ABSTRACT

Interpreting and understanding organizational culture is an important activity for managers, researchers and consultants because it affects strategic development, productivity and learning at all levels. Cultural assumptions can both enable and constrain what organizations are able to do. Understanding how committed employees are within an organization is a valuable tool for managing and fostering a successful work environment. A continued appreciation of employee commitment is especially beneficial following organizational change as it has been shown that change inevitably impacts commitment levels to some degree. Viewing this, this study aims in analyzing organisational culture and commitment of IT professionals of Indian and foreign managed IT firms in Chennai.

This study was focussed to identify organisational culture and commitment dimensions which influenced the IT professionals. It was also aimed to investigate the effect of organizational culture dimensions on organisational commitment dimensions.

Among the different IT hubs in Tamil Nadu, Chennai city has been selected for the present study. The lists of IT firms are classified into Indian managed and Foreign managed IT firms. The foreign managed IT firms namely IBM, CTS, Accenture, Oracle, HP, and Polaris and the Indian managed IT firms namely Infosys, HCL, Wipro, TCS, Satyam and Saskan are randomly selected. 200 employees from Indian managed IT firms and 200 from foreign managed IT firms, thus totally 400 employees are selected for the present study by adopting convenient sampling technique.
The data and information collected through pre-tested, structured, direct interview method from respondents pertains to the year April 2009 – Jan 2010.

To understand the socio-economic factors of employees of IT industries, descriptive statistics and frequency distribution are worked out. Simple correlation has been used to analyze the relationship between the socio-economic factors and organizational cultural and commitment of employees.

In order to identify the factors affecting organizational culture and commitment, factor analysis has been adopted and to understand and elucidate the differences in culture and commitment of the employees, Chi-Square Test has been employed. In order to discriminate the employees based on the organizational culture and organizational commitment, discriminant analysis has been employed.

With a view to examine the effect of organizational cultural dimensions on organizational commitment, the multiple-regression model was formulated and carried out. Besides, mean score have been worked out for identifying the key dimensions of both organizational culture and commitment.

29 Organisational Cultural dimensions and 15 Organisational Commitment dimensions were identified. The study revealed that the cultural dimensions of Problem Pass, Truth, Freedom, Discussion, Accountability, Appear, Independent Actions, Doing Things, Time, and Organisational Vitality were the common dimensions influencing the organizational culture in both the Indian and foreign managed IT firms.

The cultural dimensions of problem pass, concerned, prevention, adoptive, doing things, problem, obey, encourage, discussion, mistakes, support, appear, truth and trust are the common dimensions forming the factors in both the Indian and foreign managed IT firms.
The commitment dimensions of self, personally, options, feel, owe, career, leave, disturbed, benefit, attached and problems are the common dimensions forming the factors in both the Indian and foreign managed IT firms.

The results of Chi-Square test show that there is a significant difference in perception of the employees on organizational cultural dimensions in both the Indian and foreign managed IT firms. The cultural dimensions of support and share are the best discriminating variables in both Indian and foreign managed IT firms.

The cultural dimension of independent is the only dimension positively influencing the organizational commitment in both the Indian and foreign managed IT firms. The cultural dimension of obey is negatively influencing the organizational commitment in foreign managed IT firms.

The present study indicates that there is difference in practicing organisational culture in both Indian and foreign managed IT firms. Arising out of the present study, suggestions are made for improving organisational culture and commitment in Indian and foreign managed IT firms.

The findings of this study also offer a foundation for considering cultural change programs as a means of OD intervention. The foreign managed IT firms are characterized by better work group norms. From this point of view, there is a greater need to change the working culture of Indian managed IT firms in order to achieve better working environment.

Organizational culture is a manifestation of the collective values, principles, interests and actions of people working together. Thus, creating the culture of team work and learning are very significant in the face of a complex and fast-changing environment. Organizations are beginning to make meaningful
advancements towards “growing” loyal employees. There is never an ideal time to conduct an investigation on employee commitment within any organization. The findings of this research work may have relevance to other types of organisations like academics institutions, service organisations, voluntary agencies etc. Companies in various industries or countries have divergent interpretations in different constructs. It would be very interesting to perform comparisons and obtain further findings.