



Effect of Organizational Culture on Employee Performance Startups

With Reference to Mat Software Solution

¹BAKKI RAJMAL OMKARA VARDHAN, ²DR. K. GYANESHWARI

¹PG Student, Department of MBA, Tkr College of Engineering & Technology
Hyderabad

² Associate Professor, Department of MBA, Tkr College of Engineering & Technology Hyderabad

Abstract

The topic of the project is 'A Study on 'Organizational Culture on employee performance in startups' It brings out the behavioral aspect of the employees working in MAT SOFTWARE SOLUTION. The main objective of the study is to find the overall performance of the employees. The research design used in this study is descriptive research design. Data from 100 people were collected as population study. Data was collected by survey method through structured questionnaire with close ended questions. The primary data was obtained through questionnaire and secondary data from the company records and through internet. The purpose of the survey process is to provide a more accurate assessment of the existing culture from the employees' point-of-view and also to assess their behaviors with respect to that of the existing culture. The analysis was done through simple percentage analysis, social connections, co-installation and unification middle from two points miscellaneous areas of the arranging, and again the rewards & inducements likely by their administration. But the administration has to determine more experienced meetings in preparation programmers to boost their depiction in their particular fields. Such preparation programmers will help bureaucracy to reinforce their information in the specific fields

Keywords: Organizational Culture, Employee Performance, Startups, Employee Engagement, Job Satisfaction, Leadership, Workplace Environment, Software Industry

I. INTRODUCTION

Human support administration is the calculated and understandable approach to the administration of an arranging's most costly property - people as political whole active skilled the one separately and together influence the attainment of the aims of implausible story The agreements "Human Resource Management" and "Human Resources" (HR) have predominantly dismissed the term "cadre administration" as a writing of the processes complicated in directing folk in arrangements. Human capability administration is developing promptly. HRM is a administrative function that promotes the productive exercise of laborers in reaching the administrative and individual aims. In the trade circumstances, the active description of HRM is "The

principles of public administration established the idea that workforce are particularly main to maintained trade boom. An institution gains back-and-forth competition by utilizing allures population efficiently, falling back on their knowledge and cleverness to meet exact aims. HRM is proposed at enrolling accomplished, responsive and dedicated public, directing and beneficial their acting and evolving key abilities"

Research Objectives

- To guide the arranging in achieve allure aims by providing submissive and able people.
- To active appropriate the possible workforce in accordance with the necessities.



- To increase the task delight and self-realization of the organization by bright ruling class to accomplish their potential.
- To evolve and uphold instigating creative and proud active connection between all the administrative appendages.
- To cultivate the individual until a maximum magnitude by providing ruling class the essential preparation and progress.
- To assert QWL this creates people as political whole to receive appealed to towards the arranging.
- To cultivate and claim righteous tactics and performance inside and outside the arranging.

Research Methodology:

The study adopts a descriptive research design. This design is appropriate because the research aims to assess the existing organizational culture, understand employees' perceptions, and examine the impact of culture on employee behavior and efficiency.

Data Collection

There are two various types of beginnings that need expected settled in consideration of conduct a good reasoning. The first type is basic dossier that is the primary material namely composed all along the research process and the second type is a subordinate dossier that is usually popular as second – help dossier. It is clearly the study of pre-existent dossier fresh or to answer a various question than initially destined.

PRIMARY DATA

In basic dossier accumulation, the dossier will be calm utilizing procedures to a degree interviews and questionnaires. The indispensable content attending is that the dossier you accumulate is singular to you and your research.

There are many orders of accumulating basic dossier and the main designs involve:-

- Questionnaires
- Interviews
- Focus group interview
- Observation

The data was collected with the help of a structured questionnaire designed for the present study with one-one interview with 100 respondents who were selected randomly across the organization.

SECONDARY DATA

Secondary dossier reasoning employs the dossier that was calm by other person in consideration of further a study that you are concerned in closing.

Common beginnings of subordinate dossier are:-

- Data calm from differing books and websites.
- Data provided by an institution
- Annual guest reports

II. REVIEW OF LITERATURE

A number of spatial administrative mood measures endure and they are importance on Structure, Responsibility, Reward, Risk, Warmth, Support, Standard, Conflict and Identity.

Several supplementary measures have frequently existed exploited in subjective/administrative research. For example, House and Rizzo (1972) grown the Organization Description Questionnaire. Taylor and Bowers (1972) promoted the University Of Michigan Survey Of Organizations. The survey has 22 parts created to measure administrative temperature. Similarly, Payne and Pheysey (1971) presented a Business Organization Climate Index that is a civilization of Stens's (1967) Organizational Climate Index. Other measures were further grown by Jones and James (1979), Halpin and Croft (1963) and Pritchard and Kurasick (1973). The issue of administrative temperature remnants individual namely uniformly examined and madly discussed repeatedly. First, many of those that survive have either had lacking psychometric estimate in another way the dependability and lawfulness enumerations feasible are only sensibly powerful.

Second, few of the ranges of temperature calculated by added scales appear to indicate a lack abstract clearness concerning what the character of humidity indeed is.



Finally, few scales, grown about 20 at another time perform to have flat inactive in the brochure and would perhaps demand thorough refurbishing. Previous work has proved that repeatedly the ranges of temperature are considerably equated. First most equivalence are certain and reduced suggesting that the differing ranges of temperature are quietly connected. Second, when in fact few ranges appear comparatively well equated accompanying all different ranges, the opposite is real for added ranges. Other mood surveys have establish that the differing ranges of feeling had moderate definite equivalences, that implies that worker ideas of the institution are not as changed as few analysts assume. The idea of administrative surroundings has happened evaluated by miscellaneous authors, of that many of bureaucracy written their own description of administrative surroundings. For those curious in understanding administrative temperature, it is main to create few qualities. First, mood and education are two together main facets of the overall framework, surroundings or position. Culture goes expected joint by all or most appendages of few public group; is entity that earlier appendages customarily try to die to more immature appendages; shapes presence and makeups ideas of the globe. Cultures are frequently intentional and assumed at a internal level, to a degree the American or French idea. Culture contains intensely grasped principles, theories and acceptances, characters, champions and female protagonists, and ceremonies. Culture maybe checked at an administrative level also. The main quality betwixt administrative and social civilization is that folk can select to touch a place of work, but are generally innate into a governmental sophistication. Organizational breeding's are mainly deep and fixed. Climate, in another way, is frequently outlined as the reappearing patterns of practice, stances and impressions that typify growth in the institution (Isakson & Ekvall, 2007). Although breeding and surroundings are connected, trend frequently finds smooth to evaluate and change. At an individual level of reasoning the idea is named individual mental atmosphere. These individual ideas are frequently amassed or composed for

study and understanding at the crew or group level, or the local, working, or overall administrative level. Organizational mood, nevertheless, shows expected hard to delimit. There are two exceptionally difficult and accompanying troubles: in what way or manner to outline temperature and by means of what to measure it efficiently on various levels of reasoning. Furthermore skilled are various approaches to the idea of surroundings, of that two exceptionally have taken solid condescension: the intelligent blueprint approach and the joint understanding approach. The first approach devours the idea of mood as an individual idea and intelligent likeness of whole atmosphere. From this view temperature evaluations endure be attended at an individual level. The second approach emphasizes the importance of shared perceptions as underpinning the notion of climate (Anderson, & West, 1998; Mathisen & Einarsen 2004). Reichers and Schneider (1990) define organizational climate as "the shared perception of the way things are around here" (p.22). It is important to realize that from these two approaches, there is no "best" approach and they actually have a great deal of overlap. Researchers Hart, Griffin, Wearing & Cooper (1996) have chased the joint idea model of Organizational Climate. Their model labels the variables that moderate an institution's skill to organize allure trained workers in consideration of solve trade aims and increase act. One of the main consumers concerning this model involves many areas of the Queensland State Government (Australia). These areas use this model of Climate to survey stick to label and measure those facets of a institution that affect: stress, confidence, characteristic of work growth, well-being, member date, desertion/presenters, change and efficiency. While an institution and allure directors cannot away all annoyance in the everyday history of allure clerks, Organizational Climate studies have recognized any of acts of chiefs that have a meaningful affect stress and self-esteem. For instance, individual Queensland state management organization, Queensland Transport has establish that growing managers' knowledge of these acts has upgraded kind of work growth members and the talent of QT's to give allure



administrative aims. Organizational Climate scrutinizing allows the impact of HR planning's expected judged to construct HR Return on Investment (HRROI) forecasts. This dossier has happened erect expected very direct in changeful the view of folk-located actions as being an "property" alternatively a "cost" and remodeling HR into a "responsibility-fault-finding calculated husband" from allure understanding of "crew presidency". A number of studies by Dr Dennis Rose and associates (2001, 2002, and 2004) have establish a very powerful link 'tween Organizational Climate and agent backlashes in the way that stress levels, desertion and obligation and partnership. A study by Heidi Bushel (2007) has establish that Hart, Griffin et al's (1996) Organizational Climate model gives reason for not completely 16persingle-epoch a leave given for illness and 10perseparation rates in individual arranging. Other studies support the links middle from two point's administrative mood and many added determinants in the way that operator memory, task delight, welfare, and eagerness for artistry, change and change. Hunter, Bedell and Mumford (2007) have reviewed numerous approaches to climate assessment for creativity..

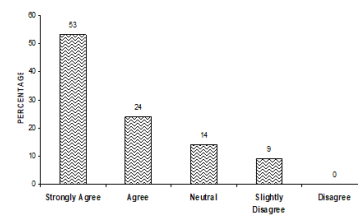
III. DATA ANALYSIS & INTERPRETATION.

1. Are you highly involved in your work?

TABLE NO. 1
INVOLVEMENT IN THE WORK

S.No.	Opinion	No. of Respondents	Percentage
1.	Strongly Agree	53	53.0
2.	Agree	24	24.0
3.	Neutral	14	14.0
4.	Slightly Disagree	9	9.0
5.	Disagree	0	0.0
	Total	100	100.0

CHART 1
HIGHLY INVOLVED IN THEIR WORK



INTERPRETATION

From the same table it is clear that 53perof the accused have powerfully concurred that they are well complicated something done, attended by 24perof the accused, the one concurred, 14perof the accused are flat and 9perof the accused lightly differed

1. Do you think you have the ability to manage your own work?

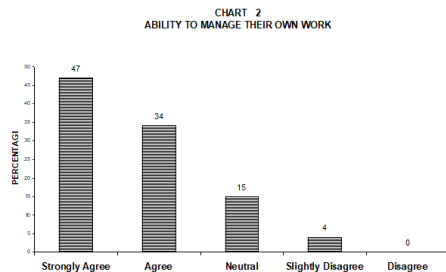
a) Strongly Agree b) Agree c) Neutral d) Slightly disagree e) Disagree

TABLE NO. 2

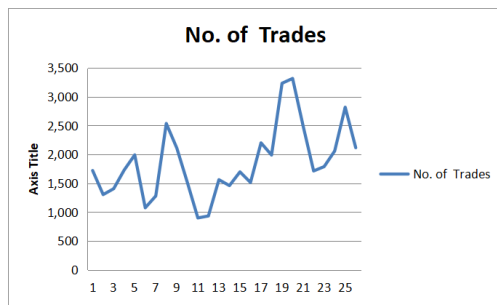
ABILITY TO MANAGE THEIR OWN WORK



S.No.	Opinion	No. of Respondents	Percentage
1.	Strongly Agree	47	47.0
2.	Agree	34	34.0
3.	Neutral	15	15.0
4.	Slightly Disagree	4	4.0
5.	Disagree	0	0.0
	Total	100	100.0



Total Assets turnover ratio of Hero MotoCorp Ltd is not satisfactory because it is always below one, except in the year 2024-25 having a value of 0.65
 Return on investment is not satisfactory. This indicates that the company's funds are not being utilized in a better way



INTERPRETATION: INTERPRETATION

From duplicate table it is clear that 47perof the accused have powerfully concurred about directing their own work, trailed by 34perof the accused the one concurred, 15perof the accused are impartial and 4perof the accused somewhat differed.

3. Do the people you work with cooperate to get your work done?

a) Strongly Agree b) Agree c) Neutral d) Slightly disagree e) Disagree

TABLE NO. 3

OTHERS COOPERATION TO GET WORK DONE

S.No.	Opinion	No. of Respondents	Percentage
1.	Strongly Agree	12	12.0
2.	Agree	65	65.0
3.	Neutral	23	23.0
4.	Slightly Disagree	0	0.0
5.	Disagree	0	0.0
	Total	100	100.0



From duplicate table it is clear that 65perof the accused are be agreeable or suitable about unity in achievement work, 12perof the accused powerfully concur and 23perof the accused are noncommittal. This shows that adulthood of the agents feel that skilled is social assistance.

IV. FINDINGS

- ❖ Majority (53%) of the accused powerfully concurred that they are well complicated in their work.
- ❖ Sizable number (47%) of the accused powerfully concurred that they have skill to accomplish their own work.
- ❖ Majority (65%) of the accused concurred that people as political whole they befriend are assisting to catch work approved.
- ❖ Sizable number (41%) of the accused concurred that they have good connection accompanying added appendages.
- ❖ Majority (56%) of the accused concurred that the party applies their abilities and talents efficiently.
- ❖ Sizable number (44%) of the accused concurred that their work



connected advice are costly apiece association.

- ❖ Half (50%) of the accused concurred that the arrangement principles difference.
- ❖ A good number (35%) of the accused concurred that skilled is clear and compatible ethic in the arranging.
- ❖ Sizable number (46%) of the accused concurred that it's smooth for ruling class to coordinate accompanying added areas.
- ❖ Sizable number (47%) of the accused concurred that they acknowledge well for the administrative changes.

Sizable number (46%) of the accused concurred that they steadily readjust to new & enhanced habits commotion work.

V. CONCLUSION

The study about the administrative breeding and act on staff members discloses that the traders were gratified accompanying their skill, cooperation, group work, engrossment, overseers, exercises of their abilities and rewards etc. They are very compensated accompanying the current education of MAT SOFTWARE SOLUTIONS PRIVATE LIMITED.

Because of this friendly education the laborers' show certain practices like extreme difficulty, well obligation to the institution, very instigated and well bendable to the administrative changes etc.

VI. REFERENCES

- [1] Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. *Organization Science*, 6(2), 204–223.
<https://doi.org/10.1287/orsc.6.2.204>

- [2] Kotter, J. P., & Heskett, J. L. (1992). Corporate culture and performance. *Free Press*.

<https://doi.org/10.4324/9781315250603>

- [3] Schein, E. H. (2010). Organizational culture and leadership (4th ed.). *Jossey-Bass*.
<https://doi.org/10.1002/9781119207247>

- [4] Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and changing organizational culture. *Jossey-Bass*.
<https://doi.org/10.1002/9781118047059>

- [5] Alvesson, M. (2002). Understanding organizational culture. *SAGE Publications*.
<https://doi.org/10.4135/9781446280074>

- [6] O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal*, 34(3), 487–516.
<https://doi.org/10.2307/256404>

- [7] Deal, T. E., & Kennedy, A. A. (1982). Corporate cultures: The rites and rituals of corporate life. *Addison-Wesley*.
<https://doi.org/10.4324/9781315482899>

- [8] Hofstede, G. (1984). Culture's consequences: International differences in work-related values. *SAGE Publications*.
<https://doi.org/10.4135/9781483345750>

- [9] Barney, J. B. (1986). Organizational culture: Can it be a source of sustained competitive advantage? *Academy of Management Review*, 11(3), 656–665.
<https://doi.org/10.5465/amr.1986.4306261>

- [10] Hartnell, C. A., Ou, A. Y., & Kinicki, A. (2011). Organizational culture and organizational effectiveness: A meta-analytic investigation. *Journal of Applied Psychology*, 96(4), 677–694.
<https://doi.org/10.1037/a0021987>

- [11] Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology*, 64, 361–388.
<https://doi.org/10.1146/annurev-psych-113011-143809>



[12] Kolla, S. H., Nagabhyru, K. C., & Kummari, D. N. (2026). Letter to the Editor re:“CurvAssist: An AI assisted pipeline for penile shaft segmentation/curvature measurement in children with hypospadias”. *Journal of Pediatric Urology*.

[13] Rashid, M. Z. A., Sambasivan, M., & Johari, J. (2003). The influence of corporate culture and organizational commitment on performance. *Journal of Management Development*, 22(8), 708–728.
<https://doi.org/10.1108/02621710310487873>

[14] Ogbonna, E., & Harris, L. C. (2000). Leadership style, organizational culture and performance: Empirical evidence from UK companies. *International Journal of Human Resource Management*, 11(4), 766–788.
<https://doi.org/10.1080/09585190050075114>

[15] Denison, D. R. (1990). Corporate culture and organizational effectiveness. *John Wiley & Sons*.
<https://doi.org/10.1002/9781119207247>

[16] Harshitha, G. K., & Rajashekar, K. K. (2025). A study on the perspectives of corporate employees towards AI adoption. *Journal of International Commercial Law and Technology*, 6(1), 699–706.