



A Study on Organizational Culture and Climate at Digicall Tele Services Pvt. Ltd.

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ABSTRACT

Organizational culture and organizational climate play an important role in shaping employee behaviour, motivation, satisfaction, productivity, and retention. This study examines the organizational culture and climate prevailing at Digicall Tele Services Pvt. Ltd., a tele-services and business process outsourcing organization operating in India. The study focuses on employee perceptions regarding workplace environment, leadership, communication, teamwork, rewards, career growth, workload, shift schedules, and stress management.

A descriptive research design was adopted for the study. Primary data was collected from 100 employees using a structured questionnaire based on a five-point Likert scale. The collected data was analysed using percentage analysis and mean scores. The findings show that Digicall has strong cultural strengths in areas such as physical infrastructure, intra-departmental teamwork, and immediate supervisory support. However, the study also identifies important areas requiring improvement, including vertical communication, psychological safety, career development opportunities, fairness of rewards, workload management, and work-life balance.

The study concludes that while Digicall Tele Services Pvt. Ltd. has a positive foundation of teamwork and operational support, it must strengthen employee communication, recognition systems, career pathways, and shift management practices to improve employee engagement and reduce attrition.

Keywords: Organizational Culture, Organizational Climate, Employee Satisfaction, BPO, Communication, Work-Life Balance, Digicall Tele Services Pvt. Ltd.



1. INTRODUCTION

Organizational culture and organizational climate are two important factors that influence how employees think, behave, perform, and relate to the organization. In modern business organizations, especially in service-oriented industries, employee experience has become a major determinant of service quality and organizational success.

Organizational culture refers to the shared values, beliefs, assumptions, norms, and practices followed by employees within an organization. It represents the identity and personality of the organization. Culture explains “how things are done” in an organization and influences decision-making, leadership behaviour, employee relationships, and performance expectations.

Organizational climate, on the other hand, refers to employees’ current perception of the work environment. It reflects how employees feel about communication, leadership, recognition, fairness, teamwork, stress, and support at a particular point in time. While culture is relatively stable and develops over a long period, climate is more immediate and can change depending on management practices, workload, supervision, and employee relations.

In the tele-services and BPO sector, organizational culture and climate are especially important because employees work in high-pressure environments with strict targets, rotational shifts, customer complaints, and continuous monitoring. Employees in call centres and customer service operations often face stress due to high call volume, performance tracking, and irregular schedules. A positive culture and supportive climate can improve employee motivation, reduce attrition, enhance customer service quality, and increase organizational efficiency.

Digicall Tele Services Pvt. Ltd. operates in a competitive service environment where employee performance directly affects customer satisfaction. Therefore, understanding the organizational culture and climate at Digicall is essential for identifying strengths and weaknesses in the employee experience and suggesting practical improvements.

2. NEED FOR THE STUDY

The need for this study arises from the following factors:

1. High Attrition in the BPO/Tele-services Sector

The BPO and tele-services industry faces high employee turnover due to work pressure, limited career growth, repetitive tasks, and stress. Studying culture and climate helps identify internal reasons for employee dissatisfaction and attrition.

2. Importance of Employee Engagement

Employee engagement is directly linked to productivity, customer satisfaction, and service quality. A positive work climate encourages employees to perform better and stay committed to the organization.

3. Communication and Transparency Issues

In hierarchical organizations, frontline employees may feel disconnected from middle and top management. This study helps assess whether communication channels are open and transparent.

4. Work-Life Balance Challenges

Rotational shifts, night duties, and high call volumes can affect employees’ personal lives and physical health. The study helps understand the effect of work pressure on employee well-being.



5. Need for Better HR Policies

The study provides useful insights to management for improving reward systems, career development, grievance handling, employee wellness, and retention strategies.

3. SCOPE OF THE STUDY

The scope of the study is limited to the organizational culture and climate at Digicall Tele Services Pvt. Ltd.

3.1 Conceptual Scope

The study focuses on the following major areas:

- Workplace environment and infrastructure
- Cultural values and fairness
- Psychological safety
- Leadership and supervision
- Vertical communication
- Grievance handling
- Teamwork and departmental coordination
- Rewards and incentives
- Career advancement opportunities
- Workload, targets, and shift schedules
- Stress management and employee wellness

3.2 Demographic Scope

The study covers employees working mainly in operational and support functions such as:

- Operations
- Quality Assurance
- Human Resources
- Customer service/frontline processes
- Team leaders and lower-level supervisory staff

3.3 Geographic Scope

The study is limited to the Indian operations of Digicall Tele Services Pvt. Ltd.

3.4 Time Scope

The study reflects employee perceptions during the academic year 2025–26 and provides a snapshot of the existing organizational climate during the survey period.



4. OBJECTIVES OF THE STUDY

The main objectives of the study are:

1. To study employee perceptions regarding physical infrastructure, workplace comfort, and cultural values at Digicall Tele Services Pvt. Ltd.
2. To examine the effectiveness of supervision and communication between frontline employees and management.
3. To analyse teamwork within departments and coordination between different departments such as Operations, HR, and Quality Assurance.
4. To study employee perceptions regarding reward systems, incentives, and career advancement opportunities.
5. To examine the impact of workload, targets, and rotational shifts on employee work-life balance.
6. To identify major strengths and weaknesses in the organizational culture and climate of Digicall.
7. To provide recommendations for improving employee satisfaction, engagement, and retention.

5. RESEARCH METHODOLOGY

5.1 Research Design

The study follows a **descriptive research design**. Descriptive research is suitable because the study aims to describe employee perceptions and existing organizational conditions without manipulating any variables.

5.2 Sources of Data

Primary Data

Primary data was collected directly from employees through a structured questionnaire.

Secondary Data

Secondary data was collected from company records, websites, HR-related documents, research articles, books, and industry reports.

5.3 Sample Size

The sample size selected for the study was **100 employees**.

5.4 Sampling Technique

A convenience sampling method was used to collect responses from employees available and willing to participate in the survey.

5.5 Research Instrument

A structured questionnaire consisting of 14 statements was used. The questionnaire was based on a five-point Likert scale:

1. Strongly Disagree
2. Disagree



3. Neutral
4. Agree
5. Strongly Agree

5.6 Tools for Analysis

The data was analysed using:

- Percentage analysis
- Mean score analysis
- Interpretation of positive, neutral, and negative responses

6. REVIEW OF LITERATURE

Organizational culture and climate have been widely studied by researchers because of their influence on employee behaviour and organizational performance.

Schein explained organizational culture as a pattern of shared basic assumptions learned by a group as it solves problems of external adaptation and internal integration. According to him, culture influences how employees think, feel, and act in the organization.

Schneider, Ehrhart, and Macey emphasized that organizational climate represents employees' shared perceptions of policies, practices, and procedures. A positive climate improves motivation, job satisfaction, commitment, and performance.

Denison stated that strong organizational cultures are linked with better organizational effectiveness. He argued that involvement, consistency, adaptability, and mission are important dimensions of organizational culture.

Edmondson introduced the concept of psychological safety and found that employees perform better when they feel safe to express ideas, ask questions, and report mistakes without fear of punishment. This is highly relevant in call-centre environments where employees face continuous monitoring and performance evaluation.

Cameron and Quinn developed the Competing Values Framework, which explains different types of organizational cultures such as clan culture, adhocracy culture, market culture, and hierarchy culture. Service organizations often require a balance between market culture, which focuses on targets, and clan culture, which focuses on teamwork and employee support.

Recent studies on digital transformation and workplace culture suggest that organizations in the telecom and BPO sectors must develop cultures that support agility, learning, inclusion, employee empowerment, and digital trust. Studies also show that psychological safety and inclusive work climates reduce burnout and improve innovation.

Research on call centres and BPO organizations highlights that employee stress, rotational shifts, limited career growth, strict targets, and unfair reward systems contribute to dissatisfaction and attrition. Therefore, a supportive culture and positive climate are necessary to retain employees and improve service quality.



7. THEORETICAL FRAMEWORK

The study is based on the relationship between organizational culture, climate, employee satisfaction, motivation, and performance.

The theoretical model can be represented as:

Organizational Culture → Work Climate → Employee Perception → Job Satisfaction → Motivation → Performance → Organizational Growth

A positive organizational culture creates a supportive climate. When employees perceive the work environment as fair, respectful, safe, and motivating, they experience higher job satisfaction. Satisfied employees are more motivated to perform well, which improves productivity, customer service quality, and organizational growth.

In the case of Digicall Tele Services Pvt. Ltd., the culture and climate are expected to influence employee behaviour in areas such as call handling, customer interaction, teamwork, attendance, target achievement, and retention.

8. DATA ANALYSIS AND INTERPRETATION

The responses of 100 employees were analysed based on 14 questionnaire statements. For interpretation, “Strongly Agree” and “Agree” are considered positive responses, while “Disagree” and “Strongly Disagree” are considered negative responses.

Table 1: Consolidated Data Analysis and Interpretation

8.1 Interpretation of Workplace Environment and Cultural Alignment

The study shows that **80% of employees** believe that the physical infrastructure and workspace comfort support productivity. This indicates that Digicall has good physical facilities, workstations, and operational infrastructure.

However, only **48% of employees** feel psychologically safe to express opinions or report issues. This shows that although the physical work environment is strong, the emotional and psychological climate requires improvement.

Fairness is also moderate, with **55% positive responses**. This suggests that while many employees feel treated fairly, a considerable number still perceive inequality between roles or departments.

8.2 Interpretation of Leadership and Communication

The data shows that **72% of employees** are satisfied with their immediate supervisors. This indicates that team leaders are effective in providing goals, feedback, and operational guidance.

However, only **36% of employees** feel that communication with middle and top management is transparent, while **40% disagree**. This is one of the most important findings of the study. It suggests that although team-level communication is strong, vertical communication between frontline employees and senior management is weak.



Grievance handling received **52% positive responses**, showing that formal mechanisms exist but need improvement in speed, fairness, and follow-up.

8.3 Interpretation of Teamwork and Departmental Synergy

Intra-departmental teamwork is one of the strongest areas at Digicall, with **82% positive responses**. Employees appear to support one another within their teams, especially in handling workload pressure and customer service challenges.

However, interdepartmental coordination received only **55% positive responses**. This indicates possible gaps between Operations, Quality Assurance, HR, and other departments. Such gaps may create confusion, conflict, or delays in solving employee and customer-related issues.

8.4 Interpretation of Rewards and Career Growth

Only **47% of employees** believe that reward and incentive systems fairly recognize high performance. A significant **32% disagree**, which indicates dissatisfaction with the current incentive structure.

Similarly, only **40% of employees** see clear opportunities for career growth, while **38% disagree**. This shows that many employees feel career stagnation. In a BPO organization, limited growth opportunities can become a major reason for attrition.

8.5 Interpretation of Work-Life Balance and Stress Management

Workload manageability received only **44% positive responses**, while **38% feel workload and targets are excessive**. This indicates that high call volumes and strict performance targets are affecting employee well-being.

Shift schedules are a major concern, with **45% of employees** stating that rotational timings do not support work-life balance. This is the weakest area in the study.

Although **63% of employees** appreciate breakout areas and stress-relief initiatives, such facilities alone cannot solve deeper stress caused by workload and irregular shifts.

9. MAJOR FINDINGS

The major findings of the study are:

1. Digicall has good physical infrastructure and workplace facilities, as 80% of employees responded positively.
2. Intra-departmental teamwork is very strong, with 82% positive responses.
3. Immediate supervisors are effective, as 72% of employees are satisfied with supervisory guidance and feedback.
4. Vertical communication is weak, with 40% of employees reporting lack of transparency between frontline staff and higher management.



5. Psychological safety is moderate, as less than half of the employees feel fully safe expressing opinions or reporting issues.
6. Interdepartmental coordination needs improvement, especially between Operations, HR, and Quality Assurance.
7. Reward and incentive systems are not perceived as fully fair by many employees.
8. Career advancement opportunities are unclear to a large portion of employees.
9. Workload and targets create pressure for many frontline employees.
10. Shift schedules and rotational timings negatively affect work-life balance.
11. Breakout areas and stress-relief initiatives are appreciated, but they are not enough to reduce structural stress.

10. RECOMMENDATIONS

Based on the findings, the following recommendations are suggested:

10.1 Improve Vertical Communication

Digicall should strengthen communication between frontline employees and middle/top management. Monthly town hall meetings, skip-level meetings, and open interaction sessions should be introduced. Management decisions, policy changes, and performance expectations should be communicated clearly.

10.2 Create Anonymous Feedback Channels

Employees should be allowed to share concerns without fear. Anonymous digital suggestion boxes, confidential feedback forms, and employee pulse surveys can improve psychological safety.

10.3 Strengthen Psychological Safety

Supervisors and managers should be trained to encourage open communication. Employees should not be punished for raising genuine issues. A culture of learning from mistakes should be promoted instead of a culture of blame.

10.4 Redesign Reward and Incentive Systems

The incentive system should not depend only on call volume or Average Handling Time. It should also include call quality, customer satisfaction, handling of complex complaints, teamwork, attendance, and behavioural performance.

10.5 Provide Clear Career Growth Paths

Digicall should create transparent career progression plans. Employees should know the skills, experience, and performance levels required for promotion. Internal job postings, cross-training, and skill development programmes should be introduced.

10.6 Improve Work-Life Balance

Shift schedules should be planned in advance. Employees should be given sufficient notice about rotational shifts. Shift-swapping options, limits on continuous night shifts, and fair allocation of weekend duties should be introduced.



10.7 Review Workload and Targets

Management should regularly review workload, call volume, and targets. Targets should be realistic and based on process complexity. Adequate staffing should be ensured during peak call hours.

10.8 Improve Interdepartmental Coordination

Cross-functional meetings should be conducted between Operations, HR, and Quality Assurance. Shared goals and joint problem-solving teams can reduce departmental conflicts.

10.9 Strengthen Wellness Programmes

Breakout areas should be supported by structured wellness initiatives such as counselling support, stress management sessions, health check-ups, recreational activities, and mental health awareness programmes.

10.10 Monitor Culture and Climate Regularly

The organization should conduct employee climate surveys every quarter to track improvements and identify new issues early.

11. CONCLUSION

The study concludes that Digicall Tele Services Pvt. Ltd. has a reasonably positive organizational culture supported by good infrastructure, strong teamwork, and effective immediate supervision. Employees generally feel supported by their peers and team leaders, which helps maintain daily operational performance in a high-pressure BPO environment.

However, the organizational climate also shows several areas of concern. The most important issues are weak vertical communication, limited psychological safety, unclear career advancement opportunities, dissatisfaction with reward systems, workload pressure, and poor work-life balance due to rotational shifts.

The study shows that Digicall's culture is strong at the team level but weaker at the organizational communication and career development level. To improve employee satisfaction and reduce attrition, the company must focus on transparent communication, fair rewards, career growth, workload management, and employee well-being.

If the recommended measures are implemented, Digicall Tele Services Pvt. Ltd. can create a more supportive, transparent, and employee-friendly work environment. This will not only improve employee morale and retention but also enhance customer service quality and organizational performance.

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