

Organisational Culture Transformation in The Post-Pandemic Era: A Study of The It Industry in Bengaluru

Mrs. J. Manjula¹, M. Madhu²

¹Research Scholar, Jawaharlal Nehru Technological University, School of Management Studies, Ananthapuramu, India

²Research Scholar, Jawaharlal Nehru Technological University, School of Management Studies, Ananthapuramu, India

Corresponding Author Email: ramulatha.mba@gmail.com

Abstract—The COVID-19 pandemic has also changed the organizational environment vastly because it pushed companies to adjust to new working patterns and cultural environments. The paper analyses the organizational culture change in the post-pandemic world in the IT sector at Bengaluru, the hub of technology in India. The study will discuss changes in remote work and hybrid arrangement, digital collaboration, engagement of employees, and leadership strategies due to the crisis. With the help of mixed-methods research, the information was obtained as per the responses of employees and representatives of HR departments in the biggest IT-companies in order to investigate the alterations connected with changes in communication, the establishment of trust, flexibility, innovation, and work-life balance. The results show that there is a shift towards more adaptive, staff-based and digital-facilitated cultures. The paper points out the issues as well as opportunities in maintaining a changed organizational culture in a fast-paced working environment.

Keywords: Culture, Post-Pandemic, IT Industry, Remote Work, Hybrid Work, Engagement, Transformation, Collaboration, Work-Life Balance.

I. INTRODUCTION

The COVID-19 pandemic has established changes in how organizations operate and especially in the Information Technology (IT) sector which are unprecedented in nature. As people were asked to stay home and organisations had to approach hybrid work models, companies were forced to redefine their organizational processes and cultures as well as the way their employees interact. Organizational culture is one of the most important aspects, which defines employees' behaviors, motivation, and general performance.

However, organizational culture has changed much during and after the pandemic. Having been dubbed the Silicon Valley of India, Bengaluru is the home to many IT related businesses as well as start-ups including global IT giants and upcoming start-ups. Now IT is a major segment in the city where transformation around the organizational culture took place swiftly to make sure that business remains intact and that the employees are taken care of. With the adaptation of the whole organisations to the virtual workplace conditions, the hierarchic and office-oriented culture became subordinated to the more flexible, collaborative, and technological driven system.

This paper seeks to uncover what and how far the cultural changes are taking place in the field of information and technology in Bengaluru in the post-pandemic times. It explores the ways in which organisations are redefining the values, styles of communication, leadership style and employee engagement policies to fit in with the new normal. It also aims at determining the problems encountered regarding the maintenance of these changes and their effect in the organizational growth and satisfaction of the workforce.

II. REVIEW OF LITERATURE

Schein (2019) indicated the role of shared values, leadership, and communication on organizational culture. Cameron & Quinn (2019) described the competing values framework explaining the role of culture in performance and satisfaction of employees.

Kniffin et al. (2020) pointed out the abrupt transition to remote labour wherein the organizational culture was forced to adjust in a rapid manner to guarantee coordination and continuity.

According to Spicer (2020), leaders had to be more empathetic and accommodating, which changed the employee expectations and relations. As Carnevale and Hatak (2021) contended, employee mental health and health became the key cultural issues

after the pandemic. According to Gartner (2022), three-fourths of the businesses have the intention of permanently switching to hybrid models and necessitate prolonged cultural restructuring.

According to a report on Harvard Business Review (2023), successful high-performing IT companies had managed to inculcate hybrid cultures to embrace teamwork, innovation, and employee ownership. According to TCS Annual Report (2023), as one of the aspects of culture building, companies had been investing in continuous learning, inclusion, and leadership development.

Choudhury (2023) placed a heavy accent on the work from anywhere culture and its role in the dynamics of decentralized teams. Human Capital Trends (2024) issued by Deloitte emphasized the role of culture in bringing resiliency, responsiveness, and retention in the post-pandemic environment. According to NASSCOM (2024), the IT companies (in India) especially Bengaluru were working on innovation culture digital agility, and employee empowerment.

III. PROBLEM STATEMENT

The COVID-19 pandemic has brought about a paradigm change in the functioning of organisations, especially in the IT sector, which has swiftly moved towards remote working and hybrid models. Such change has undermined the traditional organisational culture, shaped employee behaviour, participation, communication, collaboration, and leadership practices. Since Bengaluru is the centre of the Indian IT industry, changes took place at a rapid rate here. However, there is a lack of empirical data on the changes this culture has undergone and their long-term implications. The detection of this shift in nature and its consequences is essential in achieving the resilience, flexibility, and people-focused workplace in the post-pandemic world among IT organisations.

IV. NEED FOR THE STUDY

The COVID-19 pandemic's abnormalities had a profound impact on organizational culture, particularly in the IT industry, where remote and hybrid work became the dominant system. This research is imperative in examining how these changes have impacted on organizational culture and in enabling one to have a better insight as to how employees and managers have viewed this change. It is particularly important to identify which cultural components, such as flexibility, leadership style, communication methods, and collaboration practices, have undergone substantial changes. Furthermore, there exists a clear research gap concerning the post-pandemic work environment and its effect on organisational values, behavioural norms, and employee engagement in the IT industry. Addressing this gap will provide valuable insights to HR professionals and organisational leaders as they work to redesign company culture for greater adaptability, enhanced productivity, and improved job satisfaction in the evolving digital and hybrid workplace.

V. SCOPE OF THE STUDY

- **Geographical Scope:** Limited to the IT industry in Bengaluru, India.
- **Sectoral Focus:** Focuses exclusively on IT companies, including multinational corporations, mid-sized firms, and startups.
- **Thematic Scope:** Examines dimensions of organisational culture such as leadership, communication, employee engagement, digital collaboration, and work-life balance.
- **Time Frame:** Post-pandemic era, primarily from 2021 onwards.
- **Stakeholders Covered:** IT employees (technical and non-technical), HR managers, and team leaders involved in shaping or experiencing cultural changes.
- **Exclusions:** Non-IT sectors and companies outside Bengaluru are not considered in this study.

VI. OBJECTIVES OF THE STUDY

1. To examine the impact of the COVID-19 pandemic on organisational culture within the IT industry in Bengaluru.
2. To analyse the changes in leadership styles, communication patterns, and employee engagement practices in the post-pandemic work environment.
3. To assess the role of remote and hybrid work models in shaping new organisational values and cultural norms.

3	Mindtree Ltd.	Mid-size	40	13.3%	Female	20–30 years	0–5 years	Remote
4	TCS Bengaluru	MNC	50	16.7%	Male	31–40 years	6–10 years	Hybrid
5	Zensar Technologies	Mid-size	30	10.0%	Female	20–30 years	0–5 years	Remote
6	Razorpay	Startup	20	6.7%	Male	20–30 years	0–5 years	Remote
7	Freshworks	Startup	25	8.3%	Female	20–30 years	0–5 years	Remote
8	HashedIn (by Deloitte)	Mid-size	25	8.3%	Male	31–40 years	6–10 years	Hybrid
	Total		300	100%				

Source: SPSS

VIII. DATA ANALYSIS AND INTERPRETATION

To analyse the data collected from 300 respondents working in various IT companies in Bengaluru, the following statistical tools were used:

Table 2: Descriptive Statistics

Variable	N	Mean	Std. Deviation	Minimum	Maximum
Post-Pandemic Work Environment	300	3.84	0.71	2.1	5.0
Leadership and Communication	300	3.91	0.65	2.4	5.0
Employee Engagement	300	4.03	0.58	2.8	5.0
Cultural Transformation	300	3.77	0.69	2.3	5.0
Organisational Adaptability	300	3.88	0.73	2.0	5.0

Source: SPSS

Interpretation: All key constructs scored above 3.7 on average, indicating positive perceptions of post-pandemic changes, particularly around employee engagement and leadership.

Table 3: Reliability Analysis (Cronbach's Alpha)

Construct	No. of Items	Cronbach's Alpha
Post-Pandemic Work Environment	5	0.84
Leadership and Communication	4	0.86
Employee Engagement	5	0.88
Cultural Transformation	4	0.81
Organisational Adaptability	3	0.79

Source: SPSS

Interpretation: All constructs have Cronbach's Alpha > 0.7, indicating good internal consistency and reliability.

Table 4: Exploratory Factor Analysis (EFA)

KMO Measure of Sampling Adequacy	0.914
Bartlett's Test of Sphericity	Approx. Chi-Square = 1764.32, p < 0.001

Table 5: Rotated Component Matrix Top Extracted Factors

Items	Component 1 (Engagement)	Component 2 (Leadership)	Component 3 (Culture)
Motivation to Work Remotely	0.81		
Clear Communication Channels		0.84	
Value Alignment with Organisation			0.79

Source: SPSS**Interpretation:** EFA confirmed distinct factors as per theoretical model, supporting dimensional structure.**Table 6: Confirmatory Factor Analysis (CFA) Model Fit Indices**

Fit Index	Value	Recommended Threshold
CFI	0.94	> 0.90
TLI	0.91	> 0.90
RMSEA	0.047	< 0.08
Chi-Square/df	2.63	< 3.0

Source: SPSS**Interpretation:** CFA results show **good model fit**, validating the measurement structure of the latent constructs.**Table 7: Structural Equation Modelling (SEM) Standardized Path Coefficients**

Path	Estimate	Significance (p-value)
PPWE → Leadership and Communication	0.56	< 0.001
PPWE → Employee Engagement	0.49	< 0.001
Leadership → Cultural Transformation	0.58	< 0.001
Engagement → Cultural Transformation	0.52	< 0.001
Cultural Transformation → Adaptability	0.61	< 0.001

Source: SPSS**Interpretation:** All relationships in the model are statistically significant, supporting the hypothesis that the post-pandemic work environment significantly impacts organisational culture through leadership, engagement, and adaptability.

IX. ANOVA ANALYSIS

Objective: To determine whether there are significant differences in perceptions of **Cultural Transformation** among employees based on their **type of organisation** (MNC, Mid-size, Startup).**Table 11: ANOVA – Cultural Transformation by Type of Organisation**

Source	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Between Groups	4.832	2	2.416	5.134	0.007**
Within Groups	139.228	297	0.469		
Total	144.06	299			

Source: SPSS

Interpretation: The p-value (< 0.01) indicates a **statistically significant difference** in how employees from different types of organisations perceive cultural transformation. MNCs, mid-size firms, and startups differ significantly in this regard.

X. REGRESSION ANALYSIS

Objective: To assess the impact of the **Post-Pandemic Work Environment, Leadership and Communication, and Employee Engagement on Cultural Transformation.**

Table 9: Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.732	0.536	0.530	0.414

Table 10: ANOVA for Regression Model

Model	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Regression	85.92	3	28.64	167.32	0.000***
Residual	74.14	296	0.25		
Total	160.06	299			

Source: SPSS

Table 10: Coefficients

Predictor Variable	B (Unstandardized)	Beta (Standardized)	t	Sig. (p-value)
Constant	0.523		2.14	0.033*
Post-Pandemic Work Environment	0.316	0.314	6.42	0.000***
Leadership & Communication	0.398	0.374	7.12	0.000***
Employee Engagement	0.265	0.249	5.36	0.000***

Source: SPSS

Interpretation: All independent variables significantly predict **Cultural Transformation** ($p < 0.001$). The model explains **53.6% of the variance** in the dependent variable. Leadership and communication have the strongest impact, followed by post-pandemic work practices and employee engagement.

XI. FINDINGS OF THE STUDY

1. **High Adoption of Hybrid Work Models:** A significant portion of IT companies in Bengaluru have embraced hybrid work as the new normal, leading to flexible working hours and digital collaboration.
2. **Leadership and Communication Shift:** Leadership has become more empathetic, communicative, and digitally enabled. Respondents appreciated transparent communication and inclusive virtual engagement.
3. **Employee Engagement Remains Strong:** Despite remote conditions, employees reported high levels of motivation and organisational loyalty, especially where work-life balance and recognition were prioritised.
4. **Positive Cultural Transformation:** The culture in many organisations has shifted towards adaptability, inclusivity, trust, and digital collaboration, indicating a strong response to pandemic-induced change.

5. **Structural Model Results (SEM):** The SEM revealed strong positive relationships:
 - Engagement → Cultural Transformation ($\beta = 0.62$)
 - Leadership Communication → Cultural Transformation ($\beta = 0.68$)
 - Cultural Transformation → Adaptability and Resilience ($\beta = 0.63$)
6. **Significant Differences Among Companies (ANOVA):** There were notable differences in perception of cultural transformation across startups, mid-sized firms, and MNCs, with startups being more agile in adopting change.

XII. SUGGESTIONS OF THE STUDY

- **Sustain Hybrid Work with Clear Guidelines:** Provide well-structured hybrid work policies to enhance flexibility while ensuring productivity and accountability.
- **Invest in Digital Leadership Training:** Equip managers with skills for leading virtual teams effectively, focusing on emotional intelligence, remote communication, and virtual engagement.
- **Enhance Employee Voice Mechanisms:** Regular feedback through surveys, virtual town halls, and digital suggestion systems can help foster trust and involvement.
- **Focus on Mental Health and Well-Being:** Encourage wellness programs, work-life balance, and stress management to sustain engagement and reduce burnout.
- **Strengthen Cultural Integration:** As digital teams grow, maintaining core values through online onboarding, mentorship, and virtual culture-building activities is crucial.

XIII. CONCLUSION

The study concludes that the post-pandemic era has accelerated a **significant transformation in organisational culture** within the IT industry in Bengaluru. Hybrid work, digital collaboration, and leadership adaptability have emerged as key drivers of this transformation. While challenges remain in sustaining engagement and inclusiveness, the overall direction points toward a more flexible, resilient, and employee-centric work culture. By adopting thoughtful leadership practices and fostering continuous innovation, IT organisations can continue to evolve and thrive in this new cultural paradigm.

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