The Influence of Organizational Variables on Culture in IT Industry

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Abstract

This paper deals with the influence of organizational variables on the organizational culture in IT industry. The study mainly concentrates on the dimensions Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation in respect to the demographic variables. This paper attempted to measure the organizational culture in IT Industry. The data for the research work was collected through the method of questionnaire schedule. To prove the research hypothesis the various tests such as Simple Percentage, Chi-Square and ANOVA are being used. Thus the result exhibits that socio-economic variables influence the organizational culture in IT companies.

Key Words: Organizational Culture, Norms, Beliefs and Organizational Variables

Introduction

Like society and other groups, organizations also have a way of functioning, constellation of beliefs, values, and habits, norms of behavior and nature of interrelationships that are unique and form the culture. Organization culture is defined as, "the collective programming of the mind which distinguishes the members of one organization from another" (Hofstede 1997). Schein (1985) defines organization culture as, "the pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration-a pattern of assumptions that is considered fit enough to be considered valid, and therefore, to be taught to the new members as the correct way to perceive, think and feel in relation to those problems". Kotter (1992) says, "When people talk of 'the corporate culture,' they usually mean values and practices that are shared across all groups in a firm, at-least within senior management".

Schein (1985) suggests that culture can be analyzed at different levels. The term 'level' refers to the degree to which cultural phenomenon is visible to the people outside the organization. These levels range from the very observable and felt manifestations of culture to the deeply embedded and unconscious basic assumptions. The latter form the essence of culture. The three levels as suggested by Schein are artifacts, espoused values and basic assumptions. Artifacts include the visible products of the group such as architecture of the physical environment, language, technology and products, artistic creations, and the style as embodied in clothing, manner of address, emotional displays, myths and stories told about the organization, published lists of values, observable rituals and ceremonies and so on. The level of culture is easy to observe but difficult to decipher. All of a group's learning is a reflection of its leader's or founder's values. The proposal or solution as provided by the individual will achieve the status of a value only after the group, to whom the solution is proposed, takes action and its members together observed the outcome of that action. If the outcome is favorable and is perceived by the group as successful, the process of

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cognitive transformation starts. First, the perceived value is transformed into a shared value or belief, and if action based on it continues to be successful it finally gets transformed into a shared assumption. These shared assumptions are normally taken for granted, are non-discussible and are supported by articulated sets of beliefs, norms and operational rules of behavior. These beliefs, values remain conscious and are articulated because they serve the normative function of guiding the behavior of members of the group and training new members on how to behave. Basic assumptions, on the other hand, are those that are never confronted or debated and hence are very difficult to change. Reexamination of basic assumptions temporarily destabilizes the cognitive and inter-personal world of the members of the organization leading to high levels of anxiety. This is what partially explains stress amongst employees during times of organizational change.

Cultural differences have a major impact on compensation policy owing to differences in various cultural beliefs and norms. Hofstede (1991) gave five dimensions of culture which are discussed below to emphasize the impact of culture on compensation.

The Cultural dimensions are:

❖ Power Distance: This refers to the extent to which inequalities among people are seen as normal. This dimension stretches from equal relations being seen as normal to wide inequalities being viewed as normal. In countries with higher power distance like France among the numerous such countries the power of organization is centralized, there is a huge difference between the top and the bottom echelons of the organization. Compensation rises given more for personal relationship than for performance or competencies. Employees are generally manual in nature and have less status than office work. However in countries with a low degree of power distance, compensation differential between different levels are comparatively lesser. Competence and performance is highly compensated and in fact, highly qualified employees command premium compensation.

❖ Individualism and collectivism: This parameter describes whether individuals are used to acting as individuals or as part of cohesive group, which is based on the family. Compensation in individualistic cultures is more oriented towards rewarding personal accomplishments and individual satisfaction is of prime goal of compensation management. Performance related pay is more successful in such cultures. In collectivist culture, compensation prime goal is satisfaction of group objectives. Employees closely related to the bosses get higher compensation.

❖ Masculinity and femininity: Hofstede (1980) distinguishes hard values such as assertiveness and competition, and the soft or feminine values of personal relations, quality of life and caring about others, where in a masculine society gender role differentiation is emphasized. In masculine cultures, compensation differentials exist between men and women based on gender discrimination. Women with similar qualification and performing similar work are paid less than their male counterparts. In femininity cultures, men and women are paid according to their qualification, ability and talents has no gender biasness.

❖ Uncertainty Avoidance: This refers to a preference for structured situation versus unstructured situations. In countries with high uncertainty avoidance, feelings of safety and security is likely to be strong, therefore employees shall be highly motivated by compensation. In cultures with small degree of uncertainty avoidance like Sweden, employees will be motivated more by achievements, appreciation and sense of belongingness.

❖Confucian Dynamics: This parameter refers to the choice between long- terms versus short- term focus in life. In culture which emphasizes on long- term focus, deferred compensation in the form of ESOP, retiral benefits are preferred. On the other hand, short-term focused culture is characterized by personal stability, to protect ones face, respect for traditions and reciprocity.

Ebert and Griffin (2000) explain that organizational culture helps businesses to achieve certain goals. Firstly, Motivating employees to work hard and assisting employees to work towards common goals. Secondly, Helping newly hired employees learn the expected behaviour models and Finally, Providing the unique characteristics of each company.

Review of Literature

Kotter and Heskett (2011) conduct analysis of how the culture of an organization influences its performance. Their quantitative study of the relationship between organizational culture and performance explains how shared cultural values can ensure success of organization and its adaptation to dynamic environment. However, the authors do not propose a method that promotes effective sharing of organizational values. Maurer (2010) suggests what to do for overcoming human resistance to change. However, the author does not examine the specificity of resistance to change of organizational values. Consequently, he does not consider a possibility of overcoming resistance to change through congruence of internalization of desired organizational values by employees with improvement of quality of their life.

O'Relly et al. (1991) describe the method of calculation of conformity between personal and organizational culture by comparing organizational values profile with the individual preferences profile. However, forming the individual preferences profile is a subjective process which often does not correspond with the real states of individual values. Cummings & Worley (2009) emphasize constitutive influence of changing organizational culture on the effectiveness of organizational development. The authors characterize existing values of employees as source of cultural resistance to organizational change. They also mark the need of organizing confrontation meetings that mobilize human resources for problem solving. However, the authors do not consider confrontation as a constructive tool for overcoming resistance to changing organizational culture values.

Hellriege and Slocum (2010) examine confrontation as a cultural value providing deeper analysis of interpersonal problems. However, the authors do not use confrontation for reducing the gap between organizational and individual cultural values under a condition of changing organizational culture. Hoover & Disilvestro (2005) represent the constructive confrontation approach to decreasing conflict and increasing accountability. However, the authors do not suggest a tool for measuring the states of confrontation. Moreover, they do not apply the approach to realizing confrontation of cultural values. An approach of Patterson et al. (2004) is based on crucial confrontation for providing accountability. However, the authors do not examine the possibility of using the approach for changing organizational cultural values.

Cameron & Quinn (2011) emphasize the need and possibility of investigating organizational culture change by means of quantitative methods. However, they do not suggest a quantitative measure which would allow to assess a dynamic process of internalizing organizational values by employees that expresses moving from the current state of values to the desired state. The authors represent the competing values framework shaping competition of different value orientations in an organization. However, the

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authors do not explore competition of the value orientations as constructive value confrontation process. Moreover, they do not represent a mechanism of changing employee behavior as a result of performing tasks engendering individual behavior directed towards changing values. Schein (2010) developed a conceptual model for managing change of organizational culture. However, this model does not promote management of feelings and energies of employees by using a measure of constructive confrontation of cultural values. Moreover, the author does not represent a mechanism for managing internalization of organizational values by employees.

Scott et al. (2003) suggest that an organization's culture affects performance in at least four directions. First, culture may drive economic efficiency via the promotion of shared values and internalized norms within the organization. Second, culture may affect equity by establishing organizational mechanisms that encourages efficiency-seeking behaviour. Third, culture may influence the overall economic and social objectives that an organization pursues and finally, organizational culture may encourage co-operation and relationship building. Organizational culture has been defined by Harvey and Brown (1996) as a system of shared meanings, including the language, dress, patterns of behaviour, value system, feelings, attitudes, interactions and group norms of employees within the organization. It is seen as a system of shared values held by employees that distinguishes one organization from another. Joby Jose and Panchanatham (2014) states that the organizational culture influenced by socio-economic variables. They also found that culture is created and sustained by the organizations, which helps them to perform effectively.

Objectives

➢ To find out the influence of Organizational Variables on IT Culture

➢ To find out the association of Organizational Culture and Organizational Variables in IT Industry

Research Methodology

The design has chosen for this study is descriptive in nature and 100 samples were collected. Primary data were collected through structured questionnaire and secondary data from past studies, research journals and websites. Simple Percentage Analysis, One-way ANOVA and Chi-Square tests are used for the analysis of the data. Variables used for culture was scale developed by Udai Pareek. The OCTAPACE profile is a 40-item instrument that gives the profile of organization's ethos in eight values. These variables are Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation. Organizational culture and the alpha coefficient value for the instrument 0.87 is for the present study.

Result and Discussion

Organizational Variables Profile of the Respondents

Table-1

Respondent's profile	Frequency	%	Respondent's profile	Frequency	%
Designation			**Relaxation between work**		
Project Manager	7	7.0	Talk to friends	36	36.0
Project Leader	14	14.0	Check Mails	29	29.0
Senior Software Engineer	21	21.0	Take a short break and go out	35	35.0
Software Engineer	44	44.0	**Total**	**100**	**100.0**
System Analyst	9	9.0	**Years of Experience**		
HR/Operations	5	5.0	<4	53	53.0
Total	**100**	**100.0**	5-8	29	29.0
Mode of Travel			9-12	10	10.0
Public	30	30.0	>13	8	8.0
Own Vehicle	44	44.0	**Total**	**100**	**100.0**
Company Vehicle	26	26.0	**Training attended**		
Total	**100**	**100.0**	<4	41	41.0
Number of Locations Worked			5-8	31	31.0
<2	49	49.0	9-12	22	22.0
3-4	42	42.0	>13	6	6.0
>5	9	9.0	**Total**	**100**	**100.0**
Total	**100**	**100.0**	**Support from Superior**		
On-Site Projects			Never	1	1.0
<5	85	85.0	Rarely	9	9.0
6-10	5	5.0	Sometimes	22	22.0
>11	10	10.0	Often	63	63.0
Total	100	100.0	Very Often	5	5.0
The Number of Project Worked			**Total**	**100**	**100.0**
<5	55	55.0	**Support from Co-Worker**		
6-10	25	25.0	Never	2	2.0
>11	20	20.0	Rarely	6	6.0
Total	**100**	**100.0**	Sometimes	21	21.0
Companies Worked With			Often	61	61.0
<2	56	56.0	Very Often	10	10.0
3-4	34	34.0	**Total**	**100**	**100.0**
>5	10	10.0			
Total	**100**	**100.0**			

Organizational Culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning is actually a set of key characteristics that the organization values (Robbins and Sanghi, 2007). The respondents profile shows different types of organizational variables used for the present study. It shows that 44% of the surveyed falls to the software engineers designation whereas operations and human resource contributed the least by 5%. Most of the employees relaxed between works by talking to their friends followed by a large number of taking short breaks between works and a few people relaxed by using social networks. A large part of the employees owned car and personal facilities to reach the office, which is shown as the cultural prestige. In software industry fresh candidates are more in comparison with highly experience professionals. The training given to employees contributed to production and less trained produced the least. Majority of the employees have worked more than two locations which shows that their experience to different social culture that can be a factor contributing to organizational development. A large number of employees had a few onsite experiences and worked less than five projects. Most of the employees are loyal to their organizations by not switching over often. George and Jones (1996) indicate that creating values and norms that encourage creativity and innovation is also an important part of organizational culture. They purport that the process begins when an organization recognizes and rewards employee behaviours that demonstrate commitment to terminal and instrumental values that promote creativity and innovation. Thus, Support from superior and co-worker boosts the morale and production and efficiency of the employees in the field of work.

One-Way Analysis of Variance between Culture and Designation of the Respondents

Table-2

Dependent Variable	Groups	Designation	f	$\overline{X}$	S. D.	F	P
Culture	1	Project Manager	7	112.00	13.796		
	2	Project Leader	14	116.93	9.344		
	3	Senior Software Engineer	21	121.05	10.576		
	4	Software Engineer	44	112.64	8.575	4.766	.001
	5	System Analyst	9	107.11	3.480		
	6	Team Lead/Operations/HR	5	105.80	7.950		

One-way analysis shows that there is significant variance in culture by designation of the employees. The mean difference shows that senior software engineers contributed the highest difference in culture and the least by human resource and operations. The contribution of the organizational effectiveness by designation is seen by Sorensen (2002) says that organizational culture as a system of values and norms that define appropriate attitudes and behaviours for the organization's employees. The author is of the opinion that an organization is considered to have a strong culture if those norms and values are widely shared and intensely held throughout the organization. One of the consequences of

a strong organizational culture is that it increases consistency across employees in an organization.

One-Way Analysis of Variance between Culture and Experience of the Respondents

Table-3

Dependent Variable	Groups	Experience	f	$\overline{\text{X}}$	S. D.	F	P
Culture	1	<4	53	111.53	8.527	2.644	.044
	2	5-8	29	117.17	11.814		
	3	9-12	10	116.20	8.483		
	4	>13	8	117.63	11.686		

There is significant variance on the culture that depends on experience. The most experienced employee's shows more difference of contribution to culture than the least experienced. Baker (2002) elaborates by indicating that leaders must be able to assess how well the culture is performing and when and how it needs to be changed. Assessing and improving organizational culture as well as determining when cultural transformations are necessary is critical to long-term organizational success as seen from the above table. Boan and Funderburk (2003) state that the organizational culture has also been associated with several elements of organizational experience that contributes to quality, job satisfaction and experience.

One-Way Analysis of Variance between Culture and Location Worked by the Respondents

Table-4

Dependent Variable	Groups	Locations worked	f	$\overline{\text{X}}$	S. D.	F	P
Culture	1	<2	49	112.00	9.702	2.840	.043
	2	3-4	42	116.88	9.650		
	3	>5	9	112.78	12.081		

The mean difference shows that there is significant variance among the different Location worked and culture. Culture indicates that more the places that you work and you contribute less to organizational culture. Organizational culture is a not a simple statement developed by senior management and placed on a wall. These are only ideals. In order to work towards improving culture, an organization must find out "who" it is. A well-designed survey/assessment will enable a company to determine the gap between its current culture and the culture it needs to succeed (Palmer, 1999). The shift of location makes less contribution whereby it can reduce the performance and out put of an employee if not by preferred by the employees.

One-Way Analysis of Variance between Culture and Projected Worked by the Respondents

Table-5

Dependent Variable	Groups	Projects Worked	f	$\overline{X}$	S. D.	F	P
Culture	1	<5	55	111.91	9.943	3.877	.024
	2	6-10	25	118.44	7.473		
	3	>11	20	114.80	11.781		

The significance of projected worked by the respondents and culture is most valued by IT firms in a competitive world in terms of experience. As the experience goes up the projects done by them shows the work culture of the organization. Culture influences the behavior of all individuals and groups within an organization. It influences most aspects of organizational life, including how decisions are made, who makes them, how rewards are given, who is promoted, how people are treated, and how the organization responds to its environment. Culture to an organization is what personality is to an individual. It is that distinctive collection of beliefs, values, work styles, and relationships that distinguish one organization from another (Roger Harrison & Stokes, 1992).

One-Way Analysis of Variance Between Culture and Companies worked **by the Respondents**

Table-6

Dependent Variable	Groups	Companies worked	f	$\overline{X}$	S. D.	F	P
Culture	1	<2	56	112.38	9.243	3.322	.040
	2	3-4	34	115.03	8.919		
	3	>5	10	120.80	15.245		

It is important to note that the significant variance between culture and companies worked by the respondents. Scott et al. (2003) suggest that an organization's culture affects performance in at least four directions. First, culture may drive economic efficiency via the promotion of shared values and internalized norms within the organization. Second, culture may affect equity by establishing organizational mechanisms that encourages efficiency-seeking behaviour. Third, culture may influence the overall economic and social objectives that an organization pursues and finally, organizational culture may encourage co-operation and relationship building. Best performing employee's stick on to the same company for a longer period, as it is evident from the analysis. The least mean shows that the employees who worked lesser years contributed more to the culture of the organization.

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One-Way Analysis of Variance between Culture and Support from Co-Worker of the Respondents

Table-7

Dependent Variable	Groups	Support from Co-Worker	f	$\overline{X}$	S. D.	F	P
Culture	1	Never	2	108.50	6.364	2.868	.027
	2	Rarely	6	120.17	9.867		
	3	Sometimes	21	109.24	7.238		
	4	Often	61	115.92	10.357		
	5	Very Often	10	110.90	10.354		

Most importantly supports by the co-worker contribute to the building of the culture of the organization. Gerber Nel and Van Dyk (1998) explains organizational culture as "the manner in which things are done in the organization", otherwise also known as the personality of the organization. They posit that the culture of an organization develops over time and employees are not necessarily aware of its existence. Culture involves assumptions about the manner in which work should be done, relevant goals for the organization and departments and personal goals for employees. Furthermore, organizational culture is of importance to management because it will aid in the understanding of how employees feel about their work. The significant mean difference shows that the better atmosphere of work creates a good collaboration among the employees of the organization.

Chi-Square Test   Showing the Association between the Number of Projects Worked and the Culture

Table-8

Parameters	Value	df	Significance
Pearson Chi-Square	9.537	4	.049
Likelihood Ratio	11.289	4	.024
Linear-by-Linear Association	1.643	1	.040
Total	100		

The association between the number of projects worked and the culture is significantly associated. It shows that many in different levels have researched the organizational culture, its assessment and importance. Research by Scott et al. (2003) suggests that the assessment and management of organizational culture is increasingly viewed as a necessary part for organizational improvements. Appeals for culture change in organization draw upon a belief that culture is related to organizational performance. The work been

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done together contribute to organizational culture more as a part of team.

Chi-Square Test   Showing the Association between the Number of Companies Worked and the Culture

Table-9

Parameters	Value	df	Significance
Pearson Chi-Square	12.266	4	.015
Likelihood Ratio	7.949	4	.043
Linear-by-Linear Association	4.335	1	.037
Total	100		

The association between the number of companies worked and the culture shows the significant relationship. People who worked for many years in the organizations contribute more to the organizational culture. Bredenkamp (2002) states that without a thorough analysis and assessment of the organization's culture, progress and a sustainable programme for success cannot be ensured. Whereas the organization needs to be associated by the employees who contributes to its productivity. Scott et al. (2003) have suggested that cultures emphasize group affiliation; teamwork and co-ordination have been associated with greater implementation of continuous quality improvement practices.

Chi-Square Test   Showing the Association between the Number of On-Site Projects and the Culture

Table-10

Parameters	Value	df	Significance
Pearson Chi-Square	9.127	64	.007
Likelihood Ratio	5.160	64	.048
Linear-by-Linear Association	1.687	1	.047
Total	100		

The association between the number of on-site projects and the organizational culture is positively associated. Nier (2004) postulates that although organizational culture is often seen as intangible, culture is extremely powerful and pervasive and can be a major barrier to the implementation of strategic objectives. A clear understanding of the organization's culture is critical to leveraging the organization's strengths in support of strategic objectives and long- term success. Nier (2004) further stipulates that there often exists a discrepancy between what an organization strives to achieve and the assumptions and beliefs its employees actually espouse. Thus every employee needs to be exposed to the reality by giving them real time experience in the site with the client's cultural context.

Managerial Implications

The consistency suggests that for IT professionals, technology rather than the organization drives these two segments. That is, technology professionals informally maintain their technical differentiation even as they change other organizational behaviors over their careers. Technical professionals probably even consider this a good survival strategy because technical expertise will always help them get another job. Fulop and Linstead (1999), culture is not something that an organization has, but something an organization is. The authors posit that an organization is not only a place where cultural processes happen, but is also an outcome of those processes. Thus, the organization is therefore seen to be both a product and producer of culture.

Conclusion

The organizational factors contribute positively to the development of organizational culture and it's very relevant to the present study in this context. Davidson (2004) suggests that in order to work towards improving the culture, an organization must find out "who" it is. The IT companies which have several branches across the world need to do researches that contribute to the development of organizational culture in a manner that it enhances the performance of the organization. Davidson (2004) similarly states that it is important that an organization understands the current status of its organizational culture before implementing strategic initiatives or performance improvement interventions. The best way to gain understanding of the culture is by assessing it.

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