

The Influence of Organizational Culture on Employee Commitment: An Empirical Assessment Using Hofstede’s Cultural Dimensions

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ABSTRACT

Purpose:

The study explores the different dimensions of culture acting in an organization which ultimately shapes its overall culture, using Hofstede’s cultural dimension model. And its implications in organizations, particularly in IT companies in the form of employee’s organizational commitment.

Organizational culture is an important factor in determining employee’s growth, development, competence, and retention. Hofstede’s renowned five-dimensional measure of cultural values is a dominant metric of culture. This study mainly focuses on this five dimensions of Hofstede’s cultural model such as uncertainty avoidance, power distance, femininity vs. masculinity, individualism vs. collectivism and short-term vs. long-term in influencing the motivation of its employee’s to stay in the organization and develop their career with their organization.

Design/methodology/approach:

Data was collected from 200 working professionals in different age groups and designation from tier 1 IT companies in Bangalore, India. The data collected through google form survey was analysed using SPSS, IBM SPSS Statistics 20 (or commonly referred to as Statistical Package for Social Sciences). Data analysis was used to evaluate the mean of variables, reliability analysis

to check whether the scale used is consistently reflecting the construct it is measuring and multiple regression analysis to assess the impact of independent variables (Hofstede's five cultural dimensions) on dependent variable (Employee's organizational commitment).

Findings:

The findings revealed that (1) among the independent variables considered, the dimensions - Individualism Vs. Collectivism and Femininity Vs. Masculinity have a greater effect on the dependent variable, i.e. employee's organizational commitment. Other cultural dimensions show varying degrees of positive and negative influence on employee commitment. The data analysis also shows that (2) only Femininity Vs. Masculinity dimension has a correlation to the dependent variable.

Practical implications:

It is proposed that the Indian IT industry should be thinking about employee commitment from an organizational culture point of view.

Keywords: *Organizational culture, Hofstede's cultural dimensions, organizational commitment, Indian IT industry*

Paper type: Research paper

INTRODUCTION AND THEORITICAL BACKGROUND

Getting employees to do their best work, even in trying circumstances, is one of employer's most enduring and slippery challenges (Nohria et al., 2008) and hence linking individuals with organizations as well as creating mutual solidarity between individuals and organizations (Hamidi et al., 2017) becomes imperative. Culture, at the workplace, is a very powerful force, which is consciously and deliberately cultivated and is passed on to the incoming employees. It is the very thread that holds the organization together (Naicker, 2018). Positive organizational culture has a direct influence on the employee's commitment. Organizational culture consists of values and assumptions shared within an organization (Inanlou & Ahn, 2017). Scholars claim that certain organisational culture plays a key role in influencing the attitude and actions of individuals. Employee commitment is when 'an employee who is engaged with the organization is emotionally, cognitively and personally committed to the organization and its goals by exceeding the basic requirements and expectations of the job'. When employees feel they are part of the organization, such identification immediately contributes to fostering a high level of commitment and innovation. Therefore, we expect organizational culture will enhance commitment of employees (Inanlou & Ahn, 2017).

This study sets out to investigate the relationship between organizational culture and employee's commitment towards organization. Culture is a nebulous concept and is often an undefined aspect of an

organization. Although extensive academic literature exists relating to the topic of organizational culture, there is no generally accepted definition of culture. Instead, the literature expresses many different views as to what organizational culture is (Understanding and Developing Organizational Culture, SHRM). Hofstede's (1990) renowned five-dimensional measure of cultural values is a dominant metric of culture (Donthu & Lenartowicz, 2011), naming Uncertainty Avoidance, Power Distance, Femininity Vs. Masculinity, Individualism Vs. Collectivism and Short-term Orientation Vs. Long-term Orientation is used in the study to understand the culture of organizations being studied. The purpose of this study is to examine the influence of organizational culture on employee's commitment towards organization in the IT companies in Bangalore, India.

Organizational Culture

Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from others. It directly impacts the way that employees consciously think, make their decisions and how they view their environment around them (Hansen and Wernerfelt, 1989).

Hofstede's Five-Dimensional Cultural Model

The choice of dimensions that are suitable for conceptualising and operationalizing culture is debated by several scholars. However, Hofstede's framework is the most widely used cultural framework in psychology, sociology, marketing, or management studies (Sondergaard, 1994). One of the most detailed studies of how values are affected by culture in the workplace was conducted by Professor Geert Hofstede. Hofstede (1980a, p. 25) defined culture as "the collective programming of the mind which distinguishes the members of one human group from another." The five dimensions labelled:

Uncertainty avoidance

Uncertainty avoidance refers to "The extent to which people feel threatened by uncertainty and ambiguity and try to avoid these situations" (Hofstede, 1990). The need for well-defined rules for prescribed actions deals with this dimension. The index of uncertainty avoidance takes into account the degree to which uncertainty and ambiguity are accepted. This dimension considers how unknown circumstances and unforeseen events are handled.

Power Distance

Power distance is the degree to which members of an organizational society without power accept the inequality in power (Hofstede, 1990). The Power Distance index takes into account the degree to which inequality and power are accepted.

Individualism Vs. Collectivism

Individualism vs. collectivism describes the relationships individuals have in each culture. In individualistic societies, individuals look after themselves and their immediate family only whereas in collectivistic cultures, individuals belong to groups that look after them in exchange for loyalty (Soares et.al., 2007). The dimension of individualism vs. collectivism considers the extent to which societies are incorporated into groups and their perceived responsibilities and reliance on groups.

Femininity Vs. Masculinity

The extend of roles division between sexes to which people in a society put different emphasis on work goals and assertiveness as opposed to personal goals and nurturance (Pheng & Yuquan, 2002). The dimension of masculinity vs. femininity is often referred to as "tough vs. tender," and considers society's preference for achievement, attitude towards equality of sexuality, behaviour, etc.

Long-term Vs. Short-term Orientation

This refers to how much society values long-standing – as opposed to short term – traditions and values (Kulkarni, 2012). The dimension of long-term orientation vs. short-term orientation considers the degree to which society views its time horizon. While coping with the problems of the present and the future, every society needs to retain certain ties with its own past. These two existential objectives are prioritised differently by cultures.

Employee's Organizational Commitment

Organisational commitment is a psychological state that characterizes the employee's relationship with the organisation. This has implications in terms of continuing his or her membership in the organisation. A committed employee is one who stays with the organisation under any favourable or unfavourable circumstances affecting the organisation (Meyer and Allen, 1997).

Indian IT Industry

Information Technology in India is an industry consisting of two major components: IT services and business process outsourcing (BPO). The IT-BPM sector in India stood at US\$177 billion in 2019 witnessing a growth of 6.1 per cent year-on-year and is estimated that the size of the industry will grow to US\$ 350 billion by 2025 (India Brand Equity Foundation). Bengaluru is known as the Silicon Valley of India. The technologically inclined services sector in India accounts for 40% of the country's GDP and 30% of export earnings as of 2006, while employing only 25% of its workforce, according to Sharma (2006). According to Gartner, the "Top Five Indian IT Services Providers" are Tata Consultancy Services, Infosys, Wipro, Tech Mahindra, and HCL Technologies. Total number of employees grew to 1.02 million cumulatively for four Indian IT majors (including TCS, Infosys, Wipro, HCL Tech) as on December 31, 2019 (India Brand Equity Foundation).

With IT industry contributing massively through its significant share to India's gross domestic product (GDP) and consequently boosting the growth and development of the country, ensuring employee's commitment towards the company and its growth is crucial. With work from home becoming a new normal for IT companies in the COVID-19 pandemic, challenges like lack of communication, involvement and motivation and lack of direction is harming the employee's emotional connection towards the organization. As workforces continue to work from home, many of the factors that make up organizational culture are not within the control of companies in the same way and to the same degree as they used to be. With significant jolts in the environment such as a pandemic require an organisation to re-adjust its culture to fit with new environmental realities (Meyer, 1982) in order to ensure that employees stay committed to the organization. The current research, however, is concerned with antecedent dimensions of organization culture influencing the employee's commitment towards the organization in the IT industry of India.

REVIEW OF LITERATURE

Although assessing organisation's culture quantitatively has become standard practice, its applicability is rarely challenged or investigated. This empirical study demonstrates how a translated version of the Hofstede questionnaire can only be reproduced partially in an Austrian setting. Accordingly, researchers need to be mindful that results from these survey questions are easy to misinterpret in a German-speaking study context. Using standard statistical techniques such as factor analysis and Cronbach alpha steps, quantitative data were collected and analysed. There were 275 Austrian workers on the survey. This study shows that in an Austrian setting, the Hofstede questionnaire can only be partially emulated. The paper explains that these results primarily account for two reasons: behaviours and values belong to two distinct but related constructs. Different activities may be seen in numerous organisations that have similar corporate traditions, and regional cultural variations (Dauber & Springnagel, 2011).

While Indian IT service providers' customers continue to worry about the loss of expertise caused by high attrition levels in their offshore distribution factories, the paper seeks to resolve the linkages between organizational culture and Indian employee base engagement that are of interest to both researchers and practitioners. The main contributions of this study are, first, data analysis results show that in-group collectivism and success orientation with the biggest effect on employee dedication are among the dimensions of organizational culture. Other cultured dimensions display varying degrees of positive and negative impact on employee engagement. When contrasted with other North American research, the data review shows a greater connection between affective and normative involvement in the Indian sense. Thirdly, it supports suggestions from other studies that dedication to consistency should be split into the two subfactors (Messner, 2013).

The primary aim of this research was to confirm the classification of national cultures by Hofstede. An additional goal was to examine the relationship between perceived culture and desired culture. The research included over 800 advanced economics, business administration and management students from 10 countries. They gave free explanations of an organization that they knew well and scored their native companies on the dimensions of power distance, uncertainty avoidance, individualism, and masculinity of Hofstede. They also suggested how they want their native firms should be on the same dimensions. Both the data on the free descriptions and the data on native company ratings indicate significant support for the four-dimensional Hofstede. Strikingly, the relationship between culture as perceived and culture as desired was hardly any. The latter result has significant consequences for the understanding of national cultures in the research (Van Oudenhooven, 2001).

International Outsourcing raises the difficulty of IT project management. Sex introduces yet another level of complexity in IT project management. Understanding country and gender differences at the level could increase likelihood of success. This paper offers the opportunity to examine the fundamental disparities between country and gender of Indian IT workers. For this reason, the value surveys module of Hofstede was used to examine gender differences and cultural preferences of 107 Indian IT workers. Findings indicate that there may be more similarities between women and men working in the IT industry in terms of national culture than gender differences. To address potential gaps in uncertainty avoidance and long-term orientation, Indian IT outsourcers should have sufficient incentives for professional growth, outreach programs and clearly defined career paths. In addition, a focus on policies and management strategies that capitalize on India's national culture, including group work to take advantage of collectivist tendencies, and delineated hierarchical structures to take advantage of male orientation and high-power distances, that allow foreign firms to attract and retain men and women where, in many cases, national culture surpasses gender inequality (Woszczyński, Dembla & Zafar, 2016).

This paper uses the OCTAPACE profile to investigate the essence of organizational ethos that are prevalent in various sectors of Indian economy. Review of data obtained from workers of 16 different companies

belonging to the accounting, production, telecommunications and IT / ITES industries reveals that there are major variations in organizational cultures in the various sectors. Authenticity and flexibility in consultancy are more respected compared with the manufacturing and service industries. In the IT / ITES sectors, transparency and conflict are higher, while in the industrial field, cooperation is growing. Private businesses in contrast with the public sector have a transparent and trusting society. Results often show higher levels of conflict, honesty, and autonomy of professionally trained workers than those who are not professionally trained. However, there is no substantial difference between males and females in determining organizational culture (Agarwal & Tyagi, 2010).

RESEARCH QUESTIONS

The aim of this paper is to explore organizational culture and analyse its impact on employee commitment in the context of India’s IT industry.

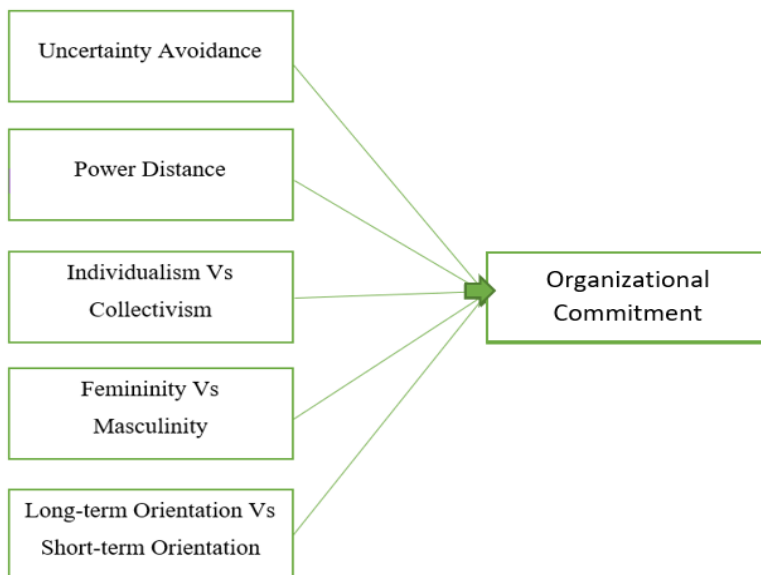
How are the different dimensions of Hofstede’s cultural model related and does it signify the overall culture of the organization?

What is the influence of organizational culture on employee commitment in the IT industry?

RESEARCH OBJECTIVES

1. To understand the prevailing organizational culture of tier 1 IT companies in Bangalore.
2. To study the relationship between organizational culture and employee commitment
3. To identify which cultural dimension has a greater influence on the employee commitment
4. To identify the strength of relationship between cultural dimension variables and employee commitment

RESEARCH MODEL



The five dimensions of Hofstede's Cultural model (Uncertainty Avoidance, Power Distance, Individualism Vs Collectivism and Long-term Orientation Vs. Short-term Orientation) are independent variables and employee's organizational commitment becomes the dependent variable. The effect of these dimensions in determining the employee's motivation to stay with the company is being studied.

HYPOTHESIS

H0: There is no relationship between organization culture and the employee's commitment to the organization.

H1: There is a significant relationship between organization culture and the employee's commitment to the organization.

METHODOLOGY

Research Approach

Quantitative research technique models is used for testing theories and hypothesis. Exploratory research design was used in the starting phase of the research to gain more ideas. The main purpose of this research is to minimise the scope of the research topic, to get well-defined solutions. Data collection is done using primary data using survey questionnaire and secondary data through the extensive reviews of literature.

Instrument and Data Collection

The Organizational Culture Survey instrument in this study was developed based on an established assessment instrument on organizational cultural dimensions which include Uncertainty Avoidance, Power Distance, Femininity Vs Masculinity, Individualism VS Collectivism and Long-term Vs Short-term Orientation development by Geert Hofstede.

Data is collected from 200 working professionals in different age groups and designation from tier 1 IT companies in Bangalore, India. The data is collected through Google Form survey. The survey consists of 6 demographic questions and a series of 22 statements to which respondents were required to indicate based on a 5-point scale from strongly disagree to strongly agree – Likert Scale. Confidentiality of the responses is guaranteed to the respondent by clearly mentioning it in the beginning of the questionnaire. Name of the respondent and organization is also optional.

Measures

The data collected through google form survey will be analyzed using SPSS, IBM SPSS Statistics 20 (or commonly referred to as Statistical Package for Social Sciences). **Cronbach's alpha** has been used as a

reliability index with values ranging from 0 to 1; the higher the score the more reliable the scale is. This is to check whether the scale used is consistently reflecting the construct it is measuring. Cronbach alpha values above .70 are considered acceptable measures of internal consistency. Reliability of data is very important in the research to examine the relationship and impact of one variable to the other variable. **Multiple Linear Regression Analysis** to study the relationship between independent and dependent variable, to assess the impact of independent variables (Hofstede's five cultural dimensions) on dependent variable (Employee's organizational commitment). **Correlation** to identify mean inter-item correlation between independent variables and dependent variable. Correlation is also used to estimate how strong or weak relations between independent and dependent variables. It shows the relation between two or more variables that examine the changes in one variable effect on another variable.

RESPONSE RATE AND SAMPLE CHARACTERISTICS

Questionnaire were distributed to 300 people working in the top tier IT companies. Of the questionnaire sent out, 200 people responded. Chart 1 provides a breakdown of the respondents by their gender, A slightly greater proportion of males than female replied. Chart 2 their designation where majority of the respondents are from middle level and Chart 3 provides an overview of the experience of the respondents with employees 5 and below 5 years of experience composing more than 50% of the responses. The relatively high overall response rate, coupled with the large N of 200, makes sample size and composition satisfactory to the purpose of the present study.

Chart 1: Gender

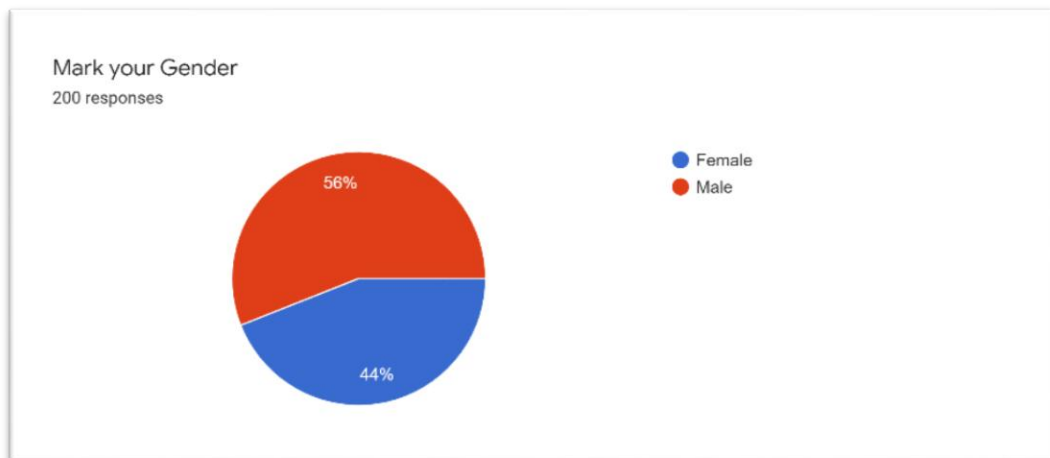


Chart 2: Designation

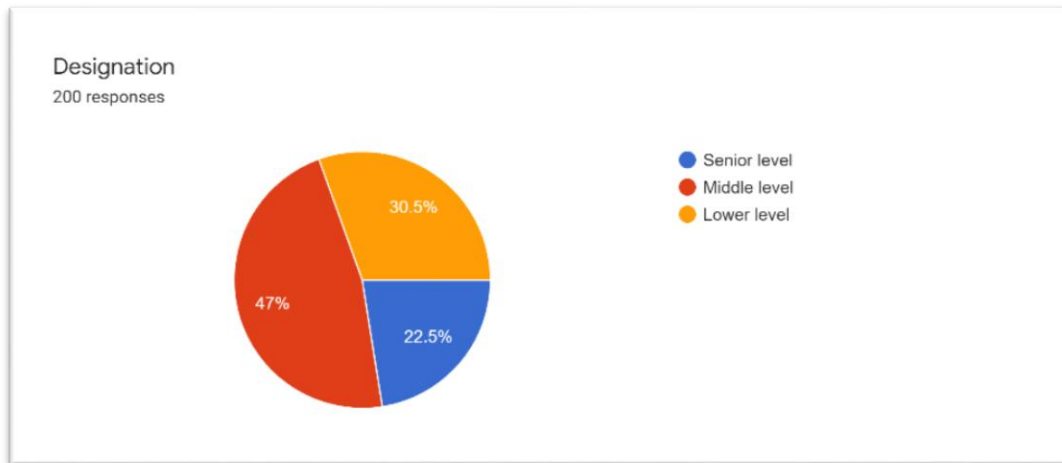
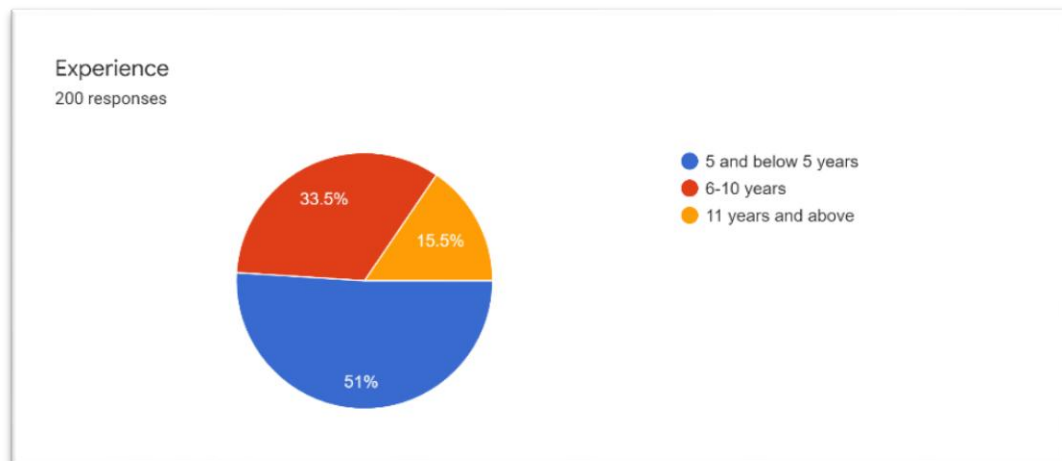


Chart 3: Experience



RESULTS AND ANALYSIS

Reliability Statistics

Cronbach's Alpha	N of Items
.701	22

Table 1: Reliability Analysis

Table 1 given above is the reliability statistics table which provide the value for Cronbach alpha in this case 0.701 which is acceptable reliability of measuring instrument. It indicates acceptable level of internal consistency in the questions asked for the purpose of data collection. The Table 2 below provides the item statistics of each questions in the measuring instrument.

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
75.60	73.106	8.550	22

Table 2: Scale Statistics

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
UA1). The culture of my current organization demands that I adhere to the stipulated rules and guidelines rather than be creative or innovative.	72.47	75.205	-.171	.731

UA2). In my organization, requirements and instructions are explained in detail so that I know what exactly I am supposed to do	71.71	64.949	.428	.676
UA3). In my organization, long-term security of employment is given importance	72.15	65.099	.376	.680
UA4). In my organization, job stress and tension are considered normal	72.35	74.763	-.151	.727
PD5). In my organization, supervisors ask for opinion before arriving at a decision	72.30	63.540	.511	.668
C6). In my organization, I must adhere to organizational goals even if individual goals suffer	71.94	75.132	-.171	.728
C7). In my organization, bonuses are based on individual performance	72.26	70.020	.082	.709
C8). In my organization, helping other employees is valued and encouraged	71.77	65.578	.440	.677
I9). In my organization, work-life balance is maintained	72.35	63.858	.447	.673
I10). In my organization, I have the freedom to fully use my skills and abilities for the accomplishment of the job	71.91	66.016	.375	.681
I11). In my organization, challenging tasks are given to motivate employees	72.00	65.196	.438	.676
F12). In my organization, male employees are encouraged and are likely to hold higher position more than female employees	72.85	75.897	-.202	.735

F13). In my organization, having a good working relationship with the direct supervisor and working with cooperation is valued	71.79	65.943	.438	.678
F14). In my organization, good physical working conditions and healthy environment is maintained	71.70	66.334	.423	.679
M15). In my organization, there is opportunity for employees to earn high bonuses based on merit	72.37	63.459	.456	.672
M16). In my organization, there is opportunity for employees to advance in their jobs	72.04	64.410	.519	.670
M17). In my organization, people are generally assertive and can articulate their views	72.44	66.027	.372	.681
L18). In my organization, planning for future is given importance	71.88	65.383	.434	.677
ST19). In my organization, the norm is to accept the status quo rather than change things	72.49	71.849	.024	.709
ST20). In my organization, emphasis is given to solve the current problems rather than think of long-term solutions	72.41	73.308	-.069	.717
DV21). I would like to continue working in my current organization rather than finding another job	72.31	61.813	.549	.662
DV22). I like the culture in my organization, and I would like to make my career with this organization	72.13	62.522	.524	.665

Table 3: Item Statistics

Correlations

		UA	PD	C.I	F.M	LT.ST	DV
UA	Pearson	1	.151*	.035	.200**	.148*	.089
	Correlation						
	Sig. (2-tailed)		.033	.624	.004	.036	.210
	N	200	200	200	200	200	200
PD	Pearson	.151*	1	.467**	.431**	-.018	.394**
	Correlation						
	Sig. (2-tailed)	.033		.000	.000	.797	.000
	N	200	200	200	200	200	200
C.I	Pearson	.035	.467**	1	.353**	.106	.432**
	Correlation						
	Sig. (2-tailed)	.624	.000		.000	.134	.000
	N	200	200	200	200	200	200
F.M	Pearson	.200**	.431**	.353**	1	.235**	.446**
	Correlation						
	Sig. (2-tailed)	.004	.000	.000		.001	.000
	N	200	200	200	200	200	200
LT.ST	Pearson	.148*	-.018	.106	.235**	1	.011
	Correlation						
	Sig. (2-tailed)	.036	.797	.134	.001		.878
	N	200	200	200	200	200	200
DV	Pearson	.089	.394**	.432**	.446**	.011	1
	Correlation						
	Sig. (2-tailed)	.210	.000	.000	.000	.878	
	N	200	200	200	200	200	200

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4: Correlation

Questions measuring each dimension has been converted into one summarising variable where UA depicts Uncertainty Avoidance, PD for Power Distance, C.I for Individualism vs. Collectivism, F.M for Femininity Vs. Masculinity, LT.ST for Long-term Vs. Short-term Orientation and DV for Dependent variable. Mean of all the questions measuring each variable has been found for easier comparison.

Correlations estimate the strength of the linear relationship between two variables. Correlation coefficients range from -1.0 (a perfect negative correlation) to positive 1.0 (a perfect positive correlation). 0 means there is no linear correlation at all.

Here, Power Distance and Individualism Vs. Collectivism have statistically significant linear relationship (r=0.467, sig. < 0.05). There is a significant relationship between the two these variables.

Power Distance and Femininity Vs. Masculinity also have a significant linear relationship (r= 0.431 and sig. <0.05).

Individualism Vs. Collectivism (r= 0.432, sig. <0.05) and Femininity Vs. Masculinity (r= 0.446, sig. <0.05) also have a statistically significant linear relationship.

These variables have a stronger relationship between each other. There is a significant correlation between these variables.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.555 ^a	.308	.290	.91374	1.835

a. Predictors: (Constant), LT.ST, PD, UA, C.I, F.M

b. Dependent Variable: DV

Table 5: Model Summary

Multiple Linear Regression is used to identify the relationship between the independent and dependent variables. If the independent variable and dependent variable move in the same direction, it means there is positive relationship between variables, and if independent variable increases and dependent variable decreases, it is a negative relationship. This test shows whether the relationship between independent and dependent variables are strong or weak.

In the model, R square value is 0.308 meaning only 30.8% of the variation in the dependent variable is explained by the combination of independent variables. Ideally, an R square value should be above 0.5 for it be considered a good fit. The adjusted R square is often used to summarize the fit as it takes into account the number of variables in the model.

Durbin Watson represents the autocorrelation of the data. This means that there will be autocorrelation between the error terms of the data. This is an undesirable property of regression, because it can bias the regression estimates and give you wrong prediction. If Durbin Watson is greater than 2, implies negative autocorrelation. In this case, the Durbin Watson is 1.835, which is less than 2. Therefore, there is positive autocorrelation.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	72.015	5	14.403	17.251	.000 ^b
	Residual	161.973	194	.835		
	Total	233.989	199			

a. Dependent Variable: DV

b. Predictors: (Constant), LT.ST, PD, UA, C.I, F.M

Table 6: Anova

H0: The overall model is not significant, there is no effect on the employee’s organizational commitment (dependent variable) by the culture of the organization (explained through Hofstede’s Cultural Dimensions).

H1: There is a significant effect on the employee’s organizational commitment by the culture of the organization.

Here, the significance value is 0.00001, which implies to reject the H0 and there is a significant effect on the employee’s commitment by the organizational culture measured by the Hofstede’s cultural dimensions model.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF

(Constant)	-0.670	.652		-1.027	.306			
1 UA	.020	.115	.011	.172	.864	.935	1.069	
PD	.134	.076	.129	1.769	.079	.675	1.482	
C.I	.541	.139	.270	3.899	.000	.743	1.346	
F.M	.638	.142	.315	4.482	.000	.724	1.382	
LT.ST	-.166	.114	-.091	-1.448	.149	.907	1.103	

a. Dependent Variable: DV

Table 7: Coefficients Table

Table---- shows the relation between variables independent and dependent variable with their beta value and significant value. The value of β shows us the nature of relationship between dependent and independent variables. If the β value is positive, then there is a positive relationship between the dependent and independent variables and the negative value means that there is a negative relationship between both the variables. In the table the dimensions, Uncertainty Avoidance, Power Distance, Individualism Vs. Collectivism, Femininity Vs. Masculinity have a positive impact on Employee Commitment. Short-term Orientation Vs. Long-term Orientation has a negative influence on the employee’s commitment towards the organization.

The Regression Equation formed out of β value is:

- $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + E$
- Employee’s Organizational Commitment = -0.670 – 0.020 (Uncertainty Avoidance) + 0.134 (Power Distance) + 0.541 (Collectivism Vs. Individualism) + 0.638 (Femininity Vs. Masculinity) – 0.166 (Short-term Orientation Vs. Long Term Orientation).

Here, if Individualism Vs. Collectivism is increased by one unit, then there will be 54.1% increase in employee’s organizational commitment. Similarly, a 63.8% change in cultural dimension of femininity Vs.

Masculinity will make similar amount of change in the employee’s commitment towards the organization. The dimensions of Individualism vs. Collectivism and Femininity Vs. Masculinity are significant ($p < 0.05$) meaning, it is statistically significant effect on employee commitment towards the organization. While other dimensions like Uncertainty Avoidance, Power Distance, Long-term Orientation Vs. Short-term Orientation have an insignificant effect on employee commitment. Therefore, these two cultural dimensions put a stronger influence in shaping employee’s organizational commitment.

VIF value shows the coefficient of multiple co-linearity, which means that the variables are very much connected with each other. When two variables are highly correlated it means both variables are showing same occurrence, and both are showing same information. Tolerance should be > 0.1 (or $VIF < 10$) for all variables, which they are in the table. If the value of VIF is greater than 10 there multi co-linearity exists. In above table, the VIF value for all variables are less than 10, it means change in value of any variable does not effect on values of other variables.

The effect of Individualism Vs. Collectivism on Employee commitment:

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.095	.453		2.415	.017		
C	-.103	.113	-.056	-.917	.360	.955	1.047
I	.758	.083	.555	9.096	.000	.955	1.047

a. Dependent Variable: DV

Table 8: Coefficients table for Individualism vs. Collectivism

Among the dimensions (of Individualism Vs. Collectivism and Femininity Vs. Masculinity) that has a significant relationship with the dependent variable, it is important to understand which factor in each dimension has more impact on the employee commitment in the tier 1 IT industry.

Here, the dimension of Individualism Vs. Collectivism is being tested using Multiple Linear Regression Test to identify which factor influences the dependent variable the most. With Individualism having a positive β value of 0.758, its evident that it is this factor that has a significant effect on the employee commitment

in the population that is studied through this research. Collectivism has a β value of -0.103 , with a negative significance on the dependent variable. Thus, it is statistically proven that Individualism is the prevalent culture in the population studied. The value of tolerance is 1.047 (VIF) showing less collinearity between variables.

The effect Femininity Vs. Masculinity on employee’s organizational commitment:

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.635	.473		1.343	.181		
F	.250	.123	.131	2.032	.043	.962	1.040
M	.565	.087	.419	6.499	.000	.962	1.040

a. Dependent Variable: DV

Table 9: Coefficient’s table for Femininity Vs. Masculinity

Here, Femininity Vs. Masculinity is tested using linear regression and shows that Femininity has 25% ($\beta = 0.250$, p value $0.043 < 0.05$) influence on the dependent variable and it is statistically significant. While masculinity has a greater impact on the employee commitment with β value of 0.565, $p < 0.05$, showing that 56.5% of change in masculinity will result in the same amount of change in the dependent variable. Since the VIF is less than 10, it means there is a low collinearity indicating that the variables are uncorrelated with one another.

PRACTICAL IMPLICATION

These findings carry a lot of implications for the management practice of India’ top tier IT Industry. It is important to identify dimensions for culture for measuring it. IT companies hoping to increase in their employee’s commitment towards the organization should first and foremost consider the dimension of Femininity and Masculinity where the dimension reflects on the degree to which a culture emphasises or nurtures achievements. The characteristic that emphasises ambition, wealth accumulation, and distinct gender roles is seen as masculinity. The characteristic that emphasises loving and nurturing attitudes, sexual equality, environmental consciousness, and more flexible gender roles is seen as femininity. The study proves that the Tier 1 IT companies has an inclination toward masculinity where it represents the

preference of the company for achievements of success whereas femininity stands for caring for weak and quality of life (Hofstede, “National Culture”). Masculinity of an organization stands for competitive work environment versus femininity which is more towards compassion for completion of work. The two factors should be intertwined to create a great culture in the company.

According to Hofstede’s, the level of individualism or collectivism prevalent in a given society influences the nature of relationship between employees and organization in a strong way. Collectivist work goals are based on the assumption that workers are emotionally dependent on their companies (Bochner & Hesketh, 1994). According to Hofstede, in collectivist societies, employees expect organizations to look after them like a family and to provide them with training, wellness and other facilities. The separation between personal and company time and life is lesser than individualistic societies. Hofstede’s “National Culture” explains that the employees look out mainly for themselves in an individualistic culture. Organizations would be divided into departments and the level of interactions would be less between the departments. Organizations can have brainstorming sessions to promote new ideas where every employee in the organization can give their ideas and opinions irrespective of the role and experience of the employees in the company. Keeping the company confined to one dimension is not beneficial for the companies, having a balance of both individualism and collectivism will help companies create a positive culture for employees to stay in the organizations.

Dimensions like uncertainty Avoidance, Power Distance, Femininity Vs. Masculinity, Individualism Vs. Collectivism has a positive influence towards employee’s organizational commitment. For building a great organizational culture for employee to have a commitment towards the organizations, it is important to have a balance of all the dimensions.

The current study reinforces the need to invest continuously in programmes, processes, and systems that target organisational culture in a manner that increases employee commitment. As workers move from project to project in a service sourcing environment, from one client assignment to the next, they are exposed to and need to adapt to various job standards and procedures, which can be viewed as sub-cultures of organisations. In order to sustain organisational commitment, this operational change needs to be accompanied by corresponding steps targeting to maintain the overall organisational culture. Improving organisational commitment will support India's IT Industry to provide constant quality in a rapidly changing economic and working environment (Messner, 2013).

LIMITATIONS AND FURTHER RESEARCH

Like all the research, there are limitations to the present study. One of the limitations was the of the study was time-related limit. The time period of the study witnessed a massive change in the industry with the COVID-19 19 pandemic in the picture. As constructs like organizational culture and employee commitment evolve over time, the rate of change of these was immense during the period of the study from a massive change in the work environment especially with the shift to work from home adopted by IT companies in India. The change through the growth phase of the industry and external factors like employee market, economic circumstances and economic wellbeing of the offshoring client’s industry as well as the economy of the home country.

Another limitation of the study is the use of 5 dimensions of organizational culture of Hofstede’s might not fully capture the prevailing culture of thee organization.

The study only focussed on the influence of culture in the employee's commitment, and did not touch upon other factors like employee retention, job performance, employee engagement, employee wellbeing etc. Further research can be in this direction. The research can also extend to test for cultural difference in cross-company, cross-industry and cross-geography.

CONCLUSION

In this paper, we have presented an empirical investigation to study the influence of organizational commitment on organizational culture. It is evident from the study that organizational culture is an important factor in understanding organizational commitment in Indian IT industry. The limitation of the study directed only towards one tier under one industry play as a strength by providing focusses and actionable research results.

The present study provides practical implications in understanding the dynamics of employee commitment influenced organizational culture in Indian IT Industry. For ensuring a committed workforce, concentrated efforts into establishing a favourable organizational culture is especially important.

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