inspires and motivates employees to do their task effectively. Software industry is known for technology and innovations. In product base software company, innovation plays a major role in promoting the firm to be a market leader into specific domain.

When employee joins product based Software Company, a particular product is allocated to him and it is continued for many years. However if employee gets opportunities to select from multiple products and roles, it encourages employees to explore different career opportunities within the organization which helps them to grow his career within the same organization. Sensitivity training will help firms to encourage team members to be proactive and self-motivated for organizational task accomplishment.
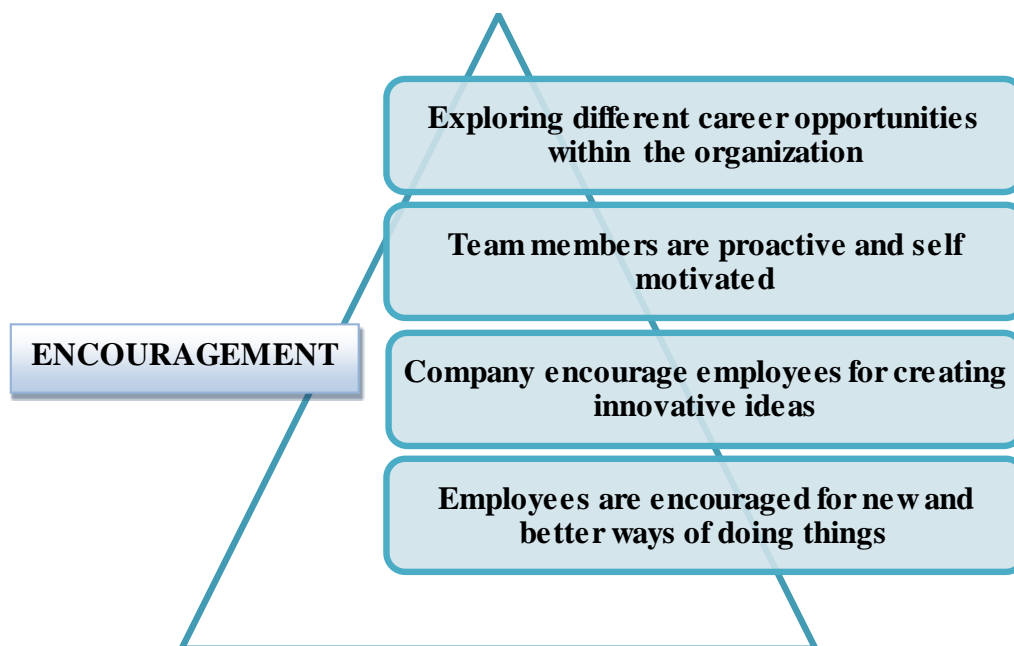
Figure 7.8- Priority list of encouragement activities to improve work culture

IT firms should encourage employees explore different career opportunities within the organization, and also to be proactive and self-motivated which will help IT firms improve work culture. Figure-7.8 explains priority of encouragement activities to improve work culture in IT firms.

7.2.9   COMPANY VALUES

Working with good organization gives a sense of proud to the employees and a good organization is always a good corporate citizen which means it plays a major role and responsibilities development of the community and environment in which it operates. There are many ways by which organization express the citizenship like helping out in removal of wastage and pollution, by contributing to social, educational and research programs and by creating employment for local youth. IT firms must play a good role in corporate citizenship like Infosys Foundation, Microsoft foundation etc. are doing.

Every organization has its mission, goals and vision. To achieve these missions, goals and visions an organization forms core values of the company. Executive leaders and management are responsible for maintaining the company's core values. So the decision and action taken by the management should be consistent with the company's values. To fulfill this most of the IT companies believe in hiring the best employees and retain them, because skilled employees are asset for IT companies.

Every organization strives to satisfy its customers to its fullest. A good organization should always have customer satisfaction as its top priority which can be achieved by training employees to understand ethics and its compliance. Organization that follows ethical practices is considered to be the best in market and provisions for punishment must be made in case of violation of ethics and compliance.

IT firms should take proper steps to give a sense of security to the employees especially female employees by strict action on violation of harassment policy.
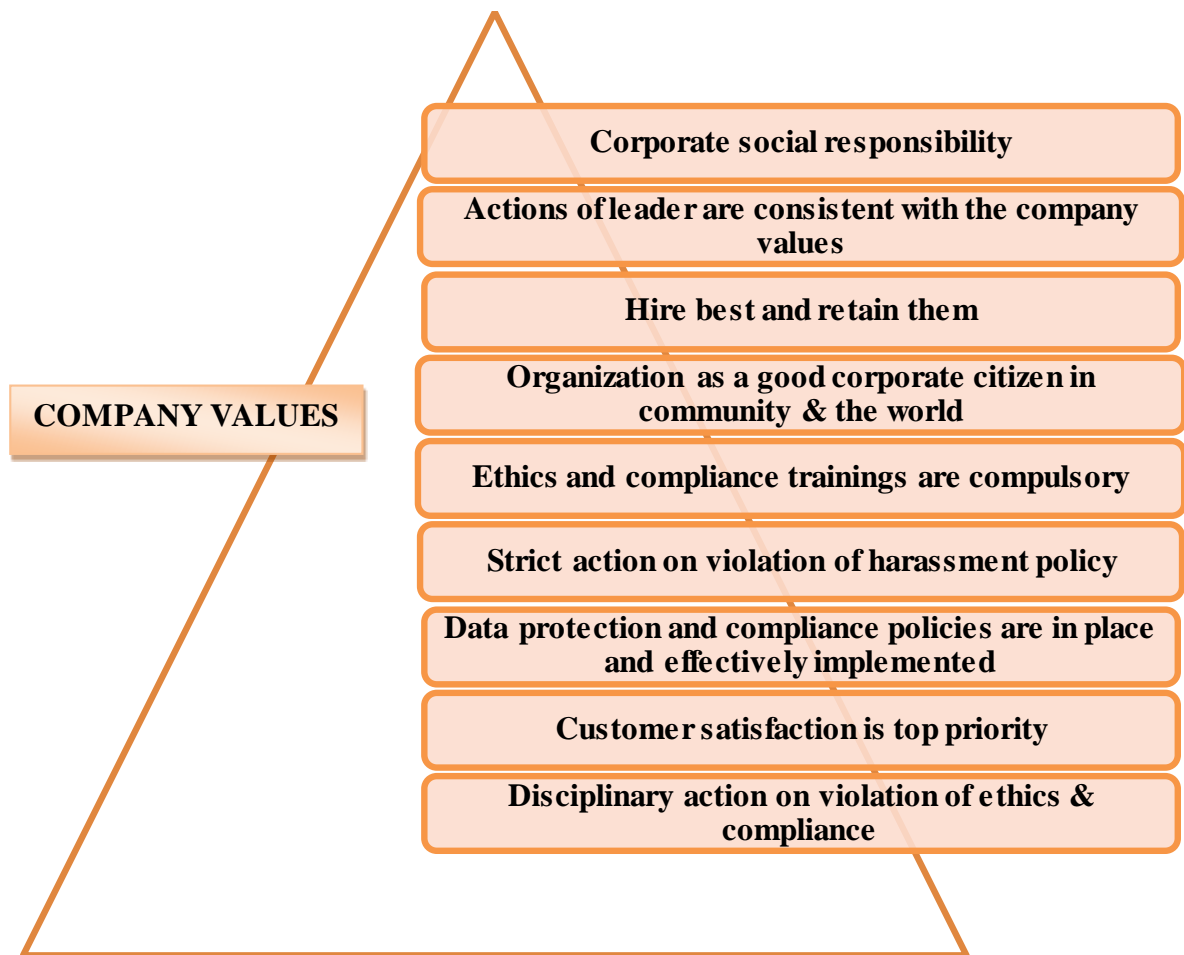
Figure 7.9- Priority list of company values activities to improve work culture

Top few activities which an IT firm has to improve for good work culture are corporate social responsibility, actions of leader are consistent with the company values, hire best and retain them, and organization is a good corporate citizen in community & the world. Figure-7.9 explains the priority of activity related to company values to improve work culture.

7.2.10 INTERPERSONAL RELATIONS

It is known fact that human resource is valuable in IT Company. The employees in IT firms are from different gender, region, caste and religion. They have to work in team to achieve the common goals and success of the firm. If employees behave friendly with each other than the work environment will be healthy, efficient and productive. Moreover information sharing is important for the smooth conduct of a job and the flow of information helps the team members to complete the task at the right time without any biases. Researcher suggested that team member should shares technical and domain related information with each other.

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Where ever people work in team it is observed that individual differences can lead to conflicts as there are so many factors influencing it, like disagreement over goals, clashes, ego etc. and this may result to attrition. IT firms should train their managers to handle conflicts and resolve the problems immediately.

Networking helps to create and maintain strong circle of contacts. The primary goal of the internal network groups is to improve communications and the transparency of communications between employees. Very few IT firms support internal social networking to increase interaction among employees. Organizations should allow internal social networking to improve communication and employee retention to develop a diverse workforce is important for IT firms to enhance its image in the society and also to attract, retain and developed diverse workforce.

Understanding employees problems and to resolve them is an important aspect of any organization. Researcher suggests that leaders should meet employees frequently to solve their problems.

Clear understanding amongst employees helps to maintain a healthy and conducive atmosphere in the organization. In most of the IT firms it is observed that employees respect each other, it helps in reducing the conflicts. All this is an outcome of transparent HR practices and policies which must be followed by IT firms.

It is necessary for an organization to maintain the professional approach in the organization. Use of slangs and foul words with subordinates spoils the work culture.

Appreciation and recognition of employees is one of the important motivational factors for the employees who help them to work more efficiently, enthusiastically and happily. A word of appreciation definitely can be a good source of getting the things done successfully for a team. IT firm managers should acknowledge and appreciates good work of team member in front of all.

To have a healthy work environment, it is very much essential to maintain professionalism in the organization. A manager should be able to suppress personal biases in the work assignments.
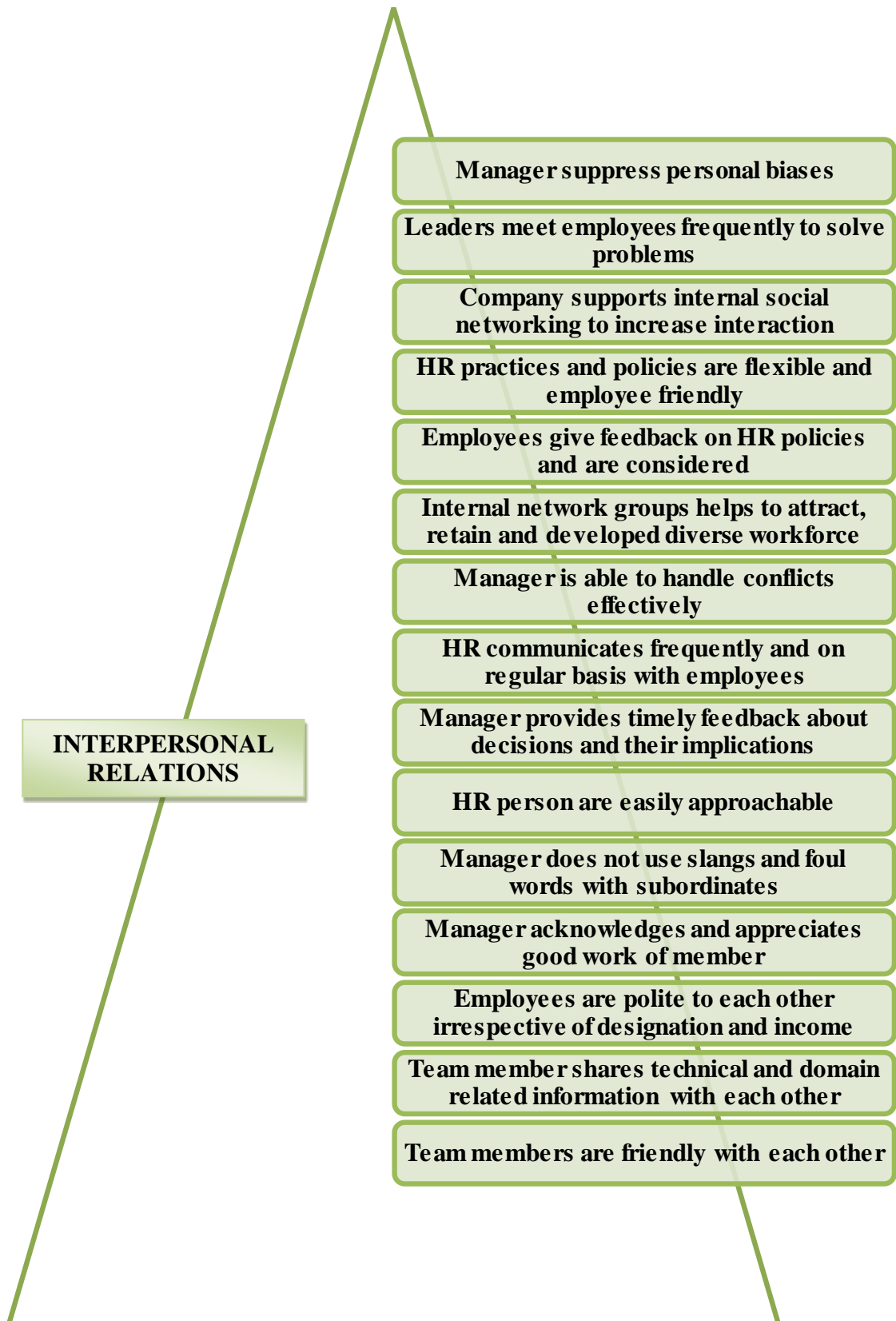
Figure 7.10- Priority list of interpersonal relations activities to improve work culture

An organization is said to be good when it has transparent HR policies and practices. With the advancement in time, every employee expects to have a free and conducive work environment. IT firm HR practices and policies should be flexible and employee friendly. There should be transparent and clear communication of HR with its employees which makes all the employees comfortable to work in the organization. This helps HR to understand employee's problems and to resolve the same with appropriate outcome. Also there should be good interaction of HR persons and employees to develop a bond between them. This will develop transparent and clear communication with each other. The HR persons should be easily approachable. The IT firms should also implement open door policy which is an important means for employees to express their views regarding the work issues to the HR manager.

Manager suppress personal biases, leaders meet employees frequently to solve problems, company supports internal social networking to increase interaction, HR practices and policies are flexible and employee friendly, and employees give feedback on HR policies and are considered are top five activities which are important for IT firms to improve work culture. The priority of interpersonal relationship activities are shown in figure-7.10.

7.2.11 TECHNOLOGY

In IT, product based companies are heavily relying on new technology solutions to strengthen their product development and customer satisfaction. New technology is always advantageous over competitors. To come up with new product and latest technology and innovation, IT firms should motivate the employees to be passionate about technology and eager to learn new things.

Product based companies develops their product by considering next 5-10 years of market requirement. Once product is developed it is very difficult to change the architecture and technology, thus proper attention should be given to architecture and technology before starting product development by IT firms. This may help these firms to attract new customers and gain advantage over the competitors.

New inventions and innovations have always captured heart & mind of people and have been the milestone in development. Due to inevitable change in growing technology the product that being developed shall be develop in current technology so that the

product can be retained in market till next 5-10 years. Also latest technology helps to attract new customers and gain advantage over the competitors. To achieve this IT firms must spends time and money on R&D to invent new technology.

To boost employee motivation they should be encouraged for the work they perform and rewarded for the innovations and patents which will result in higher efficiency. With motivation it is also essential to update hardware and software of the equipment essential to fulfill the task and to reach to the desired output.

Employees should be given exposure to the latest technology to update their knowledge of the market and latest equipment by attending tech fair regularly which are aimed to showcase latest technology and processes for product development. This helps in exploring their skills and knowledge as well.
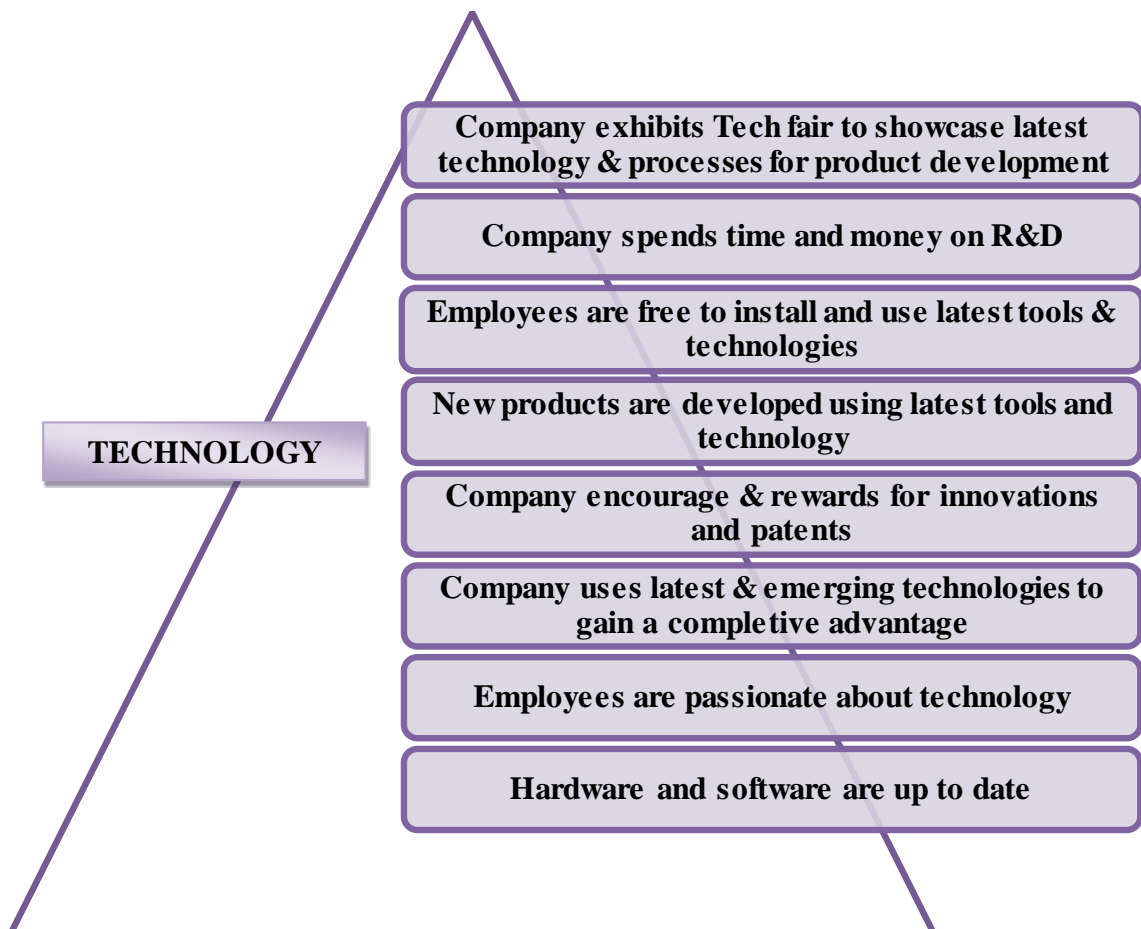
Figure 7.11- Priority list of technology related activities to improve work culture

Employees should be offered with some freedom to install and use latest tools and technologies. IT firms should allow such decisions which make employees feel an

important part of the organization and work more enthusiastically for achieving organizational goals and productivity.

IT firms are dynamic and offer unique benefits and facilities but they should have latest and emerging technologies to gain a competitive advantage.

Company must exhibits tech fair to showcase latest technology & processes for product development, company should spends time and money on R&D, and employees are allowed to install and use latest tools & technologies are the top three activities which IT firms should implement for better work culture. All the activities related to technology are shown as pyramid in figure-7.11.

7.2.12 CAREER

Every organization sets its long term intentions for operating organization philosophy. The goals are concrete steps to achieve organization purpose. It the employees and organization goals are aligned with each other it will help the organization and individuals to grow in long term.

In IT organization, there are different types of roles and responsibilities like leadership, development, testing, support and administration. Organizations must provide career counseling so that employee can get the opportunities inside the organization, which helps to retain employees and employees also sees the different career path. Also meetings should be scheduled regularly with employees to know their career aspiration and how to achieve them. These efforts will make employees see opportunities for their development at the organization.

It is necessary to give some liberty to employees to take decisions regarding work and also to try new things in job even though their efforts do not succeed. Employees feel happy if the organization shows concern for individual employees' career aspiration in the career discussion meetings. IT firm should pay attention to individual career aspiration in the career discussion meetings.

One of the important aspects of job satisfaction for the employees is company offering services like education information, career planning, personal growth and skills required to perform the job. IT firms should make employees aware the career path and roles, responsibilities and skill required for the next level.
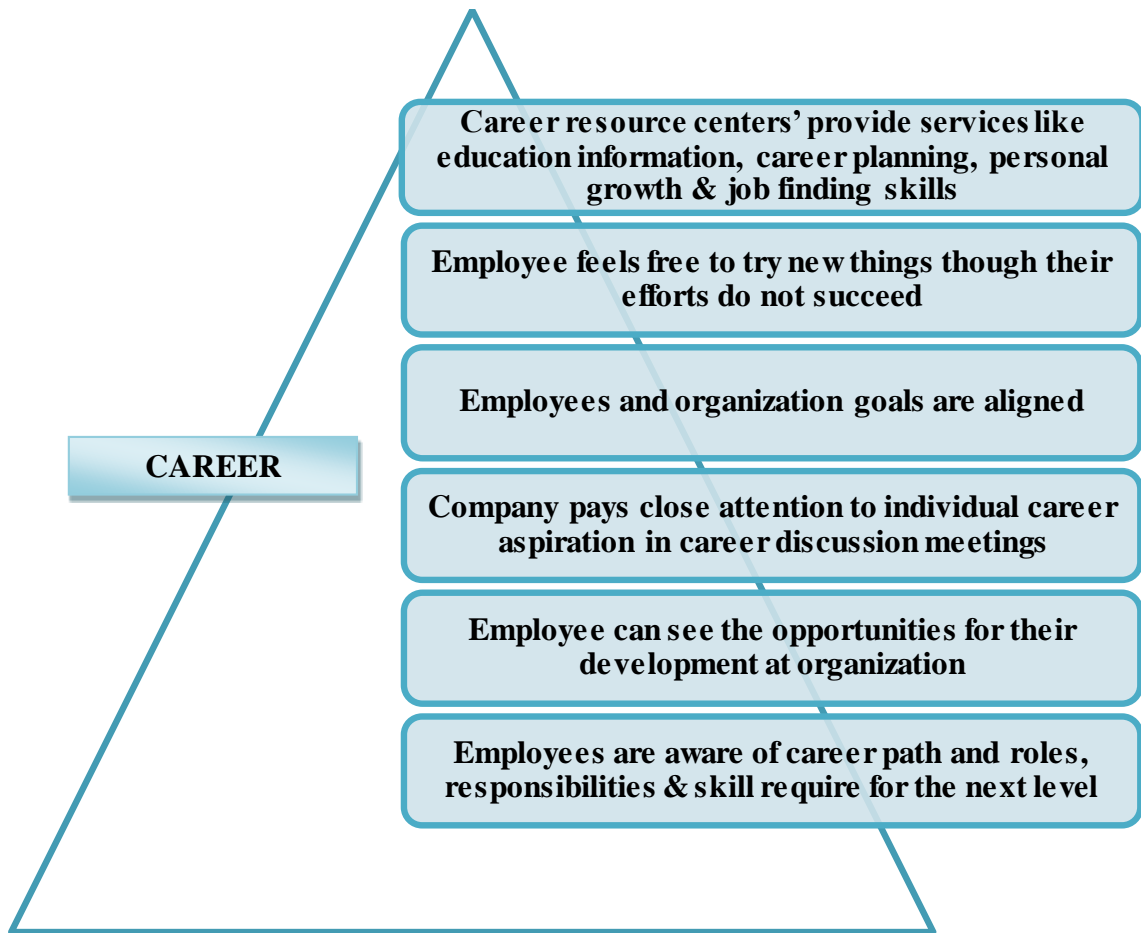
Figure 7.12- Priority list of career activities to improve work culture

Career resource centers' in IT firms should provide services like education information, career planning, personal growth & job finding skills and also efforts must be taken to make employee feel free to try new things though his efforts do not succeed. These are top two activities which need improvement to develop work culture.

7.2.13 COMPENSATION AND BENEFIT

It is suggested to the management of IT firms that objectives and goals should be set by manager involving employees' suggestions to increase their confidence and to make them work with greater involvement improving the productivity. These objectives should be defined for individuals and must be clear and measureable

IT companies follow different types of performance appraisal process which should be employee friendly and transparent. The feedback should be immediately given to the employee to improve the performance if he is lacking against objectives. If the employees are showing outstanding performance and achievements, he must be

COMPENSATION AND BENEFIT

- Provoke employees to buy house & car by providing loan and subsidy
- Supports employees for higher education by providing education assistance program
- Home & school assistance facility to relocated employees
- Employee receives ongoing & proper feedback to improve their performance
- Objectives defined for individuals are clear & measureable
- Employees are rewarded according to job performance
- Appraisal feedback meetings are useful & productive for the organization & the employees
- Employees get proper training for appraisal process & flexible payouts
- Objectives & goals are set by mutual understanding of employee and manager
- Medical & life insurance are provided to employees including parents
- Pay, compensation & benefits are competent to market
- Company follows all government laws for salary & compensation
- Maternity and paternity facility as per the government laws
- Proper tax saving plans is incorporated into the salary structure
- Enough number of casual and sick leaves available for employees per year

Figure 7.13- Priority list of compensation and benefit activities to improve work culture

Rewarded. Appraisal feedback meetings are useful and productive for the organization and the employees thus must be taken frequently.

Employees always take a pride in working with such organization where pay and remuneration are competent to the market. IT firms should always follow government laws for salary and compensation and also implement better salary and remuneration to the employees and follow all the laws of the government.

Well established appraisal system where employees get proper training for appraisal process and flexible payouts should be developed by IT firms to help them reach at greater heights of the success.

Tax saving plan should be incorporated into the salary structure for the better financial investment which makes employees life secured. To improve and maintain better standard of living IT firms should encourages the employees to purchase the house and car through loan and subsidy given by them.

Researcher suggests IT firms to offer assistance for higher education that helps the employee to develop their skill-sets required for the organizational growth and self enhancement.

A happy employee also perform better and to achieve this IT firms should make employees safe and insured life by providing facilities like medical and insurance to the them as well as their parents. Also there should be enough number of casual and sick leaves available for employees per year.

When employees are relocated to other places, all the firms must give home and school assistance facility to the relocated employees.

From figure it is easily depicted that top few activities of compensation and benefit like provoke employees to buy house & car by providing loan and subsidy, supports employees for higher education by providing education assistance program, home & school assistance facility to relocated employees, employee receives ongoing & proper feedback to improve their performance, and objectives defined for individuals are clear & measureable must be improved by organization to improve work culture.

7.3 GENERAL SUGGESTIONS

The 13 constituents selected for evaluating the work culture are Infrastructure, Facilities, Recruitment and Induction Program, Training and development, Leadership, Work group, Work Life balance, Encouragement, Company values, Interpersonal relations, Technology, Career, and Compensation and benefit. It is observed that
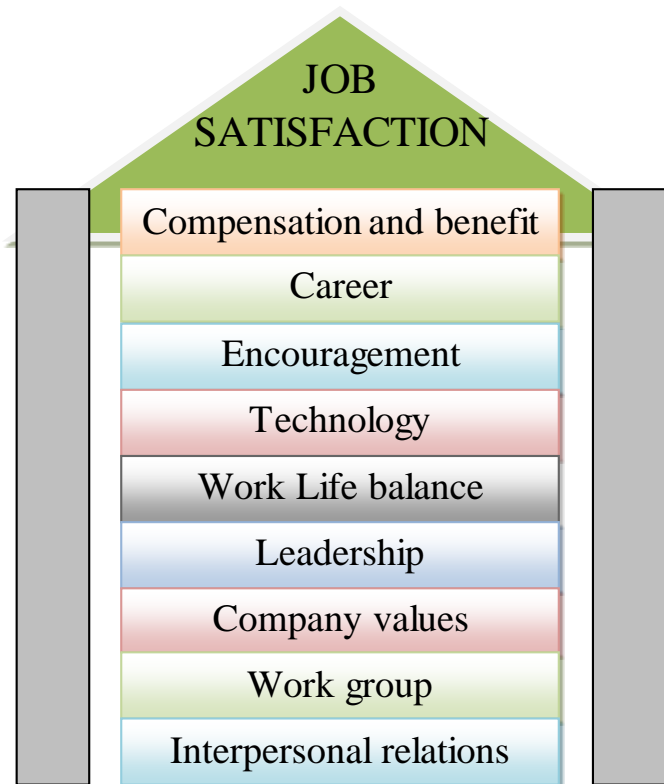
Figure 7.14- Correlation between work culture constituents and job satisfaction

From the inferential statistics it is understood that there is a positive correlation between work culture constituents and job satisfaction. The extent of correlation is shown in figure 7.14. Compensation and benefit, career, encouragement occupies top position in the hierarchy which IT firms should understand and must derive a policy to make necessary changes to improve work culture.

The fundamental principle of responsibility, accountability, transparency, equity and fair practices will help to improve work culture and commitment of employees. It is observed that if employees were given better work culture their satisfaction level will increase. The IT firms should treat its employees fairly irrespective of their religion or sex, there should be proper grievance handling system, also recognition to the deserving

employees must be given, and the firm should inculcate the spirit of cooperation and team work among the employees because a good work culture may help the employees to reach their fullest potential. It will help the firms with improved job efficiency and increase in job satisfaction.

The IT firms should provide improved working conditions to the employees for better results. It includes good tools, safety facilities, welfare and medical facilities to the family members of the employees, and job enrichment because good working conditions of a workplace can have a direct impact on the productivity, job satisfaction and morale of the people working in it. It can make the employees more productive, qualitative, efficient and effective.

To satisfy and motivate employees the IT firms should design training programs after conducting a thorough need analysis. The training given to the employee should be based upon the training need of that particular employee. Single type of training should not be given to all the employees, but it should be decided after studying to their core competencies which should help the employees to develop better skills and abilities. Steps should be taken to ensure individual's response to the goals and operating procedures of the firm begin with the recruitment process.

Training and growth opportunities helps the IT firms to retain talent because training process molds the thinking, provides an opportunity to expand the knowledge base, and leads to quality performance of employees. IT firms should provide policy which will make the employees believe that they have ample growth opportunities. Monitoring of the cultural practices and implementing best management practices through participatory approach would enable employees to develop higher levels of firm's commitment.

IT firms should consider the inputs of employees before taking important decisions or changes for which forums or committees involving employees should be formed to solve day to day problems with due respect and authority to the employee representatives. Shared decision improves the work quality and easy acceptance of decisions, promotes employee motivation, and self-esteem with increases sense of ownership and interpersonal relations between the employees and the management. Innovative approaches would enhance the awareness and adoptability of work culture and firms should motivate employees for such changes.

IT firms should recruits managers possessing qualities essential for good leadership such as clear vision and mission, good listening, able to solve the problems, and will be available for employee. IT firms should understand benefits of good leadership.

Compensation policy should be linked to performances of employees and salary should be competitive and comparable to the competitors. Good compensation policy should help the firm to retain its best employees because a happy employee is a more productive employee.

IT firms should follow clear unbiased and transparent communication policy signifying open sharing of knowledge and information, smooth exchange of information between departments and well defined reporting system. Better communication helps to motivate, build trust and create shared identity with in employee groups.

The policies of selection and promotion of employees should be based on abilities and performance and not on the basis of closeness of an employee with the management. Every employee should be treated equally and there must not be favoritism in deciding employee's salary, incentives and benefits. Fairness in IT firms can improve employee satisfaction and their retention and can reduce absenteeism and turnover.

Good interpersonal relations will change the attitude of employees towards the firm and will accept upcoming chances with ideas or suggestions which can result in performance improvement. Major benefit of cordial and smooth employee relations is it minimizes the conflicts and helps to change the attitude of employees towards management and vice versa which will result in improved efficiency and productivity of the employees as they concentrate more on their job. For interpersonal relations the IT firm should look at the union as business partner and remember that union might be able to help it in number of ways.

To be successful in the long run it is necessary that it should have a good performance management system. Performance of every employee should be measured and maintained so that promotions and raises be based on these performances and not seniority. IT firms should link its incentive plan to performance of employees to motivate them for better performance. Periodic assessment and analysis of work cultures will contribute to better understanding of functioning of firm and can stop malfunctioning.

7.4 SCOPE FOR FURTHER RESEARCH

The research study is limited to constituents influencing the work culture where primary objectives were to identify the work culture constituents motivating employees, to identify the work culture constituents from area like infrastructure, facilities, administration, personnel, HR policies and HR practices, to list out major constituents of work culture and to prioritize the constituents of work culture. To collect data only 15 product based IT companies were selected for the research and 1500 sample size was selected. Researcher feels that the model needs to be tested with a larger number of IT companies with various specialization, size and turnover.

Research can be conducted by considering various cultures and work cultures. This study was conducted in the product based IT firms, one can find relevance to other types of organizations like service based, BPO and Call centers, academics institutions, service sector, NGOs etc.

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ANNEXURE

Questionnaire

1. Respondent Name:- (Optional) **_____**

    a. Respondent Gender:- **_____**
    b. Male
    c. Female

2. Respondent Age Group: **_____**
    a. Less than 20year
    b. 20-25 years
    c. 25-30 years
    d. 30-35 years
    e. 35-40 years
    f. 40-45 years
    g. 45 and above

3. Your Employment type:- **_____**
    a. Full-Time
    b. Part-Time
    c. Trainee
    d. Contractor

4. Current Designation\ Role :- **_____**
5. Total Work experience (in years):- **_____**

6. You have worked with how may organization (in past):- **_____**

7. Experience with the existing Organization:- **_____**

8. Your Organization location:- **_____**

9. In which annual CTC group you are (Optional):- **_____**
    a. Less than 7 Lakh/year
    b. 7-14 lakh/year
    c. 14-28 lakh/year
    d. 28-35 lakh/year
    e. Above 35 lakh/year
    f.

* This information will not be shared with anyone and will be confidential
* All fields are not compulsory.

Note- Please rank your answer on following scale.

5 – Strongly Agree

4 - Agree

3 – Neither Agree Not Disagree.

2- Disagree

1 – Strongly Disagree.

Infrastructure	Rating
The quality of hardware and other instruments are good at work place.	
The company is located at the convenient location in the city.	
Chair and desk are Ergonomics designed to support healthy postures	
There are enough car parking spaces available and easily accessible.	
Elevators are spacious and with good quality	
Public transport is easily available from company location.	
There is enough number of audio and video rooms available for meetings.	
There is enough number of Printers available on the floor and are easily accessible.	
Rest rooms and floors are clean and hygienic.	
Enough number of tea/coffee machines with good quality is available on the floor.	

Facilities	Rating
Overall Stress management programs are well arranged in the company	
Company provides convenient transportation throughout the city.	
Gym facilities and instructors provided by company are up to the mark.	
Good quality of food served in companies' cafeteria.	
Enough number of food options is available for employees in cafeteria.	
Company takes care of food and transportation for employees who works late nights.	

Library in company is spacious and well equipped.	
Team lunch and release parties help to improve company work culture.	
Employees get immediate assistance during medical emergency.	
Home pickup and drop facilities are available for employees working in odd hours.	
Company provides good quality of transportation and hotels for relocation of employees.	
Onsite business trips are well arranged and managed by the company.	
Entertainment facilities provided by company are up to the mark.	
Adequate facilities are provided in rest rooms.	
Company allows work from home by providing required hardware and software.	
There is no restriction on use of internet and social networking sites.	
Reimbursements of bills for relocation and onsite trips are easy.	

Recruitment and Induction Program.	**Rating**
Which method company use for recruitment	
Recruitment process is very lengthy and time consuming	
The qualities of interview questions are very good.	
Company gives proper training for hiring and interviewing.	
The on-boarding process in company is very professional and well managed.	
The recruitment process is very friendly and employee caring.	
Company provides transportation and stay facilities for employees and family members for relocation.	
Induction provides a warm and sincere welcome and put the newcomer at ease.	
Induction provides an understanding of the company: its culture, structure, products and clients.	
Quality of material in induction is very good and useful.	
The time for induction is sufficient.	

Induction provides a good impression of the organisation.	
Induction integrates the new comer quickly and effectively	

Training and development	Rating
Proper analysis tools are used to identify the training needs and its timings.	
Highly qualified and professional trainers are appointed for the trainings.	
The training resources that Company provides helps to build job related skills based on improved performance.	
Training time should be considered in release planning	
The evening and weekend courses are more convenient and accessible.	
Employees are aware of the training programs well in advance.	

Leadership	Rating
Employees have confidence in the overall effectiveness of company's leadership.	
Managers in company, treats employees with respect and dignity.	
Managers communicate with employees frequently.	
To maintain team cohesiveness, Manager makes sure that team members create common goals.	
Manager provides clear vision, direction and expectations while delegating the tasks.	
Leaders are plan-ful about talent movement and development	
While delegating any task, manager takes peers expectation, employees characteristics and behaviour in consideration.	
Manager has a great personal vision and energy,	
Frequent leadership and organization changes cause problems and disruption.	

Work group	Rating
Team member gives importance to group success over individuals.	

Group members respect each other irrespective of cast, creed and gender	
Diverse perspectives are respected and valued in the group.	
Contributing to others' success is recognized and rewarded.	
There is good coordination between different work groups with related goals.	
The members in work group speak openly and honestly.	
Politics trumps collaborative efforts and productivity of the work group.	
Members in work group express their ideas clearly and listen to others.	
Apart from work, team member participates in sport, events and social activities.	

Work Life balance	Rating
Employee spends more hours at work than regular working hours.	
Most of the times employee spends their holidays and weekends at work	
Employees are aware of important releases early enough so that they can plan their leaves and holidays.	
Manger effectively coordinates employee's workloads.	
Company supports fun and entertainment at work.	
Employees get consultation for work life balance when requires.	
Reasonable period of time gets added in project time estimation to avoid overload of work.	
Setting priorities for all work helps employees to schedule tasks over a reasonable period of time.	
Flexitime is one of the most useful tools in helping workers to achieve a good work life balance.	
Telecommunicating help to cuts down on stress and unproductive time due to commute.	
Company sponsors employee's family-oriented activities to combine work and life.	

Encouragement	Rating
Employees are encouraged for coming up with new and better ways of doing things.	

Company encourages employees for creating innovative ideas.	
Employee encouraged exploring different career opportunities within the organization.	
Team members are proactive and self motivated.	

Company values	
Organization is a good Corporate Citizen in my community and the world.	
The actions of our executive leadership are consistent with the Company Values.	
Company believes on hires best and retain them.	
Company is obliged towards corporate social responsibilities	
Total customer satisfaction is top priority in our organization.	
Ethics and compliance trainings are compulsory for all employees in organization.	
Company takes disciplinary action on violation of ethics and compliance.	
Company takes strict action on violation Harassment policy.	
Data protection and compliance policies are in place and effectively implemented.	

Interpersonal relations	Rating
Team members are friendly with each other.	
Team member shares technical and domain related information with each other.	
Manager is able to handle conflicts effectively.	
Company supports internal social networking to increase employee interaction.	
Internal Network Groups helps to attract, retain and developed diverse workforce.	
Executive leadership meets employees frequently to solve their problems.	
Employees are polite to each other irrespective of their designation and income.	
Manager does not use slangs and foul words with subordinates.	

	Rating
Manager acknowledges and appreciates good work of team member in front of all.	
Manager provides the subordinates with timely feedback about decisions and their implications.	
Manager is able to suppress personal biases.	
HR practices and policies are flexible and employee friendly.	
HR communicates frequently and on regular basis with employees.	
HR persons are easily approachable.	
Employees can give feedback on HR policies and it gets considered.	

Technology	Rating
Employees in organization are passionate about technology.	
New products are always developed using latest tools and technology.	
Company spends enough time and money on R&D for new technologies.	
Company encourage and rewards for innovations and patents.	
Organization wide, hardware and software are up to date.	
Company exhibits Tech fair regularly to showcase latest technology and processes for product development.	
Employees are free to install and use latest tools and technologies.	
Company uses latest and emerging technologies to gain a competitive advantage.	

Career	Rating
Employees and organization goals are aligned with each other	
Employee can clearly see the opportunities for their development at Organization.	
Employee feels free to try new things in job though their efforts do not succeed.	
Company pays close attention to individual career aspiration in the career discussion meetings.	
Through career resource centres', company provide services like education information, career planning, personal growth and job finding	

skills.	
Employees are aware with the career path and roles, responsibilities and skill requires for the next level.	

Compensation and benefit	Rating
Objectives and goals are set by mutual understanding of employee and manager.	
Objectives defined for individuals are clear and measureable.	
Employee receives ongoing and proper feedback to improve their performance.	
Employees are rewarded according to their job performance.	
Pay, compensation and benefits are competent to market.	
Appraisal feedback meetings are useful and productive for the organization and the employee.	
Company follows all government laws for salary and compensation.	
Proper tax saving plans is incorporated into the salary structure.	
Employees get proper training for appraisal process and flexible payouts.	
Company provokes employees to buy house and car by providing loan and subsidy.	
Company supports employees for higher education by providing education assistance program.	
Good amount of medical and life insurance are provided to employees including parents.	
There is enough number of casual and sick leaves available for employees per year.	
Company gives home and school assistance facility to relocated employees.	
Company provides Maternity and paternity facility as per the government laws.	

As per your preference, please priorities following work culture constituents:

[Rank 10 to top priority and 1 for least]

Constituents	Ranking
Infrastructure	
Facilities	
Recruitment and Induction Program	
Training and development	
Leadership	
Work group	
Work Life balance	
Encouragement	
Company values	
Interpersonal relations	
Technology	
Career	
Compensation and benefit	
Job Satisfaction	

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