CHAPTER VI
FINDINGS, SUGGESTIONS AND CONCLUSION

6.1 SUMMARY OF THE STUDY

Culture research has moved a long way from its original descriptive approach given by anthropologists to diagnostic and curative approach of contemporary behavioural scientists including management scientists. Management of culture has emerged as a very significant area of research and application. It is presumed that organizational culture influences employees’ sense of engagement, identification and belonging. Such sentiments might reasonably be expected to have impact on commitment.

This study was initiated with an idea to understand the organisational behaviour pattern of IT employees. Subsequently it narrowed down to understand the organisational culture and commitment of IT professionals in Indian and foreign managed firms in Chennai.

Cultural frameworks for organisational analysis have yet to take root in Indian soil. Very few studies are carried out in understanding organizational culture with relevance to commitment, job satisfaction, leadership, climate, efficiency, cultural diversity at workplace, managing the interface of Cultures in different sectors like banks, public limited companies, MNC’s etc. With this background, the general objective of the present research is focused on “Organizational Culture and Commitment: A Comparative Analysis of IT Professionals of Indian and Foreign Managed Firms in Chennai.”
The specific objectives of the study are:

1. To study the socio-economic background of employees of IT firms.
2. To analyse the relationship between the socio-economic factors and organizational culture and commitment of the employees.
3. To identify the factors affecting organizational culture and organizational commitment.
4. To understand and elucidate the differences in culture and commitment of the employees.
5. To examine the effect of organizational cultural dimensions on organizational commitment.
6. To suggest appropriate management strategies to improve the organizational culture and commitment.

Based on theory and empirical research reviewed, the following patterns of relationship among the variables were hypothesized.

1. $H_0$: There are no significant differences in employees of Indian and Foreign managed IT firms with respect to socio-economic factors.
   $H_1$: There are significant differences in employees of Indian and Foreign managed IT firms with respect to socio-economic factors.

2. $H_0$: There is no significant relationship between the socio-economic factors with organizational culture of the employees.
   $H_1$: There is significant relationship between the socio-economic factors with organizational culture.

3. $H_0$: There is no significant relationship between the socio-economic factors with organizational commitment.
   $H_1$: There is significant relationship between the socio-economic factors with organizational commitment.

4. $H_0$: There is no significant difference in culture dimensions identified.
H₁: There is significant difference in culture dimensions identified.

5. H₀: There is no significant difference in commitment dimensions identified.
H₁: There is significant difference in commitment dimensions identified.

6. H₀: There is no significant difference between organizational culture dimensions discriminating among the employees.
H₁: There is significant difference between organizational culture dimensions discriminating among the employees.

7. H₀: There is no significant difference between organizational commitment dimensions discriminating among the employees.
H₁: There is significant difference between organizational commitment dimensions discriminating among the employees.

8. H₀: There is no significant relationship between organizational cultural dimensions on organizational commitment.
H₁: There is significant relationship between organizational cultural dimensions on organizational commitment.

Among the different IT hubs in Tamil Nadu, Chennai city has been purposively selected for the present study. The lists of IT firms in the city are classified into Indian managed and Foreign managed IT firms. The foreign managed firms namely IBM, CTS, Accenture, Oracle, HP, and Polaris and the Indian managed 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 respondents were identified based on their willingness, time and availability.
The instrument was validated both internally and externally. After meticulous review of literature, the data and information were collected through structured direct interview method. During data collection, the researcher faced challenges in terms of blank / unanswered questions, repeated visits, ambiguity, which were eventually rectified. The data and information collected from respondents pertains to the year April 2009 – Jan 2010.

Data analysis was done using SPSS software version 14. In order to understand the socio-economic background of employees of IT firms, descriptive statistics and frequency distribution are worked out. Simple correlation has been used to analyze the relationship between the socio-economic factors and organizational culture and commitment of the employees.

In order to identify the factors affecting organizational culture and organizational 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 organisational culture and organisational commitment, discriminant analysis has been employed

In order examine the effect of organizational cultural dimensions on organizational commitment, multiple-regression model was formulated and carried out. Besides, conventional analysis and mean score are also done for identifying the key dimensions of both organizational culture and commitment.

During data analysis several observations were made and some distinct revelations came out. The major findings point at culture and commitment differences exiting among various groups of employees. The details of the findings are given in the heading: major findings of the study.
6.2. MAJOR FINDINGS OF THE STUDY

6.2.1 SOCIO-ECONOMIC BACKGROUND OF EMPLOYEES IN INDIAN AND FOREIGN MANAGED IT FIRMS.

- The distribution of department wise employees of Indian managed IT firms shows that about 20.00 per cent of employees belong to the information technology department followed by programming (15.50 per cent) and testing (11.50 per cent) while the results show that about 29.00 per cent of employees belong to the information technology department followed by technical support (21.50 per cent) and programme analyst (11.00 per cent) in foreign managed IT firms.

- The results indicates that about 16.00 per cent of employees are working in the functional area of production followed by marketing (14.00 per cent) and finance and personnel (10.50 per cent) in the Indian managed IT firms whereas about 19.50 per cent of employees are working in the functional area of production followed by marketing (7.50 per cent), finance (7.00 per cent) and personnel (6.00 per cent) in the foreign managed IT firms.

- In Indian managed IT firms, about 59.00 per cent of the employees belong to the salary range of Rs. 20,001 - 30,000 followed by Rs. 30,001 - 40,000 (24.50 per cent) and Rs. 40,001 - 50,000 (12.50 per cent) while, about 69.50 per cent of the employees belong to the salary range of Rs. 20,001 - 30,000 followed by Rs. 30,001 – 40,000 (17.50 per cent) and Rs. 40,001 - 50,000 (8.00 per cent) in foreign managed IT firms.

- In Indian managed IT firms, majority of the employees (45.50 per cent) have the working experience of 1.6 - 3.0 years whereas majority of the employees (54.50 per cent) have the working experience of 1.6 - 3.0 years in foreign managed IT firms.
• It is observed that about 41.50 per cent of employees are working in the present position in the past 1.1 - 2.0 years followed by (36.50 per cent) in less than or equal to one year in the Indian managed IT firms, whereas in the foreign managed IT firms, it is observed that about 50.00 per cent of employees are working in the present position in less than or equal to one year followed by (37.50 per cent) in the last 1.1 - 2.0 years.

• The results show that about 31.50 per cent the employees had no promotions while only one third of employees had one promotion in Indian managed IT firms while in foreign managed IT firms, about 68.50 per cent of the employees had no promotion while 23.00 per cent of employees had one promotion.

• In Indian managed IT firms, about 78.50 per cent of employees are males while 21.50 per cent are females while about 70.00 per cent of employees are males while 30.00 per cent are females in foreign managed IT firms.

• It is apparent that about half of the employees (49.00 per cent) belong to the age group of 26 - 30 years followed by less than or equal to 25 years (32.50 per cent) in Indian managed IT firms, about 55.00 per cent of the employees belong to the age group of less than or equal to 25 years followed by 26 - 30 years (37.00 per cent) in foreign managed IT firms.

• In Indian managed IT firms, about 57.00 per cent are unmarried whereas the rest of 43.00 per cent are married, while, about 72.50 per cent are unmarried whereas the rest of 27.50 per cent are married in foreign managed IT firms.

• It is evident that about 25.55 per cent of employees are B.E. graduates followed by B.Tech (20.50 per cent) and M.C.A.(16.50 per cent) in Indian managed IT firms, about 40.00 per cent of employees are B.E. graduates followed by B.Tech and M.B.A. (14.00 per cent) and M.C.A.(13.50 per cent) in foreign managed IT firms.
6.2.2 Organizational Culture Dimensions of Indian and Foreign Managed IT Firms

• The results show that the dimensions of (20, 21, 23, 14, 24, 17, 15, 5, 6, 7, 11, 10, 27, 28, 19, 25) problem pass, truth, freedom, discussion, accountability, obey, trust, independent actions, team, innovative, doing things, contact, appear, time, feedback and organisational vitality are the most influencing dimensions on organizational culture of Indian managed IT firms.

• The cultural dimensions of (26, 8, 9, 12, 22, 16, 18, 13) communication, share, analyze, encourage, prevention, mistakes, concerned and help are more influencing dimensions on culture of Indian managed IT firms.

• The dimensions of (4, 3, 29, 1, 2) adopt, support, autonomy, interaction and problem are less influencing on cultural dimensions of Indian managed IT firms.

• The results show that the cultural dimensions of (23, 21, 24, 20, 5, 28, 27, 18, 14, 11, 25) freedom, truth, accountability, problem pass, independent actions, time, appear, concerned, discussion, doing things and organizational vitality are the most influencing dimensions on organizational culture of foreign managed IT firms.

• The cultural dimensions of (12, 19, 29, 9, 26, 8, 15, 22, 10, 17) encourage, feedback, autonomy, analyze, communication, share, trust, prevention, contact and obey are more influencing dimensions on organizational culture of foreign managed IT firms.

• The dimensions of (4, 6, 7, 13, 3, 16, 2, 1) adopt, team, innovative, help, support, mistakes, problem and interaction are less influencing on cultural dimensions of foreign managed IT firms.
6.2.3 **Organizational Commitment Dimensions of Indian and Foreign Managed IT Firms**

- The results show that the commitment dimensions of (15, 7, 12, 3, 5) owe, options, self, career and benefit are the most influencing dimensions of organizational commitment in the Indian managed IT firms.
- The factors of (6, 11, 4, 13, 10) problems, loyalty, alternatives, Affinity and family are more influencing dimensions of organizational commitment in Indian managed IT firms.
- The dimensions of (2, 8, 9, 14, 1) obligation, attached, feel, disturbed and leave are less influencing on the organizational commitment of the employees in the Indian managed IT firms.
- The results show that the commitment dimensions of (2, 1, 6, 14, 4) obligation, leave, problems, disturbed and alternatives are the most influencing dimensions of organizational commitment in foreign managed IT firms.
- The factors of (5, 8, 13, 7, 10) benefit, attached, Affinity, options and family are more influencing dimensions of organizational commitment in foreign managed IT firms.
- The dimensions of (3, 9, 12, 15, 11) career, feel, self, owe and loyalty are less influencing on the organizational commitment of the employees in foreign managed IT firms.

6.2.4 **Factor Grouping: Organisational Culture**

- The data on cultural dimensions of 29 items of Indian managed IT firms were analyzed to find out the dimensions, which formed the group based on the attributes. 10 factors were identified which are as follows:
Factor-I: CHANGE.
Factor-II: GOAL ORIENTATION
Factor-III: TACTICS
Factor-IV: REALITY
Factor-V: OPENNESS
Factor-VI: RESPONSIBILITY
Factor-VII: INDIVIDUALITY
Factor-VIII: INDEPENDENCY
Factor-IX: FREEDOM
Factor-X: TRUST

- The data on cultural dimensions of 29 items of foreign managed IT firms were analyzed to find out the dimensions, which formed the group based on the attributes. 10 factors were identified which are as follows:

  Factor-I: INTERACTION
  Factor-II: ATTITUDE
  Factor-III: SUPPORTIVE
  Factor-IV: IMAGE
  Factor-V: EFFORT
  Factor-VI: TEAM WORK
  Factor-VII: INNOVATIVE
  Factor-VIII: MORAL SUPPORT
  Factor-IX: RELATIONSHIP
  Factor-X: ADOPTION
6.2.5. FACTOR GROUPING: ORGANISATIONAL COMMITMENT

• The data on commitment dimensions of 15 items for Indian managed IT firms were analyzed to find out the dimensions, which formed the group based on the variables. Six factors were identified which are as follows:

  Factor-I:  ALTERNATIVES
  Factor-II: GUILTY
  Factor-III: LOYALTY
  Factor-IV: DEDICATION
  Factor-V: EMOTIONAL
  Factor-VI: PROBLEMS

• The data on commitment dimensions of 15 items for foreign managed IT firms were analyzed to find out the dimensions, which formed the group based on the variables. Six factors were identified which are as follows:

  Factor-I: PERSONAL
  Factor-II: EMOTIONAL
  Factor-III: PERSONALITY
  Factor-IV: ALLOWANCES
  Factor-V: OPTIONS
  Factor-VI: PERCEPTION
6.2.6. HYPOTHESIS TESTING

1. \( H_0 \): There is no significant relationship between the socio-economic factors with organizational culture of the employees.

\( H_1 \): There is significant relationship between the socio-economic factors with organizational culture.

- The correlation coefficient shows that there is a significant and positive correlation between department and team at one per cent level where as there is a positive correlation between department and doing things at five per cent level of significance in Indian managed IT firms.

- There is negative but significant associate relationship existing between functional area and accountability at one per cent level of significant and functional area is negatively correlated with appear at five per cent level of significance, where as functional area is positively correlated with team at five per cent level of significance in Indian managed IT firms.

- Sex factor of employees is negatively but significantly associated with independent actions and truth at five per cent level of significance, while sex of employees is negatively correlated with trust at one per cent level of significance in Indian managed IT firms.

- The results further indicate that age is positively correlated with the cultural dimension independent actions at five per cent level of significance while, age is positively associated with trust at one per cent level of significance in Indian managed IT firms.

- Educational qualification is positively, but significantly associated with accountability at one per cent level of significance, where as it is negatively correlated with doing things at five per cent level of significance in Indian managed IT firms.
• The correlation coefficients show that department is negatively correlated with appear while the functional area is also negatively correlated with accountability at one percent level of significance in foreign managed IT firms.

• The results also show that age is negatively associated with problem pass at five per cent level of significance while the marital status is positively correlated with both freedom and appear at one per cent level of significance. Besides, qualification is positively correlated with accountability at one per cent level of significance in foreign managed IT firms.

Thus, there is significant relationship between the socio-economic factors with organizational culture.

2. **H₀:** There is no significant relationship between the socio-economic factors with organizational commitment.

**H₁:** There is significant relationship between the socio-economic factors with organizational commitment.

• The correlation coefficients indicate that department is negatively correlated with self at one per cent level of significance while it is positively correlated with both problems and family at five per cent level in Indian managed IT firms.

• Functional area is positively correlated with benefit at five per cent level of significance, whereas age is positively correlated with family at one per cent level of significance in Indian managed IT firms.

• Marital status of the employees is negatively correlated with benefit at five per cent level of significance and qualification is negatively correlated with Affinity at one per cent level of significance in Indian managed IT firms.
• For foreign managed IT firms, the correlation coefficients indicate that department is positively correlated with leave at one per cent level of significance and is positively associated with family at five per cent level of significance.

• The functional area is positively correlated with problems at one per cent level of significance, while it is negatively associated with alternatives at one per cent level of significance in foreign managed IT firms.

• Sex is positively correlated with benefit at one per cent level of significance while age is negatively correlated with options at one per cent level of significance in foreign managed IT firms.

• Marital status is positively correlated with both leave and disturbed at one per cent level of significance. Educational qualification is negatively correlated with family at five per cent level of significance.

Thus, there is significant relationship between the socio-economic factors with organizational commitment.

3. **H₀: There is no significant difference in culture dimensions identified.**

**H₁: There is significant difference in culture dimensions identified.**

• Chi-Square value for Indian managed IT firms is 0.0028 indicating that there is significant difference in culture dimensions identified.

• Chi-Square value for foreign managed IT firms is 95.994 indicating that there is significant difference in culture dimensions identified.
4. $H_0$: There is no significant difference in commitment dimensions identified.

$H_1$: There is significant difference in commitment dimensions identified.

- Chi-Square value for Indian managed IT firms is 39.258 indicating that there is significant difference culture dimensions identified.
- Chi-Square value for foreign managed IT firms is 59.871 indicating that there is significant difference culture dimensions identified.

5. $H_0$: There is no significant difference between organizational culture dimensions discriminating among the employees.

$H_1$: There is significant difference between organizational culture dimensions discriminating among the employees.

- In order to discriminate the employees based on the organizational culture in Indian managed IT firms, discriminant analysis has been employed and the results indicate that F test is significant for three variables of independent actions, trust and truth.
- The highest value (0.83) corresponds to the discriminant function, which shows that it has the strongest power of discrimination of the two groups. The canonical correlation coefficient, measuring the relation between discriminant factorial coordinates and the grouping variable shows that 76.21 i.e. $(0.873)^2$ of the total variance accounts for the differences between the two groups through the discriminant function.
- The size of the coefficients indicates support, independent actions, share, trust, feedback, problem pass and truth discriminate best between the two groups of employees.
• For the discriminant function, it can be seen that correlation coefficients have high values for three measures viz., independent actions, trust and truth, which means that these measures are most strongly correlated with the discriminant function. These measures would probably characterize best division of organization of employees based on organizational cultural dimensions. Based on the discriminant function, 72.70 per cent of the measures have been correctly classified.

• In order to discriminate the employees based on the organizational culture in foreign managed IT firms, discriminant analysis has been employed and the results show that F test is significant for five variables of innovative, contact, obey, accountability and communication.

• The highest value (0.86) corresponds to the discriminant function, which shows that it has the strongest power of discrimination of the two groups. The canonical correlation coefficient, measuring the relation between discriminant factorial coordinates and the grouping variable shows that 77.97 i.e. $(0.883)^2$ of the total variance accounts for the differences between the two groups through the discriminant function.

• The size of the coefficients indicates support, adoptive, innovative, share, encourage, mistakes, obey, and time discriminate best between the two groups of employees.

• For the discriminant function, it can be seen that correlation coefficients have high values for two measures viz., innovative and share which means that these measures are most strongly correlated with the discriminant function. These measures would probably characterize best division of organization of employees based on
organizational cultural dimensions. Based on the discriminant function, 66.50 per cent of the measures have been correctly classified.

Hence, There is significant difference between organizational culture dimensions discriminating among the employees.

6. H₀: There is no significant difference between organizational commitment dimensions discriminating among the employees.

H₁: There is significant difference between organizational commitment dimensions discriminating among the employees.

• In order to discriminate the employees based on the organizational commitment in Indian managed IT firms, discriminant analysis has been employed and the results show that F test is significant for four variables of obligation, options, attached and Affinity.

• The highest value (0.86) corresponds to the discriminant function, which shows that it has the strongest power of discrimination of the two groups. The canonical correlation coefficient, measuring the relation between discriminant factorial coordinates and the grouping variable shows that 75.86 i.e. (0.871)² of the total variance accounts for the differences between the two groups through the discriminant function.

• The size of the coefficients indicates leave, obligation, feel, family, Affinity and disturbed discriminate best between two groups of employees.

• For the discriminant function, it can be seen that correlation coefficients have high values for five measures viz., obligation, feel, disturbed, Affinity and leave are most strongly correlated with the discriminant function. These measures would probably characterize best division of organization of employees based on organizational
commitment dimensions. Based on the discriminant function, 54.60 per cent of the measures have been correctly classified.

- In order to discriminate the employees based on the organizational commitment in foreign managed IT firms, discriminant analysis has been employed and the results indicate that F test is significant for four variables of benefit, problems, feel and loyalty.

- The highest value (0.93) corresponds to the discriminant function, which shows that it has the strongest power of discrimination of the two groups. The canonical correlation coefficient, measuring the relation between discriminant factorial coordinates and the grouping variable shows that 79.57 i.e. $(0.892)^2$ of the total variance accounts for the differences between the two groups through the discriminant function.

- The size of the coefficients indicates benefit, problems, feel and loyalty discriminate best between two groups of employees.

- For the discriminant function, it can be seen that correlation coefficients have high values for five measures viz., loyalty, benefit, feel and problems are most strongly correlated with the discriminant function. These measures would probably characterize best division of organization of employees based on organizational commitment dimensions. Based on the discriminant function, 63.20 per cent of the measures have been correctly classified.

Hence, there is significant difference between organizational commitment dimensions discriminating among the employees.
7. **H₀**: There is no significant relationship between organizational cultural dimensions on organizational commitment.

**H₁**: There is significant relationship between organizational cultural dimensions on organizational commitment.

- The co-efficient of multiple determinations \( (R^2) \) is 0.48 indicating the goodness of fit of the model and F-value is 1.643, significant at five per cent level. The partial regression coefficients of interaction, independent actions, analyze and communications are significant at one per cent level of significance. These factors are positively influencing the commitment of the employees in Indian managed IT firms.

- The co-efficient of multiple determination \( (R^2) \) is 0.54 indicating the goodness of fit of the model. The F-value is 2.395 statistically significant at five per cent level. The regression coefficients of independent actions, discussion, accountability and appear are significant at one per cent level and these factors are positively influencing the organizational commitment while mistakes is negatively influencing the organizational commitment in the foreign managed IT firms.

Hence, there is significant relationship between organizational cultural dimensions on organizational commitment.

### 6.3 DISCUSSIONS AND IMPLICATIONS FROM THE STUDY

#### 6.3.1 OBJECTIVE 1: TO STUDY THE SOCIO-ECONOMIC BACKGROUND OF EMPLOYEES OF IT FIRMS.

- One fifth of the employees belonged to the information technology department, while majority of the employees were working in the functional
area of production followed by marketing in both the Indian and foreign managed IT firms

- More than half of the employees belonged to the salary range of Rs. 20,001 – 30,000 in both the Indian and foreign managed IT firms, while more employees belonged to the salary range of Rs. 40,001 – 50,000 in the Indian managed IT firms as compared to the foreign managed IT firms.

- Nearly half of the employees have the working experience of 1.6 - 3.0 years in both the Indian and foreign managed IT firms.

- Majority of the employees were working in the present position in the past 1.1 to 2.0 years in Indian managed IT firms whereas half of the employees were working in the present position in less than or equal to one year in the foreign managed IT firms.

- One third of the employees had no promotions in the Indian managed IT firms, while more than two-third of employees had no promotions in foreign managed IT firms.

- Majority of the employees in both firms were males, but they were more in the Indian managed IT firms.

- About half of the employees belonged to the age group of 26 - 30 years in Indian managed IT firms, while about half of the employees belonged to the age group of less than or equal to 25 years in foreign managed IT firms.

- Majority of the employees were unmarried in both the firms, but it was more in foreign managed IT firms as compared to the Indian managed IT firms.

- Majority of the employees were B.E. graduates followed by B.Tech and M.C.A. in both the Indian and foreign managed IT firms.
6.3.2 **OBJECTIVE 2: TO ANALYZE THE RELATIONSHIP BETWEEN THE SOCIO-ECONOMIC FACTORS AND ORGANIZATIONAL CULTURE AND COMMITMENT OF THE EMPLOYEES.**

- The cultural dimensions of Problem Pass, Truth, Freedom, Discussion, Accountability, Appear, Independent Actions, Doing Things, Time, Organisational Vitality were the common dimensions influencing the organizational culture in both the Indian and foreign managed IT firms.

- In addition to the common dimensions, the cultural dimensions of trust, team, innovative, contact, obey and feedback are influencing the culture of the Indian managed IT firms whereas the dimension concerned is the only dimension influencing the culture in the foreign managed IT firms.

- The relationship between socio-economic factors and dimensions of organizational culture indicate that only accountability is positively correlated with educational qualifications of the employees in both the Indian managed and foreign managed IT firms.

- Besides, there is no correlation between cultural dimensions and marital status in the case of Indian managed IT firms while, there is no correlation between cultural dimensions and functional area in the case of foreign managed IT firms.

- The relationship between socio-economic features and dimensions of organizational commitment indicate that only family is positively correlated with department in both the Indian and foreign managed IT firms.

- Besides, there is no correlation between commitment dimensions and sex in the case of Indian managed IT firms.
6.3.3 OBJECTIVE 3: TO IDENTIFY THE FACTORS AFFECTING ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT.

- 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.

- In addition to common cultural dimensions, in the case of the Indian managed IT firms, the dimensions of Feedback, Share, Interaction, Analyse, Independent Action, were forming the factors where as the cultural dimensions of Communication, Time, Accountability, Organizational Vitality, Innovative and Contact were forming the factors in foreign managed IT firms.

- The commitment dimensions of self, Affinity, 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.

- In addition to common commitment dimensions, in the case of the Indian managed IT firms, the dimensions of alternatives, feel and loyalty are forming, the factors whereas the dimension of obligation is forming the factor in the case of foreign managed IT firms.

6.3.4 OBJECTIVE 4: TO UNDERSTAND AND ELUCIDATE THE DIFFERENCES IN CULTURE AND COMMITMENT OF THE EMPLOYEES.

- 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, independent actions, share, trust, feedback, problem pass and truth discriminate best between the two groups (male vs. female) of employees in Indian managed IT firms , whereas
support, adoptive, innovative, share, encourage, mistakes, obey, and time
discriminate best between the two groups (male vs. female) of employees in
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 results of Chi-Square test show that there is a significant difference in
  perception of the employees on organizational commitment dimensions in
  both the Indian and foreign managed IT firms.
- The commitment dimensions of leave, obligation, feel, family, Affinity and
  disturbed discriminate best between two groups of employees in Indian
  managed IT firms, whereas, benefit, problems, feel and loyalty discriminate
  best between two groups of employees in foreign managed IT firms.
- There is no common commitment variable that discriminates the employees
  in both Indian and foreign managed IT firms.

6.3.5 OBJECTIVE 5: TO EXAMINE THE EFFECT OF ORGANIZATIONAL
CULTURAL DIMENSIONS ON ORGANIZATIONAL COMMITMENT.

- 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.
6.4 SUGGESTIONS

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 the following are the recommendations for improving organisational culture and commitment in Indian and foreign managed IT firms.

- A periodic assessment and analysis of organisational cultures will be of immense use. Such exercise would contribute to better understanding of organisational functioning or malfunctioning.

- Motivating employees through innovative approaches would enhance the awareness and adoptability of organisational culture by employees.

- Proper monitoring of the cultural practices and evolving best management practices through participatory approach would enable employees to develop higher levels of organisational commitment.

- Proper training provided regularly would enable upgrading the technical skills, which have positive effect on employees’ job satisfaction, efficiency, productivity and ultimately their commitment.

- Strategies and initiatives for improving work culture and commitment of employees are based on the fundamental principle of responsibility, accountability, transparency, equity and fair practices. They may continue to be practiced by both Indian and foreign managed IT firms.

- 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.

- Building trust through open communication might be encouraged.

- Steps to ensure that individual’s are responsive to the goals and operating procedures of the organization begin with the recruitment process.
Managers can foster the development of a positive culture by employing people who share similar values and vision that the organization represents. To do this, employers can spend time with prospects before they enter the organization as new employees. Once new recruits are indoctrinated with the organization’s values, they will form an objective perception of the environment that will solidify the organization’s personality or culture.

- In addition to hiring people who fit the organization, managers need to have a solid understanding of the dynamics of culture and how to transform it so that they can direct activities in a manner that gets results.

### 6.5 CONCLUSION AND FUTURE RESEARCH

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. There is always something occurring that could cause negative commitment levels to be reported. This type of mindset is common among many organizations. However, the information that can be gained, whether positive or negative, should be embraced by managers because it provides an opportunity to improve relationships between the employer and the employee.

This study was conducted in the IT firms, taking samples from Indian and foreign managed IT firms. Its findings 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.