



Impact of work culture on employee well-being and job performance among IT employees in Kochi

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Abstract

The purpose of the study is to investigate how work culture affects Kochi's IT workers' job performance and well-being. Understanding how workplace procedures, organizational support, communication, workload, teamwork, leadership, and work flexibility affect employees' general well-being and productivity in the quickly evolving IT industry is the main goal of the study. The study uses a quantitative research approach and suggests employing a structured questionnaire based on a Likert scale to gather primary data from Kochi IT workers. It is anticipated that the study would show a strong correlation between increased employee well-being and better job performance and a supportive and good work culture. Employee well-being is anticipated to be positively impacted by organizational support, good communication, teamwork, leadership support, a manageable workload, workers autonomy, and flexible work schedules. The study comes to the conclusion that workplace culture can have a significant impact on improving job performance and fostering well-being in the IT industry. IT companies may be able to enhance employee outcomes and organizational effectiveness by establishing a work environment that is encouraging, adaptable, inclusive, and employee-focused. The results should help HR managers and organizational leaders create workplace policies and procedures that promote worker performance and well-being.

Keywords: Work culture, employee well-being, job performance, IT employees, organizational support, workplace environment

Introduction

In today's dynamic and competitive business environment, employees are considered one of the most important resources of an organization. This is particularly true in the Information Technology (IT) sector, where innovation, creativity, technical expertise, continuous learning, and adaptability are essential for organizational success. In such an environment, the way employees experience their workplace has a direct bearing on their well-being, motivation, commitment, and job performance. Work culture represents the shared values, beliefs, attitudes, practices, and behaviours that influence how employees interact with one another and how work is carried out within an organization. It includes important aspects such as leadership, communication, teamwork, organizational support, recognition, workload, employee autonomy, flexibility, and work-life balance.

The IT industry is characterized by rapid technological developments, demanding work schedules, tight deadlines, high performance expectations, and the continuous need to acquire new skills. Although these characteristics provide opportunities for professional development and organizational growth, they can also create considerable pressure on employees. Excessive workload, extended working hours, workplace stress, and difficulties in maintaining work-life balance may negatively influence employees' physical, psychological, and emotional well-being. On the other hand, a supportive and positive work culture can create an environment in which employees feel valued, respected, motivated, and supported, thereby contributing to improved well-being and better performance. Employee well-being has become an important concern for organizations because employees who experience a healthy and supportive workplace are more likely to remain

motivated and productive. Well-being is influenced not only by individual factors but also by organizational conditions such as management support, interpersonal relationships, communication, teamwork, workload, flexibility, and opportunities for employee participation. Similarly, job performance is influenced by the extent to which employees are able to utilize their skills and resources effectively to achieve organizational objectives. Therefore, work culture can play an important role in creating conditions that either support or hinder employee well-being and job performance.

Kochi has emerged as an important centre for the IT and IT-enabled services sector in Kerala, with organizations operating in diverse technological and business domains. The growth of the IT sector has created employment opportunities for a large and diverse workforce. However, IT employees in Kochi also operate in an environment characterized by technological changes, performance expectations, deadlines, workload pressures, and the need for continuous professional development. The increasing adoption of flexible, hybrid, and technology-enabled working arrangements has further increased the importance of understanding how employees perceive their organizational work culture and how these perceptions influence their well-being and performance.

A positive work culture can encourage effective communication, cooperation, employee recognition, leadership support, autonomy, and flexibility. These factors may help employees manage workplace demands more effectively and maintain greater satisfaction and well-being. In contrast, an unfavourable work culture may contribute to stress, dissatisfaction, reduced motivation, and difficulties in maintaining a healthy balance between professional and personal responsibilities. Previous studies have also

examined the relationship between organizational culture, employee satisfaction, employee well-being, and performance, providing a foundation for examining these relationships in the IT sector.

Against this background, the present study focuses on the Impact of Work Culture on Employee Well-being and Job Performance among IT Employees in Kochi. The study seeks to identify the major factors influencing work culture and examine their relationship with employee well-being and job performance. Particular attention is given to organizational support, leadership, communication, teamwork, workload, work flexibility, and employee autonomy. By examining these dimensions, the study aims to provide meaningful insights into how organizations can develop supportive, flexible, inclusive, and employee-centred workplace practices that promote employee well-being while improving individual and organizational performance. The findings are expected to be useful to HR managers, organizational leaders, and decision-makers in developing workplace policies and practices that create a healthier and more productive IT workforce.

Statement of the problem

Rapid technical advancements, rigorous work schedules, performance standards, short deadlines, and ongoing pressure to learn new skills are all characteristics of the information technology (IT) sector. Because of these circumstances, organizational work culture has a significant impact on the experiences and results of IT workers. Leadership support, teamwork, communication, employee recognition, job autonomy, workload, flexibility, and organizational ideals are all included in work culture. While an unfavourable work culture may lead to stress, discontent, decreased motivation, and challenges in preserving a healthy work-life balance, a supportive and positive work culture can enhance employee well-being by fostering a positive and healthy work environment. With an increasing number of IT firms and workers operating in a variety of organizational settings, Kochi has become a significant IT hub in Kerala. These organizations' viability and efficacy depend not only on their technological prowess but also on the productivity and well-being of their workforce. Thus, the current study focuses on analysing how work culture affects Kochi IT workers' job performance and well-being. The study aims to identify the main features of work culture, evaluate the degree of job performance and employee well-being, and ascertain the degree to which various aspects of work culture impact these employee outcomes.

Need of the study

The necessity of establishing work environments that promote employee well-being and organizational performance has grown due to the IT sector's increasing competitiveness. Workload constraints, long workdays, technical advancements, deadlines, and high-performance standards are commonplace for IT workers. These difficulties could have a detrimental impact on workers' psychological health, motivation, job satisfaction, and productivity if they are not supported by a suitable organizational culture. Therefore, it is essential to examine work culture in order to determine which organizational practices lead to a more productive and healthier workplace. IT organizations can identify areas that need improvement and create employee-centred workplace practices with the

use of this information. The growing diversity of employment practices, including flexible, hybrid, and technology-enabled working arrangements, and the growing IT sector in Kochi make the study especially pertinent. Managers, HR specialists, and organizational decision-makers can gain valuable insights by analyzing the connection between work culture, employee well-being, and job performance. The results may help organizations create flexible work policies, employee recognition programs, efficient communication systems, supportive leadership practices, and workload management strategies that can improve job performance and organizational effectiveness while also promoting employee well-being

Objectives of the study

1. To identify the factors influencing work culture among IT employees.
2. To examine the relationship between work culture and employee well-being.
3. To analyse the impact of work culture on employee job performance.
4. To examine whether demographic factors significantly influence employee perceptions of work culture.

Literature review

Nair, Aston, and Kozlovski (2019) ^[4] investigated the connection between job satisfaction and organizational culture among IT workers in the UK and India. Using a sample of 450 IT workers—230 from India and 220 from the UK—the study employed Denison's organizational culture model and the Spector Job Satisfaction Survey. The results demonstrated that, while a similar effect was not shown among UK employees, organizational culture significantly affected job satisfaction among Indian IT workers. The study offers a helpful basis for investigating work culture among IT workers in Kochi and shows that organizational culture might affect workers' views at work. Ghewari and Pawar (2019) ^[3] looked into how organizational culture affected workers' job satisfaction. Using Wallach's Organizational Culture Index, the study looked at supportive, inventive, and bureaucratic cultures. IT workers provided the data, which was then analysed using numerous regression and correlation methods. The results showed that the various types of organizational culture and job happiness were positively correlated, with bureaucratic, innovative, and supportive cultures all contributing to job satisfaction. This study offers actual proof that various aspects of work culture can affect employee outcomes, which makes it pertinent to the planned Kochi study.

Durgadevi and Vasantha (2017) ^[2] investigated employee performance and organizational culture with a focus on Chennai's IT industry. Using information gathered from 230 IT workers, the researchers looked at various organizational cultures and how they relate to worker performance. The study found a connection between employee performance and organizational culture, emphasizing how crucial organizational culture is in influencing employee behaviour and output. Because employee performance is one of the main dependent factors suggested for IT workers in Kochi, the results are very pertinent to the current study.

Shamsudin and Velmurugan (2023) ^[6] used data from 378 IT professionals in Kerala to investigate corporate culture determinants and their impact on employee performance in

the IT sector. Work life, communication, empowerment, motivation, strategic decision-making, leadership, and fundamental values were all taken into consideration as significant aspects of company culture. It is particularly pertinent to a study of IT workers in Kochi because of its Kerala-specific focus. The study offers a solid foundation for investigating the potential effects of organizational principles, leadership, empowerment, motivation, and communication on worker performance in the Kochi IT industry.

Dike, Adesanya, and Habeeb (2024) ^[1] used workplace culture characteristics to examine how organizational culture affects workers' well-being. The researchers investigated the connection between organizational culture and employee well-being using multiple regression analysis and a quantitative survey approach. The study supports research on the relationship between workplace culture and employ wellbeing and shows that organizational culture has a significant role in determining workers' well-being. Because employee well-being is a significant outcome variable in addition to job performance, this study is helpful for the suggested research.

Research Methodology

The study adopted a descriptive and analytical research design, and primary data will be gathered from IT staff members employed by various Kochi IT organizations, especially those situated in significant IT hubs like Infopark. Employees with a variety of titles and experience levels will make up the target population. Depending on employee accessibility and the availability of company-specific data, respondents will be chosen using a convenience or stratified sample technique. To enable accurate statistical analysis, a sample of about 100 IT workers may be taken into consideration for the study. A structured questionnaire with statements evaluating work culture, employee well-being, and job performance using a five-point Likert scale. Organizational support, leadership style, teamwork, communication, work autonomy, workload, relationships at work, and flexibility are some of the variables used to measure work culture. To offer theoretical and contextual support for the study, secondary data is gathered from research publications, books, journals, industry reports, business reports, and other credible academic sources. The characteristics of respondents and the level of the primary variables are described using descriptive statistics like frequency, percentage, mean, and standard deviation. The results may offer helpful suggestions for IT companies in Kochi to create a more wholesome, encouraging, and productive work environment. They also helped identify significant areas of work culture that contribute to employ well-being and job performance.

Analysis and Interpretation

Table 1: Demographic profile of the respondents.

Variables	Category	Frequency	Percentage
Age of the respondents	Below 25 years	27	27%
	25–35 years	43	43%
	36–45 years	21	21%
	Above 45 years	9	9%
Gender	Male	56	56%
	Female	44	44%
Work Experience	Below 5 years	38	38%
	5–10 years	40	40%
	Above 10 years	22	22%

According to the demographic profile, 43% of the respondents are in the 25–35 age range, while 27% of the respondents are under 25. Just 9% of responses are older than 45, and another 21% are in the 36–45 age range. This indicates that the majority of the respondents are young and middle-aged workers, with the highest percentage falling into the 25–35 age range. In terms of job experience, 40% of respondents have five to ten years of experience, which is the highest experience category, while 38% of respondents have less than five years. Twenty-two percent have more than ten years of experience. As a result, the sample is primarily made up of workers with fewer than ten years of work experience, offering a helpful representation of workers in their early and mid-career stages.

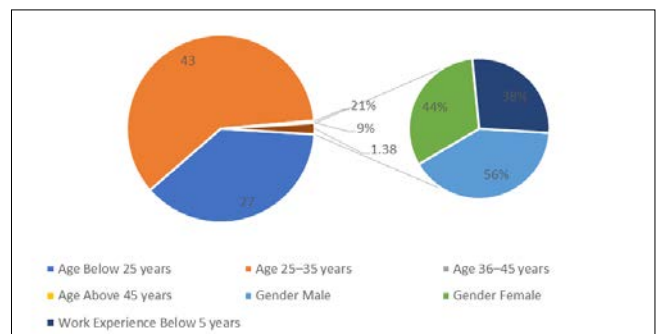


Table 2: Work Culture Perception

Sl No	Attributes	frequency	Percentage
1	Highly Positive	18	18%
2	Positive	42	42%
3	Neutral	20	20%
4	Negative	14	14%
5	Highly Negative	6	6%
	Total	100	100

Majority of the employees (60%) showed a positive perception of their work culture while only 6% showed negative impact on work culture.

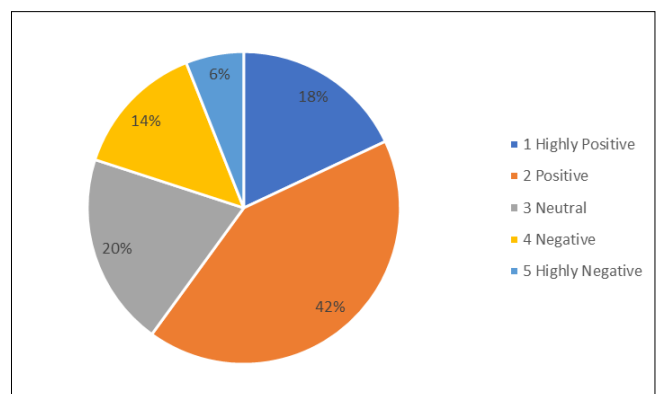


Table 3: Factors affecting Work culture of the employee

Sl No	Work Culture Factor	Low Impact	Moderate Impact	High Impact
1	Workload	15%	32%	53%
2	Working Hours	18%	35%	47%
3	Management Support	20%	30%	50%
4	Teamwork	22%	34%	44%
5	Work Flexibility	16%	31%	53%

The figure showed that work load and work flexibility (53 %) have a relatively high perceived influence on employee well-being and productivity.

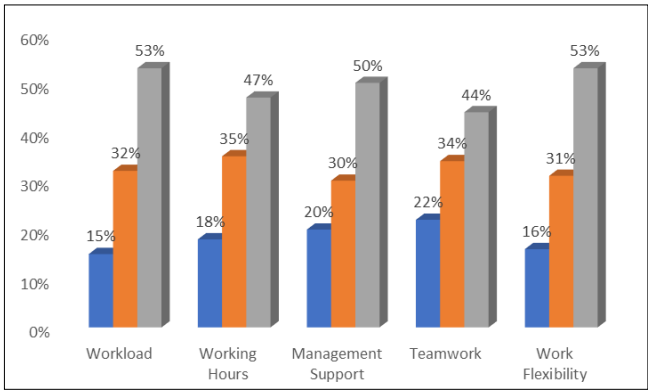


Table 4: Level of Employee well being

Sl No	Attributes	frequency	Percentage
1	Very High	30	30%
2	High	22	22%
3	Moderate	22	22%
4	Low	20	20%
5	Very Low	6	6%
	Total	100	100%

30% of the respondents reported that they have very high levels of well-being while 6% showed very low well-being.

Table 5: Impact of Work culture on Job Performance.

Sl No	Particulars	Frequency	Percentage
1	Very High Impact	42	42%
2	High Impact	20	20%
3	Moderate Impact	25	25%
4	Low Impact	9	9%
5	Very Low Impact	4	4%
	Total	100	100%

Table showed that 42% of the respondents have very high impact of work culture on their job performance and 4 % of the respondents are of the opinion that they have job work culture did not affect their job performance.

Conclusion

The study found that among Kochi's IT workers, work culture had a major impact on both job performance and employee well-being. While excessive workload, long work hours, workplace stress, and a lack of work-life balance had a negative impact on employee well-being and productivity, a positive work culture marked by supportive management, effective communication, teamwork, recognition, flexibility, and a healthy work environment improved employees' psychological well-being, job satisfaction, motivation, and overall performance. According to the study, IT firms should foster a welcoming and inclusive workplace culture by offering flexible scheduling, manageable workloads, employee appreciation, wellness and stress-reduction initiatives, chances for professional growth, and improved management-employee communication.

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