The Impact of Demographic Factors on Shared Organizational Values and Performance: Insights from the Indian IT Sector

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Abstract

This study examines the impact of demographic variables on collective organizational values and performance within the Indian IT sector. A five-point Likert-scale questionnaire was used to gather data from 550 workers at ten IT companies in Bengaluru. Shared values were analyzed through four dimensions: individual, core, relationship, and social values, while organizational performance was evaluated using various employee- and organization-level indicators. We used Pearson Chi-square tests, which are symmetric measures, to analyze the data.

The results show that age and gender have a big impact on shared values and how well an organization does. Individual and relationship values and employee satisfaction had the biggest effects. Conversely, employee experience and organizational position exhibit minimal and predominantly non-significant effects. The findings underscore the significance of individual demographic attributes compared to tenure- or hierarchy-related factors in influencing employees' perceptions. The study offers empirical insights for formulating demographic-sensitive managerial strategies aimed at fortifying shared values and improving organizational performance within the IT sector.

Key words: Demographic factors, shared values, organizational performance, IT sector

Introduction

In the fast-changing field of Information Technology (IT), shared values within an organization are very important for shaping the culture of the workplace and improving the performance of the organization (Kotze & Hofmeyr, 2022; Pham et al., 2024). These shared values, which are the main beliefs and rules that guide how employees act and make decisions, don't apply to everyone in the company in the same way. Demographic factors like age, gender, education, work experience, job level, and length of time with the company often affect how employees see and agree with the company's values (Finegan, 2000; Cable & Edwards, 2004). It is important to understand these demographic differences because value can have a big effect on how engaged, satisfied, and likely employees are to stay with a company (Tiwari & Lenka, 2020; Park, 2018).

Indicators like project efficiency, innovation capability, client satisfaction, and financial growth are often used to measure how well an IT company is doing (Richter et al., 2017). Technical competence and strategic planning are still important, but what makes collaboration and adaptability stronger is when different employee demographics and shared values are in sync (Schwartz, 2007; McDonald & Gandz, 1991). People from different demographic groups may understand, internalize, and act on organizational values in different ways. This can affect teamwork, performance orientation, and commitment levels in the organization (Finegan, 2000).

The IT sector's demographic diversity—resulting from global exposure, diverse socio-cultural backgrounds, and multi-generational workforces—complicates value alignment (Upadhya & Vasavi, 2006). Shared values encourage ethical behavior, creativity, and acceptance of others. But when employees' backgrounds and personal values don't match what the company expects, there may be a misalignment (Rokeach, 1973; Schwartz & Bardi, 2001). Leadership thus assumes a crucial role in reconciling demographic disparities via transparent communication, inclusive methodologies, and unwavering exemplification of collective values (Posner et al., 1985; Ababneh, 2021).

Leaders who recognize and accommodate demographic diversity can enhance value congruence, leading to improved engagement, decreased turnover, and continuous organizational growth (Khatri et al., 2001; Fang et al., 2023). Studying the link between shared values, demographic traits, and organizational results gives important information about how IT companies can use a diverse workforce as a strategic advantage while creating strong, high-performing cultures based on values (Ginting, 2023; Chaurasia et al., 2020).

Review of the literature: values, shared values in the workplace, value congruence, and organizational performance

Values are long-lasting beliefs that affect how people act, how they think, and how they make decisions in their personal lives, at work, and in society as a whole. Foundational theories assert that values are pivotal to career advancement, organizational culture, and performance results, emphasizing the necessity for congruence between individual and organizational value systems. Super (1970) demonstrated that work values, including achievement, autonomy, and security, impact career selection and job satisfaction. He posited that values change throughout different life stages and that congruence between personal values and occupational contexts improves satisfaction and productivity. On a more general psychological level, Rokeach (1973) defined values as core beliefs that shape attitudes and behavior by separating terminal (desired end states) from instrumental (preferred behaviors).

Quinn and Rohrbaugh's (1983) Competing Values Framework elucidates organizational effectiveness by examining the tensions between flexibility and control, as well as internal and external orientations. This model shows that the culture of an organization shows what values are most important to it, and that to be effective, it needs to find a balance between innovation, stability, collaboration, and productivity. Building on this viewpoint, Posner (1985) and Posner et al. (1985) demonstrated that shared organizational values synchronize employee conduct with strategic objectives, enhancing commitment, cultural unity, and performance, while underscoring the essential function of leadership in exemplifying and reinforcing these shared values.

Subsequent research investigated the intricacies of value alignment and conflict. Liedtka (1991) showed how conflicting values like fairness and efficiency can cause moral problems at work. McDonald and Gandz (1991) further divided business values into four groups: individual, interpersonal, organizational, and societal. They stressed that these levels must be in line with each other for ethical behavior and performance. Empirical research consistently illustrates the beneficial impact of value congruence.

Cross-cultural research has reinforced the universality of value frameworks. Schwartz and Bardi (2001) found that value hierarchies are the same in all cultures. Schwartz (2007) then put forward a universal model of ten basic human values that are arranged in a motivational circular structure. Cieciuch et al. (2014) later confirmed this framework, which shows how values affect decisions and social behavior in different situations.

Recent research establishes a direct correlation between

values and organizational culture, performance, and sustainability. Ababneh (2021) showed that adhocracy-oriented cultures improve quality performance and TQM implementation when values are aligned. Fang et al. (2023) demonstrated that robust corporate cultures enhance organizational resilience in times of crisis, whereas Kotze and Hofmeyr (2022) contended that alignment between organizational values and strategy facilitates shared value creation, yielding both tangible and intangible performance outcomes. At the employee level, Park (2018) identified job satisfaction as a principal mechanism connecting job design to person–organization fit. Ridwan et al. (2020) similarly indicated that supportive cultures improve performance by fostering commitment and citizenship behavior. Chaurasia et al. (2020) highlighted the role of value-driven openness and knowledge sharing in facilitating shared value creation. In contrast, Pham et al. (2024) validated that robust cultures enhance employee performance and sustainability outcomes.

Posner and Schmidt (1992) discovered that demographic variables, including age, gender, education, tenure, and organizational level, exert negligible impact on shared organizational values. Their findings indicate that organizational culture and leadership exert a more significant influence than demographic background in promoting value similarity and cohesion within diverse organizations.

Cruz-Cárdenas et al. (2019) demonstrate that while demographic factors affect technology-based consumer behavior, cultural values and attitudes towards technology serve as more significant predictors, especially in developing and emerging economies. Warr (2008) investigates the correlation between work values and demographic and cultural factors, concluding that although some work values exhibit slight variations across age, gender, and cultural contexts, these discrepancies are predominantly minimal. The research indicates that cultural and organizational contexts exert a greater influence than demographic characteristics in the formation of employees' work values.

In the IT/ITES sector, values have been associated with learning, commitment, and engagement. Noe, Tews, and Marand (2013) demonstrated that informal learning is influenced by employee characteristics and supportive environments, whereas Tiwari and Lenka (2020) emphasized the significance of leadership, trust, and organizational support in maintaining engagement amid uncertainty.

The literature shows that values and organizational culture are closely related and work together to affect commitment, innovation, performance, and resilience. In addition to quantifiable results, intangible factors such as trust, significance, and value alignment are essential determinants of sustained efficacy, offering a robust theoretical framework for analyzing the impact of shared values on organizational performance.

Research Gap

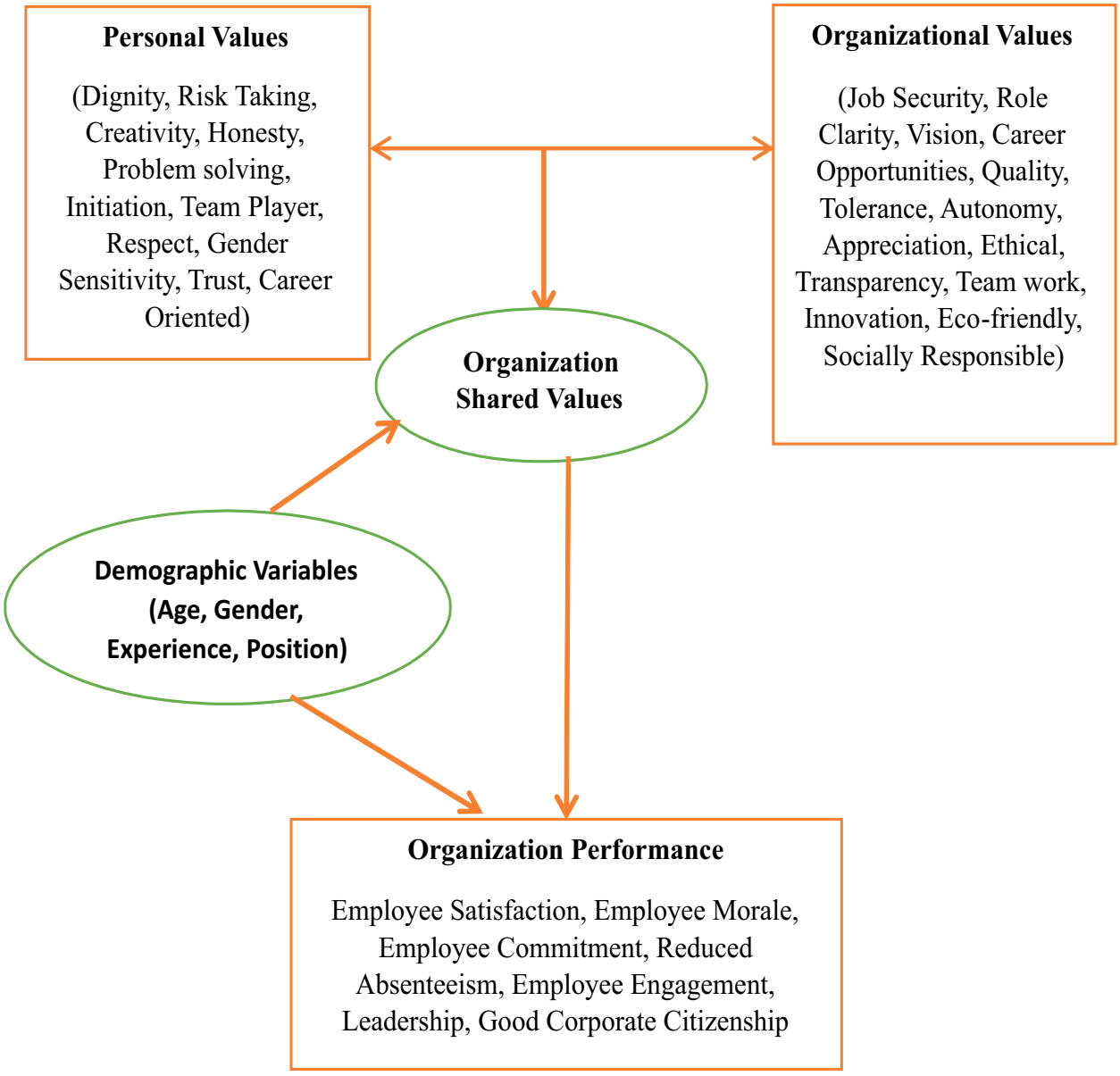
While previous studies demonstrate robust correlations among values, organizational culture, and performance, insufficient focus has been directed towards the variations of these relationships across demographic segments. A significant portion of the literature regards employees as a uniform entity, neglecting the impact of age, gender, tenure, education, job level, and cultural background on value alignment and perceptions of organizational fit. Moreover, limited research investigates how demographic diversity influences the development of shared values or mitigates their effects on performance, especially in dynamic, service-oriented sectors like IT/ITES and in non-Western contexts. To fill these gaps, this study takes a demographic-focused approach to look at how shared organizational values and value congruence work across different groups of employees and how this alignment affects the performance of the organization.

Materials

Figure 1 shows the conceptual framework that was created for this study. The framework incorporates the principal constructs identified via a comprehensive literature review and corroborated through consultations with academic scholars and industry experts. It shows the proposed links between shared organizational values and how well the organization does. Job satisfaction and organizational commitment serve as mediating variables that connect value alignment to performance outcomes. Demographic factors like age, gender, education, length of employment,

and level of organization are included as control variables to take into account how they might affect these relationships. This framework offers the theoretical foundation for the empirical analysis and delineates the connection among shared values, demographic variables, and organizational efficacy.

Fig.1: Conceptual Frame of the Research



In this research, variables denote the quantifiable attributes that vary among respondents and organizational settings. They facilitate systematic analysis by allowing the development of hypotheses and the examination of suggested relationships. Clearly defining and putting these variables into action makes sure that the methodology is sound and that the research results can be correctly interpreted.

Table 1: Independent and Dependent Variables - Organizational Shared Values Value Congruence and Organizational Performance

Organizational Shared Values (OSV)	**Values considered**
Shared values related to individual Goal achievement – termed as **Individual Values (IV)**	Role clarity, Job security, Commitment, Career Growth & Opportunities, Belongingness, Risk taking, Honesty, Autonomy,
Shared organizational core values – termed as **Core Values (CV)**	Vision, Tolerance, Well defined rules, Teamwork, Reputation, Quality, Creativity, Healthy working environment, Problem solving, Autonomy, Knowledge Sharing, Rigidity,
Shared values related to organization and relationship – termed as **Relationship Values (RV)**	Initiation, Communication, Gender Sensitivity, Confidentiality, Payroll system, Feedback, Conflict resolution, Team work, Interpersonal Relationship, Supportive,
Shared value related to societal aspects – termed as **Social Values (SV)**	Socially responsible, Ethics, Dignity, Eco -friendly, Transparency
Value Congruence: Person – Organization fit – termed as (**VC**)	

Dependent Variables - Organizational Performance	
Organizational Performance (OP)	Employee Satisfaction (ES)
	Employee Morale (EM)
	Employee Absenteeism (AB)
	Employee Turnover (TO)
	Organizational Communication (OC)
	Organization Structure (OS)
	Top Management/CEO (TM)
	HRM practices & policies (HRP)

Methods

The study sought to examine whether Organizational Shared Values and Organizational Performance exhibit significant variations across employee demographic characteristics, including age, gender, work experience, and organizational position.

Convenience sampling was used to gather data from 550 employees at ten IT companies that already had value systems in place. A structured questionnaire utilizing a five-point Likert scale was administered to assess demographic characteristics, shared values, value congruence, and organizational performance. A pilot study (Cronbach's $\alpha > 0.88$) confirmed the reliability of the instrument. We used Chi-square tests and symmetric measures to look at the relationships between variables and see how shared values affected the effectiveness of the organization.

Discussion of Results

Descriptive Statistics of Respondents' Demographic Profile

Table 2: Descriptive Statistics

Item	**Mean**	**SD**
Age	33.28	1.39
Gender	1.47	0.50
Experience	7.12	2.35
Position	2.75	1.53
N=550		

The descriptive statistics show that most of the people who answered the survey are professionals who are just starting out in their careers or are in the middle of them. The average age of 33.28 years (SD = 1.39) indicates a workforce that is fairly young but also mature. The mean gender score of 1.47 (SD = 0.50) shows that the gender mix is almost equal. Respondents also say they have been with the same company for a long time, with an average of 7.12 years (SD = 2.35). The position was rated from lower-level to higher-level roles, and the average score of 2.75 (SD = 1.53) shows that most people who answered the question are in junior- to mid-level positions.

Age as a demographic factor

Chi-square analyses indicate significant age-related disparities in employees' perceptions of shared values. The overall relationship between age and personal values was not statistically significant (χ^2 = 114.638, p = 0.073); however, a significant linear trend was identified (χ^2 = 31.830, p < 0.001), suggesting that younger employees prioritize growth and career advancement, while older employees focus on stability and collective outcomes.

Table 3 Age versus Organizational Shared Values and Organizational Performance

Chi-square			Symmetric Measures			Implication
			Nominal by Nominal		Approx	
X^2	df	P value	Phi	Cramer's V	Sig.	
Independent Variable						
114.638	94	0.073	.457	.323	.073	Weak association
79.632	58	0.031	.381	.269	.031	Weak to moderate association
111.142	58	0.000	.450	.318	.000	Moderate association
64.530	16	0.000	.343	.242	.000	Moderate association
Dependent Variable						
109.257	38	.000	.446	.315	.000	Strong association
68.164	24	.000	.352	.249	.000	Moderate association
68.164	26	.000	.352	.249	.000	Moderate association
68.164	24	.000	.352	.249	.000	Moderate association
64.530	16	.000	.343	.242	.000	Moderate association
68.164	22	.000	.352	.249	.000	Moderate association
68.164	32	.000	.352	.249	.000	Moderate association
64.530	14	.000	.343	.242	.000	Moderate association

Age exhibited a significant correlation with core values (χ^2 = 79.632, df = 58, p = 0.031), although the likelihood ratio did not reach significance. There were strong and statistically significant links between age and relationship values (χ^2 = 111.142, df = 58, p < 0.001) and social values (χ^2 = 64.530, df = 16, p < 0.001). Both of these values showed clear linear trends.

Effect size metrics reveal moderate correlations across all value dimensions: individual values (Φ = 0.457, V = 0.323), core values (Φ = 0.381, V = 0.269), relationship values (Φ = 0.450, V = 0.318), and social values (Φ = 0.343, V = 0.242). The results indicate that age significantly influences employees' perceptions of organizational shared values, especially in relational and social contexts.

The chi-square analysis shows that there are statistically significant links (p < 0.001) between age and all aspects of organizational performance. There is a moderate to strong relationship between employee satisfaction and age (χ^2 = 109.257, df = 38; Φ = 0.446; Cramer's V = 0.315). This is backed up by significant likelihood ratio and linear-by-linear trend statistics, but the high number of cells with low expected counts means that the results should be taken with a grain of salt. Employee morale, absenteeism, and turnover exhibit consistent moderate correlations with age (χ^2 = 68.164; Φ = 0.352; Cramer's V = 0.249), signifying that age affects work attitudes and behavioral outcomes. In the same way, organizational communication, structure, views of top management, and HRM practices all have significant but

moderate relationships with age (χ^2 = 64.530–68.164; Cramer's V = 0.242–0.249). Linear trends point to systematic age-related differences. The results indicate that age is a significant demographic factor influencing perceptions of organizational performance, exhibiting the most pronounced impact on employee satisfaction and consistent moderate effects across structural and managerial dimensions.

Gender as a demographic factor

The analysis shows that there are statistically significant links ($p < 0.001$) between gender and all of the shared value dimensions. There is a strong link between gender and personal values (χ^2 = 131.336), as shown by the likelihood ratio and linear-by-linear trend statistics. The effect size measures show a moderate-to-strong link (Cramer's V = 0.489). Gender significantly affects perceptions of core values (χ^2 = 71.005; Cramer's V = 0.359), indicating notable disparities in the perception of organizational values between genders. Relationship values show a moderate link to gender (χ^2 = 131.336; Φ = 0.342; Cramer's V = 0.342), which means that gender has a significant but not the most important effect on how organizations work. In the same way, social values like corporate social responsibility and sustainability have a statistically significant but weak link to gender (χ^2 = 46.867; Φ = 0.292; Cramer's V = 0.292). The results show that gender has a big impact on how employees see shared values, with the biggest effects seen for individual and core values.

Table 4: Gender versus Organizational Shared Values and Organizational Performance

Items	Chi-square			Symmetric Measures			Implication
				Nominal by Nominal		Approx Sig.	
	X^2	df	P value	Phi	Cramer's V		
Independent Variable							
IV	131.336[a]	47	.000	.489	.489	.000	Strong association
CV	71.005[a]	29	.000	.359	.359	.000	Moderate association
RV	64.169[a]	29	.000	.342	.342	.000	Moderate association
SV	46.867[a]	8	.000	.292	.292	.000	Moderate association
Dependent Variable							
ES	53.894[a]	19	.000	.313	.313	.000	Moderate-to-strong association
EM	48.562[a]	12	.000	.297	.297	.000	Moderate association
EA	47.030[a]	13	.000	.292	.292	.000	Moderate association
ETO	47.772[a]	12	.000	.295	.295	.000	Moderate association
OC	46.271[a]	8	.000	.290	.290	.000	Moderate association
OS	50.403[a]	11	.000	.303	.303	.000	Significant association
TM	57.353[a]	16	.000	.323	.323	.000	Significant association
HP	42.535[a]	7	.000	.278	.278	.000	Moderate association

The results show that there are statistically significant links ($p < 0.001$) between gender and all aspects of organizational performance. There is a moderate-to-strong link between gender and employee satisfaction (χ^2 = 53.894; Φ = 0.313), which is backed up by significant likelihood ratio and linear-by-linear trend statistics. Employee morale, absenteeism, and turnover demonstrate consistent moderate correlations with gender (χ^2 = 47.030–48.562; $\Phi \approx$ 0.292–0.297), indicating systematic gender-based disparities in work attitudes and behavioral outcomes. In the same way, organizational communication, structure, perceptions of top management, and HRM practices show statistically significant but moderate relationships with gender (χ^2 = 42.535–57.353; $\Phi \approx$ 0.278–0.323), with linear trends showing that gender-related patterns can be predicted. In general, the results

show that gender is an important demographic factor that affects how people see an organization's performance. The strongest effects were seen in employee satisfaction and leadership-related areas, and there were moderate effects in structural and HRM areas.

Employee Experience as a Demographic Factor

Table 5: Experience versus Organizational Shared Values and Organizational Performance

Items	Chi-square			Symmetric Measures			Implication
				Nominal by Nominal		Approx Sig.	
	X^2	df	P value	Phi	Cramer's V		
Independent Variable							
IV	506.600[a]	517	.620	.960	.289	.620	No association
CV	274.743[a]	319	.965	.707	.213	.965	No association
RV	435.749[a]	319	.000	.890	.268	.000	Strong association
SV	108.562[a]	136	.960	.444	.157	.960	No association
Dependent Variable							
ES	390.936[a]	209	.000	.843	.254	.000	Week association
EM	87.578[a]	132	.999	.399	.120	.999	Week association
EA	87.827[a]	143	1.000	.400	.120	1.000	Week association
ETO	88.789[a]	132	.999	.402	.121	.999	Week association
OC	-57.839[a]	88	.995	.324	.115	.995	weak but significant linear trend
OS	86.793[a]	121	.992	.397	.120	.992	Week association
TM	100.082[a]	176	1.000	.427	.129	1.000	Marginally Significant association
HP	61.367[a]	77	.904	.334	.126	.904	Significant association

The analysis shows that employee experience doesn't have a big effect on most shared value dimensions. No statistically significant correlations were identified between experience and individual values ($p = 0.620$), core values ($p = 0.965$), or social values ($p = 0.960$), with likelihood ratio and linear-by-linear association tests validating these findings. Even though the Phi coefficients show moderate to strong links in some cases, the high p-values and big violations of chi-square assumptions (a large number of expected cell counts below 5) make these results less reliable.

On the other hand, there was a statistically significant link between experience and relationship values ($p < 0.001$), which was backed up by a strong Phi coefficient ($\Phi = 0.890$) and a moderate Cramer's V (0.268). This indicates that employee experience significantly influences perceptions of organizational relationships, despite the absence of a distinct linear trend. Overall, the results show that experience doesn't have much of an effect on personal, core, or social values, but it does have a big effect on relationship-oriented values in the workplace.

The findings reveal that employee experience does not demonstrate a consistent or statistically significant correlation with the majority of organizational performance dimensions. The Pearson Chi-Square test indicates a significant relationship for employee satisfaction ($\chi^2 = 390.936$, $p < 0.001$); however, this result is contradicted by the Likelihood Ratio test ($p = 1.000$) and the non-significant linear-by-linear association, which raises concerns regarding the stability of the findings. The Pearson Chi-Square and Likelihood Ratio tests indicate no statistically significant relationships regarding employee morale, absenteeism, and turnover ($p \approx 0.999$–1.000), suggesting that experience does not significantly affect these outcomes.

In the same way, Chi-Square and Likelihood Ratio tests show that organizational communication, structure, top management, and HRM practices are not significantly related to experience. Nonetheless, marginal or feeble linear trends are evident in communication, top management, and HRM practices, indicating constrained directional effects lacking robust statistical validation.

Effect size measures further support these findings: Phi and Cramer's V values mostly show weak links between dimensions. The only exception is employee satisfaction, where a high Phi value and a moderate Cramer's V value show that things other than experience are important.

In general, the results show that how employees feel about their jobs doesn't have a big or consistent effect on how they think about the company's performance. Perceptions of satisfaction, morale, absenteeism, turnover, communication, structure, leadership, and HRM practices seem to be mostly unrelated to how long someone has been with the company, except for weak or marginal linear trends in some areas. This shows that organizational and contextual factors are more important than experience alone.

Employee position as a demographic factor

The analysis demonstrates that an employee's organizational position does not exert a statistically significant effect on shared value dimensions. No significant correlations were detected between position and individual values ($\chi^2 = 155.370$, $p = 0.960$), core values ($\chi^2 = 109.306$, $p = 0.657$), relationship values ($\chi^2 = 91.508$, $p = 0.955$), or social values ($\chi^2 = 33.392$, $p = 0.399$), corroborated by likelihood ratio tests. Linear-by-linear association tests indicate weak trends for relationship and social values; however, these effects are marginal and lack significant strength.

H 6: Position versus Organizational Shared Values and Organizational Performance

Items	Chi-square			Symmetric Measures			Implication
				Nominal by Nominal		Approx Sig.	
	X^2	df	P value	Phi	Cramer's V		
Independent Variable							
IV	155.370[a]	188	.960	.960	.289	.620	No association
CV	109.306[a]	116	.657	.707	.213	.965	No association
RV	91.508[a]	116	.955	.890	.268	.000	No association
SV	33.392[a]	32	.399	.444	.157	.960	Week association
Dependent Variable							
ES	74.716[a]	76	.520	.369	.184	.520	No association
EM	36.723[a]	48	.882	.258	.129	.882	No association
EA	40.265[a]	52	.882	.271	.135	.882	No association
ETO	44.912[a]	48	.600	.286	.143	.600	No association
OC	28.181[a]	32	.660	.226	.113	.660	No association
OS	47.962[a]	44	.315	.295	.148	.315	No association
TM	51.107[a]	64	.878	.305	.152	.878	No association
HP	26.191[a]	28	.563	.218	.109	.563	No association

Effect size metrics further validate the constrained influence of position. Although Phi coefficients suggest moderate associations in certain instances, Cramer's V values are consistently low (0.123–0.266), and none of the relationships attain statistical significance. Overall, the findings indicate that perceptions of individual, core, relational, and social values are predominantly consistent across organizational roles, signifying a relatively homogeneous value system within the organization, regardless of hierarchical position.

The results show that an employee's job title does not have a statistically significant effect on most aspects of organizational performance. The Pearson Chi-Square and Likelihood Ratio tests indicate no significant correlations between position and employee satisfaction, morale, absenteeism, turnover, organizational communication, structure, perceptions of top management, or HRM practices ($p > 0.05$). Linear-by-Linear Association tests show weak but statistically significant trends across several dimensions. However, these effects are not strong enough to be meaningful.

Measures of effect size back up this conclusion even more. The Phi coefficients show weak to moderate correlations, and the Cramer's V values always show small effect sizes

(0.109–0.184). None of these relationships attain statistical significance, indicating that position accounts for only a minimal fraction of variance in perceptions of organizational performance. Overall, the results show that employees' opinions about satisfaction, morale, behavior, communication, structure, leadership, and HRM practices are mostly the same at all levels of the organization. This means that employees have similar experiences no matter what their job title is.

Conclusion

A thorough look at demographic factors like age, gender, experience, and job title shows that they have different effects on shared values and organizational performance in terms of strength and consistency. Age and gender are the most important demographic factors. Age demonstrates substantial correlations with various shared value dimensions and organizational performance metrics, notably employee satisfaction, relationship values, and social values, suggesting generational disparities in perceptions and priorities. Gender consistently exhibits statistically significant correlations with both shared values and organizational performance, showing moderate to strong effects on individual values, employee satisfaction, leadership perceptions, and HRM practices.

Conversely, employee experience demonstrates a restricted and erratic influence. Experience has a strong link to relationship values, but it doesn't have much of an effect on individual, core, or social values, or on most aspects of organizational performance. In the same way, an organization's position doesn't have a big effect on how people see shared values or how well the organization does. Any discerned linear trends associated with position are feeble and devoid of significant effect sizes, indicating a considerable level of perceptual uniformity across hierarchical tiers.

The results suggest that demographic factors related to personal and social identity (age and gender) have a more significant impact on employees' perceptions than structural or tenure-related factors (experience and position). This implies that organizational strategies designed to improve shared values and performance should emphasize age- and gender-sensitive methodologies, while ensuring uniform policies and practices across varying experience levels and hierarchical tiers to preserve organizational cohesion.

Suggestions and Directions for Future Research

According to the results, companies should use management practices that take into account age and gender in order to improve shared values and the performance of the organization. Customized programs like mentoring programs for different generations, flexible career paths, and different ways to get people involved can help with differences in values and expectations based on age. Because gender has a big effect on how people see their own values, happiness, leadership, and HRM practices, companies should make their policies more gender-inclusive, make sure everyone has equal chances to move up in their careers, and encourage open communication and leadership.

Because experience and position in the organization don't have much of an effect, management should focus on making sure that all levels of the organization communicate the same values and follow the same HR rules. It is important to focus on building strong relationships at work because relationship values were the most affected by differences in experience. Regular ways for employees to give feedback, training for leaders, and programs to get employees involved can all help different demographic groups work together better.

Directions for Future Research

Future research could build on this study by using longitudinal designs to look at how demographic factors affect shared values and organizational performance over time. Adding more demographic and contextual factors, like level of education, cultural background, work-life balance, and size of the organization, could help us better understand how employees feel. Comparative studies across various industries, regions, or countries would augment the generalization of the findings. Additionally, employing mixed-method approaches that integrate quantitative analysis with qualitative interviews or focus groups may yield more profound insights into the fundamental causes of demographic disparities. Future research may investigate mediating and moderating

variables, including organizational culture or leadership style, to elucidate the intricate relationships among demographics, shared values, and organizational performance.

Study Limitations

This study has some limitations that should be recognized, even though it makes some important points. First, the study employs a cross-sectional design, limiting the capacity to establish causal relationships among demographic variables, shared values, and organizational performance. Consequently, the results indicate correlations at a specific moment rather than temporal variations. Second, the study uses self-reported data from a questionnaire, which could be affected by common method bias, social desirability bias, and differences in how respondents see things. Employees may have exaggerated or minimized their perceptions, thereby influencing the precision of the results. Third, the sample is limited to IT companies in Bengaluru, which may limit how well the results apply to other industries, types of organizations, or areas of the world. Different cultures, sectors, and organizations may produce different results in other places. Finally, the study concentrates on a specific array of demographic variables (age, gender, experience, and position), possibly neglecting additional pertinent factors such as education, income level, personality traits, leadership style, or organizational culture. Subsequent research that addresses these limitations may yield a more thorough comprehension of the examined relationships.

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