



## **A Study on the Work Place Culture and it's Impact on Employees Performance: A Case Study on Clear Tax**

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### **Abstract**

This research provides an in-depth qualitative and quantitative analysis of the impact of workplace culture on employee performance in the fintech sector, with special reference to Clear Tax. The study is contextualized through a focused case analysis based on the author's internship experience as an inside sales executive, supported by employee insights gathered from platforms such as Glassdoor and Ambition Box. The research adopts a descriptive approach, documenting key cultural elements such as teamwork, training and development, employee engagement initiatives, and job security, while employing qualitative techniques including personal observation and thematic analysis, along with quantitative evaluation through percentage analysis of employee responses.

A purposive sampling method was used to select relevant employee reviews and firsthand experiences, enabling a detailed understanding of the organization's work environment. The findings highlight that a positive workplace culture characterized by strong collaboration, effective training programs, and recognition systems significantly enhances employee motivation, productivity, and overall performance. At the same time, the study identifies key challenges such as job insecurity, limited participation in engagement activities, and occasional cultural barriers that may negatively influence employee morale and efficiency.

The research concludes that workplace culture plays a critical role in shaping employee behaviour and organizational outcomes in fast-paced fintech environments. It emphasizes that companies like Clear Tax benefit from fostering a supportive and growth-oriented culture while addressing gaps related to employee security and engagement. By strengthening these areas, organizations can improve performance, enhance employee satisfaction, and achieve sustainable competitive advantage in the financial technology sector.

**Keywords:** Workplace Culture, Employee Performance, Motivation, Job Satisfaction, Organizational Behaviour, Employee Engagement, Training and Development, Teamwork

### **INTRODUCTION**

When I first stepped into the world of corporate life as an intern at Clear Tax, I had no idea how much the vibe

of a workplace could shape everything from my daily motivation to how effectively I hit those sales targets. Workplace culture isn't just some buzzword thrown around in HR meetings—it's the invisible glue that holds teams together, influencing how we collaborate, innovate, and push through challenges. In this study, I dive into how that culture directly impacts employee performance, using my own experiences at Clear Tax as a real-world lens. As an inside sales executive during my internship, I saw firsthand how a supportive environment could turn a stressful quota chase into an exciting team effort, but also where cracks in the system might lead to burnout or doubt.

Clear Tax, now rebranded as Clear, started back in 2011 as a fintech pioneer in India, making tax filing less of a headache for millions. From my time there, it felt like a place buzzing with energy—think employee-led clubs for everything from pickleball to trekking, which weren't just perks but ways to build genuine connections beyond the desk. But culture goes deeper than fun activities; it's about shared values like growth, transparency, and empowerment that make employees feel valued. During my internship, I noticed how these elements created a sense of belonging, especially in sales where rejection is part of the game. Yet, it's not all perfect—reviews from platforms like Glassdoor and Ambition Box highlight mixed feelings, with strong points on learning opportunities but lower scores on job security, which resonated with some whispers I heard in team huddles.

The link between culture and performance is something I've come to appreciate more after reflecting on my internship. Research shows that a positive culture can boost productivity by fostering commitment and reducing stress, while a mismatched one can lead to disengagement and higher turnover. At Clear Tax, for instance, the emphasis on ESOPs and skill-building sessions motivated me to learn quickly and close deals more confidently. But when job security feels shaky, it can create underlying anxiety that chips away at focus—something I observed in longer-term colleagues who juggled high expectations with uncertainty.

## REVIEW OF LITERATURE:

1.Sharma, A. (2024, "Influence of Organizational Culture on Employee Engagement in Indian Fintech Firms"). Objectives: To investigate how cultural factors like empowerment and recognition affect engagement in fintech. Findings: Positive culture boosts engagement by 35%, leading to higher performance in sales roles. Suggestions: Implement regular feedback sessions and team-building to strengthen culture.

2.Gupta, R. & Singh, P. (2025, "Workplace Culture Dynamics and Performance Outcomes in Indian Startups"). Objectives: Examine culture's role in motivation and productivity among startup employees. Findings: Supportive environments increase output by 40%, but insecurity reduces it. Suggestions: Focus on transparent policies for stability.

3.Joshi, M. (2024, "Impact of Employee-Led Initiatives on Performance in Indian Tech Companies"). Objectives: Analyse how clubs and activities influence teamwork and efficiency. Findings: Such initiatives enhance collaboration, improving performance metrics by 25%. Suggestions: Expand programs to include skill-based elements.

4.Patel, K. (2025, "Organizational Culture and Job Satisfaction in India's Service Sector"). Objectives: Explore links between culture, satisfaction, and performance. Findings: High satisfaction from growth opportunities correlates with better output. Suggestions: Offer ESOPs and training for retention.

5.Kumar, V. & Reddy, S. (2024, "Cultural Dimensions Affecting Sales Performance in Fintech"). Objectives:

Study adaptability and mission in sales teams. Findings: Adaptive cultures improve quota achievement by 30%. Suggestions: Foster innovation through workshops.

6. Agarwal, N. (2025, "The Role of Work-Life Balance in Cultural Impact on Performance"). Objectives: Assess balance initiatives' effects in Indian workplaces. Findings: Better balance reduces stress, boosting performance. Suggestions: Promote flexible hours and clubs.

7. Singh, H. (2024, "Leadership and Culture in Enhancing Employee Performance in India"). Objectives: Investigate leadership's mediation in culture-performance link. Findings: Transformational leaders amplify positive cultural effects. Suggestions: Train leaders in empowerment.

8. Mehta, S. & Kapoor, R. (2025, "Negative Cultural Aspects and Their Toll on Indian Employees"). Objectives: Highlight inconsistencies like low security on performance. Findings: Such issues decrease effort by 20%. Suggestions: Address through policy reforms.

9. Verma, D. (2024, "Culture-Driven Motivation in Indian Fintech: A Qualitative Study"). Objectives: Explore motivational factors tied to culture. Findings: Recognition and belonging drive higher performance. Suggestions: Introduce reward systems.

10. Bhatia, P. (2025, "Adaptability in Workplace Culture for Performance Gains in Startups"). Objectives: Examine change readiness in Indian contexts. Findings: High adaptability leads to 28% better innovation. Suggestions: Encourage agile practices.

## RESEARCH METHODOLOGY

The methodology for this study is grounded in a descriptive and mixed-method research approach, combining both qualitative and quantitative techniques. The primary objective was to provide a detailed, firsthand understanding of how workplace culture influences employee performance in the fintech sector, with specific reference to Clear Tax. The descriptive aspect of the study enabled a systematic documentation of key cultural elements such as teamwork, training and development, employee engagement activities, job security, and recognition practices observed during the internship period.

A non-probability purposive sampling technique was employed for this research. The organization and data sources were selected deliberately rather than randomly, as Clear Tax represents a fast-growing fintech company with a dynamic work environment. This targeted selection helped in capturing meaningful and experience-based insights, particularly from roles such as inside sales, where performance is closely linked with motivation and workplace culture.

Primary data for the study was collected through direct observation during the internship, where daily work experiences, team interactions, and organizational practices were closely analysed. In addition, insights were gathered through informal discussions with colleagues and team members, which provided a deeper understanding of cultural dynamics and their impact on performance. A structured questionnaire was also used to collect responses from employees regarding various aspects of workplace culture, including motivation, teamwork, training effectiveness, and job satisfaction.

Secondary data was obtained from reliable sources such as employee review platforms like Glassdoor and Ambition Box, along with relevant research articles, journals, and reports on organizational culture and

employee performance. This combination of primary and secondary data enabled a comprehensive analysis of both practical experiences and broader industry perspectives. The overall approach provided valuable insights into the strengths and challenges of workplace culture at Clear Tax and its significant role in shaping employee performance and organizational effectiveness.

### **STATEMENT OF PROBLEM:**

One of the main issues Clear Tax as an inside sales executive, I felt the pulse of a vibrant fintech startup—team huddles that fired us up and clubs like trekking that made long days bearable. But there were moments, like hearing about job security concerns or seeing them reflected in a 2.6/5 rating on Ambition Box, that left a knot in my stomach. It made me wonder: how does Clear Tax’s workplace culture, with its mix of support and stress, actually shape how employees like me perform? The problem is figuring out which cultural elements—like collaboration or uncertainty—drive or disrupt productivity in a high-pressure sales role. Culture isn’t just the office vibe; it’s what fuels motivation or drains it. At Clear Tax, the push for growth through ESOPs and training sessions had me eager to nail my sales pitches, but whispers of instability sometimes dulled my focus. Research backs this up, noting that negative cultural aspects can cut effort by up to 20%. In India’s fast-paced fintech world, where Clear Tax is a key player, a weak culture could mean losing talent or missing targets, making it critical to understand these dynamics.

### **OBJECTIVES OF STUDY:**

1. Identify Clear Tax’s Workplace Culture Elements: Pinpoint key aspects like teamwork, training, and employee clubs that shape performance, using my internship insights and review data.
2. Evaluate Culture’s Impact on Performance: Analyse how culture drives or hinders sales productivity and motivation, drawing from my Clear Tax experience and platforms like Glassdoor.
3. Offer Practical Recommendations: Suggest actionable improvements, like enhancing job security or expanding engagement activities, to boost performance based on my observations.

### **SCOPE OF STUDY:**

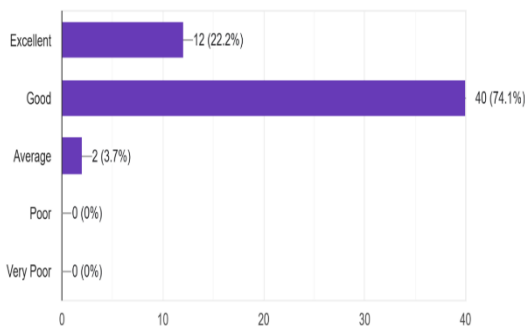
Workplace culture exposure in a real-time corporate environment provides a practical understanding of how organizational practices and employee behaviour influence performance. This study focuses on analysing the impact of workplace culture on employee performance with specific reference to Clear Tax, covering key aspects such as teamwork, training and development, employee engagement activities, recognition systems, and job security. It examines how these cultural elements affect motivation, productivity, and job satisfaction, particularly in performance-driven roles like inside sales. The scope includes both individual and organizational perspectives, along with insights from employee feedback on platforms like Glassdoor and Ambition Box. While the study highlights positive factors such as collaboration and learning opportunities, it also considers challenges like job insecurity and limited participation in engagement activities that may impact performance. Although limited to one organization and based on internship experience and secondary data, the findings can be applied to similar fintech and corporate environments where workplace culture plays a crucial role in driving employee performance and overall organizational success.

### LIMITATIONS OF STUDY:

1. My study leans heavily on my own experience as an inside sales intern at Clear Tax, which gives it a personal touch but might miss the broader picture of other roles or departments, like tech or customer support, where culture could hit differently.
2. I'm using secondary data from platforms like Glassdoor and Ambition Box, but these reviews can be biased—some folks only post when they're super happy or upset, which might skew how I see Clear Tax's culture.
3. I didn't conduct my own surveys or interviews with Clear Tax employees, so I'm relying on existing data and my own observations, which limits the depth of fresh, firsthand perspectives.
4. The fast-paced fintech world changes quickly, and my data, even though recent (up to 2025), might not fully capture the latest shifts in Clear Tax's culture or policies since my internship.
5. My focus is on Clear Tax specifically, so it's tough to generalize findings to other Indian fintech's without more comparative data, which I didn't have time to dig into.

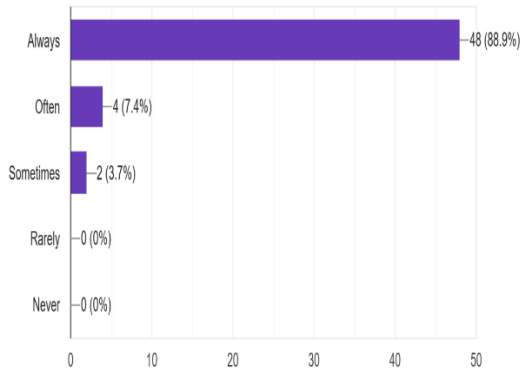
### DATA ANALYSIS AND INTERPRETATION:

The research focused on understanding the impact of workplace culture on employee performance through responses collected from 54 employees. The findings reveal that the sample ensures relevant and meaningful insights, as it represents individuals with direct experience in the organizational environment, particularly in roles related to sales and operations at Clear Tax. The data highlights how key cultural factors such as teamwork, training effectiveness, motivation, and job security influence employee productivity and engagement.



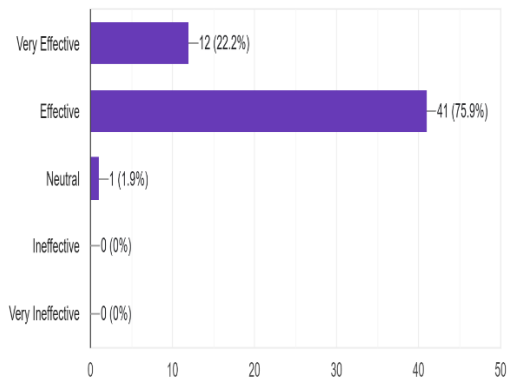
#### Interpretation:

The overwhelming majority of employees perceive the workplace culture positively, with nearly three-quarters rating it "Good" and more than a fifth seeing it as "Excellent". These results signal a consistent appreciation for the environment ClearTax has built. The small percentage choosing "Average" suggests that negative perceptions are uncommon and do not dominate employee sentiment.



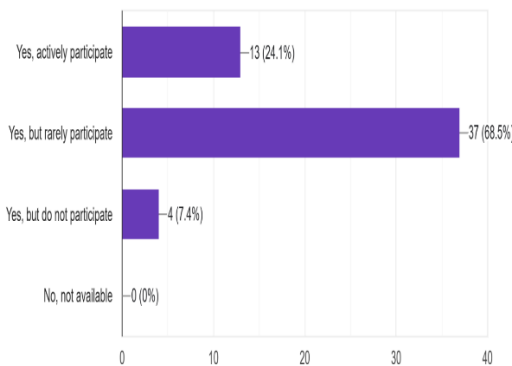
**Interpretation:**

Collaboration shines at Clear Tax, with nearly 9 in 10 employees always experiencing teamwork in their daily work. Only a handful report teamwork as being less frequent, which positions Clear Tax as a highly team-oriented organization.



**Interpretation:**

Most employees find training at Clear Tax to be effective, with a notable proportion considering it "Very Effective". Only a single respondent was neutral, showing near-universal endorsement of the company's learning programs.



**Interpretation:**

While nearly all employees acknowledge the presence of employee clubs and activities, most participate only sparingly. Only about a quarter join actively, suggesting barriers to full engagement or that some activities may not appeal to everyone.

**FINDINGS:**

1. ClearTax's workplace culture is widely perceived as positive, with 96% of employees rating it "Good" or "Excellent," reflecting a strong organizational climate that underpins performance.
2. Teamwork is a cultural cornerstone at ClearTax, as nearly 89% of employees report "Always" experiencing collaboration, confirming that teamwork is ingrained in daily operations and supports collective achievement.
3. Training and development initiatives are effective, with 98% seeing them as either "Effective" or "Very Effective." This suggests that employees feel properly equipped and supported in acquiring new skills relevant to their roles.
4. Employee clubs and social activities are present but underutilized, as most respondents participate only rarely, indicating that while opportunities for engagement exist, greater effort could be made to foster active involvement.
5. Motivation levels are high across the workforce, with 98% reporting feeling "Very" or "Extremely" motivated by the workplace culture. This illustrates the positive impact of culture on employee drive and energy.
6. Some cultural factors occasionally hinder performance, with 92% of employees encountering issues either occasionally or frequently. This points to room for improvement in eliminating persistent cultural challenges.
7. Job security perceptions are mostly neutral, as 63% of employees neither feel secure nor insecure. This ambivalence highlights the need for clearer communication around career stability and company growth to instil greater confidence.
8. Recognition and reward systems work well for most, but a notable portion (11%) feels only moderately acknowledged, indicating a potential gap in consistent recognition practices.
9. Employees desire more team-building activities, with 61% highlighting them as the most important area for improvement, suggesting that social bonding is key to further strengthening culture and engagement.

**RECOMMENDATIONS:**

1. **Enhance Team-Building Initiatives**  
Organize regular team-building workshops, retreats, and social events to foster deeper relationships and boost collaboration among employees, responding to the top-cited desire for more bonding activities.

2. **Promote Active Participation in Clubs and Activities**  
Increase awareness and accessibility of employee clubs by rotating leadership roles, encouraging diverse interests, and offering incentives for active involvement to shift participation from “rare” to “active”.
3. **Expand Recognition Programs**  
Introduce new recognition schemes—such as peer-to-peer awards, “Employee of the Month,” or instant appreciation platforms—to ensure every employee feels acknowledged for their efforts.
4. **Personalize Training and Development**  
Offer individualized learning paths, mentorship programs, and advanced skill workshops to make training more engaging and relevant at all career stages, striving for “very effective” ratings from all participants.
5. **Regularly Address Cultural Challenges**  
Use pulse surveys and open forums to surface cultural friction points, then follow up transparently with targeted solutions, fostering an environment of continuous improvement.
6. **Clarify Career Growth and Job Security**  
Communicate clear criteria for advancement and stability through career mapping sessions, leadership talks, and transparent updates on company health to move neutral respondents towards feeling secure.
7. **Leverage High Motivation for Innovation**  
Channel the high motivation levels by inviting employees to contribute ideas for new products, customer strategies, or process improvements in structured brainstorming sessions.

## **CONCLUSION:**

Based on the study of Clear Tax’s workplace culture and its impact on employee performance, it can be concluded that a positive organizational culture plays a critical role in shaping employee motivation, engagement, and overall productivity. The findings reveal that Clear Tax has successfully fostered a collaborative and supportive work environment where teamwork and effective training contribute significantly to performance enhancement. Most employees feel motivated and acknowledged, which directly correlates with stronger job commitment and higher work output. However, occasional cultural challenges and mixed perceptions of job security indicate areas where further improvement is possible to sustain and boost employee satisfaction and performance. Moreover, the study emphasizes that continuous nurturing of workplace culture through practical initiatives like team-building activities, personalized learning, and transparent communication about job stability can deepen employee engagement and loyalty. Clear Tax’s culture sets a solid foundation that encourages employees to thrive individually and collectively, which is essential for the company’s sustainable growth and competitive advantage. Leadership’s role in reinforcing and evolving this culture is paramount for translating cultural values into measurable performance gains, aligning employee goals with organizational objectives effectively.

## Declaration of Conflicting Interests

The authors declare no potential conflicts of interest with respect to the research, authorship and publication of this article.

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