

Organizational Values Among The Employees Working In The Indian IT Sector And Their Association With Organizational Commitment

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ABSTRACT

The present investigation aimed to study the organizational values of employees working in the IT sector and predict the linear relationship of employees' organizational values (composite) with their organizational commitment. The descriptive research method was employed, and a sample of 160 respondents working in a single IT sector organization in New Delhi, India, was chosen for the study. Organizational Values were studied using Pareek's (1997) OCTAPACE culture framework and Organizational commitment was measured using Balfour and Wechsler's (1996) 9-item Organizational Commitment scale. To analyze the data, the researcher followed mean, standard deviation, coefficient of correlation, and linear regression analysis. The study highlighted that organizations in the IT sector are moderate on all eight OCTAPACE values: Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation. OCTAPACE values (composite) were found to be significantly correlated with organizational commitment. The strength of this relationship is quite strong, and implies that an organizational culture where these eight values are present at a high level is highly likely to have committed employees.

Keywords: Organizational values (OCTAPACE), IT sector, Organizational commitment

INTRODUCTION:

Organizational culture is “the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave toward each other and people outside the organization” (George & Jones, 2012, p. 502). It can be considered as a set of assumptions shared by members, that they use to address opportunities and challenges of organizational life. Each organization builds up its own culture through history, tradition, and structure. These beliefs and values are taught to recruits when they join the organization. Culture is like the personality of an organization; it is what defines it. Just as no two individuals have the same personalities in a similar way, no two organizations have the same culture.

An important part of the conceptualization of culture is values. Values are “general criteria, standards, or guiding principles people use to determine which types of behaviors, events, situations, and outcomes are desirable or undesirable” (George & Jones, 2012, p. 502). Kreuger (1996) defined values as “a set of beliefs that influence the way people and groups behave; they are the ‘soul’ of an organization; effective values are deep-rooted; and core values help form a social psychology that can support or overcome individual psychology.”

Every organization has its own value system that acts as a prime force in the organization and drives individual and group behavior. Pareek (2002) developed a multi-level conceptualization of culture. These levels are: values, climate, and atmosphere. He believed that *values* form the core of culture, and thus are the first level in his conceptualization. These are the general ethos or character of the organization that provides the organization with an identity. They are not visible but are collectively shared. He proposed eight central values that form the foundation of culture. These are Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration, Experimentation, or, in short, OCTAPACE.

Organizational commitment has generally been understood as a worker's attitude towards the organization. It is the psychological factor that binds the individual to the organization (Buchanan, 1974). Commitment is one of organizational and industrial psychology's most popular and widely studied constructs. Meyer and Allen (1991, p. 67) have defined organizational commitment as "*a psychological state that binds an employee to an organization*". Miller (2003) stated that organizational commitment is "a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization." Commitment is believed to be affected by numerous organizational and job-related factors such as work environment, organizational structure, management style, etc and even demographic factors (Salami, 2008).

Jafri (2012) studied the impact of OCTAPACE culture on organizational commitment and found that total OCTAPACE culture was significantly correlated with organizational commitment. However, only four of the eight dimensions were found to be correlated: authenticity, trust, proaction, and experimentation. Regression analysis revealed that OCTAPACE values could explain 13.5% of the variance in commitment.

Dwivedi, Kaushik and Luxmi (2014) studied the effect of OCTAPACE culture on the commitment of BPO sector employees in India. Regression analysis indicated that out of these, 6 dimensions of culture together accounted for 31.5% ($p < 0.01$) variance in organizational commitment. Only autonomy and openness did not significantly influence commitment.

Neelam et al. (2015) studied the influence of OCTAPACE culture on organizational commitment of IT sector employees in India. The sample consisted of 218 IT professionals. The results indicated that only affective commitment was correlated significantly with all eight values.

Indian IT companies face unique challenges, including high turnover rates, rapid technological changes, and increasing global competition. By focusing on the composite score of OCTAPACE values, this research aims to assess how these organizational values collectively impact employees' commitment levels. Understanding this relationship can offer insights into how Indian IT organizations might strengthen their culture to enhance employee commitment, reduce turnover, and ultimately improve performance and stability.

OBJECTIVES OF THE STUDY:

1. To study the descriptive measures of organizational values of employees working in the IT sector.
2. To attain the relationship of organizational values (composite) of employees with their organizational commitment.
3. To predict the linear regression relationship between predictor (organizational values) and criterion variable (organizational commitment).

HYPOTHESES OF THE STUDY:

1. There is no significant relationship between organizational values (composite) of employees with their organizational commitment.
2. There is no significant role of organizational values (predictor) to predict the organizational commitment (criterion variable).

Method of the study: The investigation followed descriptive method to explore the organizational values among the employees working in the IT sector and its association with their organizational commitment.

Sample units: A random sample of 160 respondents employed in a single IT sector organization in New Delhi, India was chosen for the study.

Tools of the study: Organizational Values were studied using Pareek's (1997) OCTAPACE culture framework and Organizational commitment was measured using Balfour and Wechsler's (1996) 9-item Organizational Commitment scale.

Statistical techniques used: To analyze the data, researcher followed mean, standard deviation, coefficient of correlation and linear regression analysis.

FINDINGS OF THE STUDY:**1. To study the descriptive measures of organizational values of employees working in the IT sector.**

In relation to studying the descriptive measures of organizational values of employees working in the IT sector, the investigator administered Pareek's (1997) OCTAPACE culture on the employees working in the IT sector and obtained descriptive measures like mean and standard deviation. The statistical results are shown in the table 01 as under.

Table 01- Means and Standard Deviations of OCTAPACE Values (N=160)

Variable	Mean	Standard Deviation
Openness	14.95	2.03
Confrontation	14.87	2.36
Trust	14.60	1.88
Authenticity	12.98	1.72
Pro-action	15.30	2.52
Autonomy	12.74	1.98
Collaboration	14.59	1.98
Experimentation	14.41	2.06

Table 01 depicts the means and standard deviations of the eight dimensions of OCTAPACE. Using the norms provided by the scale's authors, it can be seen that the organization's culture is moderate in openness (M=14.95, SD=2.03). The culture is moderate on confrontation (M=14.87, SD=2.36). The culture is also moderate on trust (M=14.60, SD=1.88). The scores for the dimension of authenticity also fall in the moderate range (M=12.98, SD=1.72). The culture is also moderate in terms of the pro-action dimension (M=15.30, SD=2.52). The scores in the autonomy dimension also fall in the middle range (M=12.74, SD=1.98). The scores for collaboration are also moderate (M=14.59, SD=1.98). Finally, the scores on the experimentation domain also fall in the middle range (M=14.41, SD=2.06).

2. To attain the relationship of organizational values (composite) of employees with their organizational commitment.

In relation to attaining the coefficient of correlation between organizational values (composite) of employees with their organizational commitment, the statistical results are shown in the table 02 as under-

Table 02- Showing the coefficient of correlation between organizational values (composite) of employees (N=160) with their organizational commitment

Variables	Coefficient of correlation (r)	df	Level of significance
Organizational values (composite)	.697**	158	Significant at 0.01 level
Organizational commitment			

It is revealed from table 02 that there is a significant and positive correlation ($r=0.697$, $df=158$, $p<0.01$) between the organizational values (composite) of employees and their organizational commitment, which indicates that both organizational values (composite) and organizational commitment positively influence to each other. Thus, the null hypothesis "There is no significant relationship between organizational values (composite) of employees with their organizational commitment" is rejected at 0.01 level of significance.

3. To predict the linear regression relationship between the predictor (organizational values) and a criterion variable (organizational commitment).

To predict the linear regression relationship between predictor (organizational values) and criterion variable (organizational commitment), the researchers performed linear regression analysis and statistical results are shown in the table 03 as under-

Table 03: Showing the standardized coefficient (β -value), R^2 and F-value for regression model between predictor (Organizational values) and criterion variable (Organizational commitment)

Variables	β -value	R^2	F-value
Organizational values (predictor)	9.033**	0.257 (25.7%)	81.60** (Significant at 0.01 level)
Organizational commitment (criterion variable)			

A linear regression analysis was conducted to assess the contribution of total OCTAPACE on organizational commitment; here, R^2 was obtained 0.257, which indicated 25.7% common variance between predictor (Organizational values) and criterion variable (Organizational commitment), and also β -value was obtained at 9.033 which is statistically significant ($p=0.001$) at 0.01 level. Hence, it can be said that the degree of change in the criterion variable (organizational commitment) for every change of one unit in the predictor (Organizational values) is found significantly different from zero. Further, from the above findings, it can be said that predictor (Total Organizational values) has a significant role in predicting the criterion variable (organizational commitment). Thus, the null hypothesis “There is no significant role of organizational values (predictor) to predict the organizational commitment (criterion variable)” is rejected at 0.01 level of significance.

Conclusion:

Data analysis revealed that organizations in the IT sector are moderate on all eight OCTAPACE values: Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation. These results imply that:

- Employees in IT organizations have a moderate degree of freedom to communicate and openly share ideas, feedback, and feelings. They feel moderately free to take risks, experiment with new ideas and receive feedback without hesitation.
- Employees are moderately likely to face problems and conflicts head on and come up with solutions jointly.
- There is a moderate level of mutual understanding and trust between the employees and between employees and supervisors. There is a moderate level of belief among employees that the information they share will not be disclosed to others or misused.
- IT organizations have a moderate level of congruence between thought and action. People are moderately likely to own up to their mistakes.
- Employees are moderately futuristic in their orientation and are likelier to engage in pre-planning or take initiative.
- Employees are given moderate freedom to make decisions within their domain and act independently without fear. Individual and role autonomy is moderately encouraged.
- Employees are moderately involved in team, and team spirit is moderately high in IT organizations. Individuals are moderately likely to cooperate and work jointly towards a goal.
- Employees are moderately encouraged to innovate, develop novel ways of problem-solving, take a fresh perspective of looking at things and seek feedback for improvement.

Out of these eight values, IT sector organizations were found to be highest on the value of proaction. This was followed by openness, confrontation, and trust. This implies that IT organizations encourage employees to be proactive, confront problems and conflicts directly, and value open interaction and trust among the employees. These findings are consistent with those of Neelam et al. (2015). Their study on 218 IT sector employees from Pune found that IT sector organizations were the strongest on the value dimensions of proaction, trust, openness, and experimentation. The mean values obtained are also generally consistent with those obtained in the current study.

Further, it is concluded that OCTAPACE values (composite) were significantly correlated with organizational commitment. The strength of this relationship is quite strong. It implies that an organizational culture with these eight values at a high level is highly likely to have committed employees. A linear regression was conducted to understand the contribution of OCTAPACE values to organizational commitment. These results are generally consistent with other related studies (Jafri, 2012; Dwivedi et al., 2014; Neelam et al., 2015). Jafri (2012) studied the impact of OCTAPACE values on the organizational commitment of employees from Bhutan. It was found that OCTAPACE values together were significantly correlated with organizational commitment.

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