





# “Impact of organizational culture traits on employee intention to stay in the IT services sector: An empirical analysis”

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| <b>AUTHORS</b>      | Silpa Mary John <br><br>Smita Kavatekar                                    |
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Silpa Mary John, M.Com.,  
Research Scholar, Department of  
Commerce, Christ University, India.  
(Corresponding author)

Smita Kavatekar, Ph.D., Associate  
Professor, Department of Commerce,  
Christ University, India.



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Silpa Mary John (India), Smita Kavatekar (India)

# IMPACT OF ORGANIZATIONAL CULTURE TRAITS ON EMPLOYEE INTENTION TO STAY IN THE IT SERVICES SECTOR: AN EMPIRICAL ANALYSIS

## Abstract

Employee retention poses a significant challenge in the Indian IT services sector, where frequent turnover leads to the loss of organizational knowledge and reduced productivity. This study assesses the impact of organizational culture on employees' intention to stay in Indian-origin IT services companies in Bengaluru. We used Denison's Organizational Culture Model to measure culture across four dimensions, namely involvement, consistency, adaptability, and mission, and the Michigan Organizational Assessment Questionnaire to measure intention to stay. Using purposive sampling, we collected data from 384 employees of major Indian-origin IT firms between July 2023 and March 2024. Data were analyzed using factor analysis, linear regression, and Hayes's PROCESS macro in SPSS 20.0. The results indicate that organizational culture has a significant and positive impact on employees' intention to stay ( $\beta = 0.286$ ,  $p < .001$ ), accounting for 8.2% of the variance ( $R^2 = 0.082$ ). Path analysis confirms a strong positive effect (effect size = 0.486, 95% CI [0.322, 0.650],  $p < .001$ ). The factor analysis demonstrates that stronger cultural dimensions – especially empowerment, coordination and integration, organizational learning, and goals and objectives – enhance employee retention in IT services firms. The study recommends that HR policies integrate cultural development to strengthen employee commitment and retention. Future studies should explore additional job and organizational factors that influence employee loyalty.

## Keywords

organizational culture, intention to stay, employee retention, IT services, Indian IT sector

## JEL Classification

M14, J28, J24, L86, O32

## INTRODUCTION

The information technology (IT) sector has emerged as one of India's most dynamic industries, driving innovation, service excellence, and digital transformation while contributing substantially to the national economy (Malik & Velan, 2019). Despite this progress, the industry continues to struggle with persistent employee attrition, which weakens competitiveness by increasing hiring costs, eroding organizational knowledge, and disrupting project continuity.

Recent structural transformations, accelerated by the COVID-19 pandemic, have shifted work models from traditional office settings to hybrid and remote arrangements (Nowrouzi-Kia et al., 2024; Vartiainen & Vanharanta, 2024). These shifts have heightened the need for resilient and adaptable organizational cultures that can sustain employee engagement and retention in evolving work environments. High turnover rates often reveal deeper cultural and motivational deficiencies, as weak organizational cultures fail to

align employee values with institutional goals (Messner, 2013). Conversely, strong and cohesive cultures foster a sense of belonging, shared purpose, and stability among employees (Schein, 2010; Sadri & Lees, 2001).

Although organizational culture has been widely examined, empirical evidence remains limited on how its specific dimensions influence employees' intention to stay – particularly in India's IT services sector, which operates in a highly client-centric and performance-driven environment. Drawing on Denison and Mishra's (1995) framework, this study defines organizational culture through four key traits – involvement, consistency, adaptability, and mission – each shaping employee perceptions and behavioral outcomes (Hafstad et al., 2024). However, few studies have explored how these traits collectively influence employees' intention to remain in Indian IT firms, where attrition rates are among the highest in the global services industry.

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## 1. LITERATURE REVIEW

Retaining employees has become a strategic necessity for businesses, especially in knowledge-driven sectors where talent is highly competitive, and turnover costs are high. The information technology industry is one of the fastest-growing and most profitable sectors globally, featuring high employability, strong individual skills, team cohesion, and a balance of people-oriented and work-oriented approaches (Agarwal et al., 2015). High turnover in this sector significantly challenges organizational performance, knowledge retention, and the attainment of a competitive advantage. This sector is facing serious attrition challenges, particularly among junior and middle-level staff, which industry leaders and scholars have recognized as requiring immediate managerial attention (Gupta & Singh, 2018; Igarria & Shayo, 2004). Organizational culture has been continuously identified as a significant determinant of an employee's intention to remain, among various affecting factors (Park & Kim, 2009). A supportive and positive culture can boost employee satisfaction, foster commitment, and reduce attrition, whereas a strict or misaligned culture can result in disengagement and plans to leave. Accordingly, this literature review integrates findings from various industries and geographical regions to provide a critical analysis of existing research on the link between organizational culture and employees' intention to stay.

In Asia, increased market growth and competition have led to high demand for employee hiring (Zheng & Lamond, 2010). The IT sector experienced high turnover pressures due to external

market forces and internal organizational practices. The frequency of job changes for higher pay and location benefits also increased during COVID-19 and afterward. This trend prompts employers to adapt their business models and develop innovative strategies, including flexible work arrangements, career growth opportunities, and competitive compensation packages, to retain their workforce. The turnover distinction is made between dysfunctional turnover, where the departure of high performers disrupts innovation and productivity, and functional turnover, which can address organizational performance issues (Abbasi & Hollman, 2000; Johnson et al., 2000). A study in the BPO sector, using Pareek's (1997) OCTAPACE organizational culture model, by Dwivedi et al. (2013), found that employees' more positive perspectives on organizational culture are associated with lower turnover intentions. The study highlights that market factors and internal organizational practices, including management fairness and cultural environment, influence turnover in the IT sector. Practical strategies for retention must consider these multidimensional factors to maintain a stable and motivated workforce.

While turnover trends highlight the magnitude of the challenge in IT services, research further indicates that organizational culture is decisive in determining whether employees remain or leave. Shared perceptions of everyday actions lay the foundation for an organization's culture. At the same time, employee values tend to differ more by demographic criteria, such as nationality, age, and education, than by organizational membership (Hofstede et al., 1990). Organizational culture is therefore both a measurable and influential con-

structure that can shape employee attitudes and organizational effectiveness. The theory-building or inductive approach can be applied to organizational culture, demonstrating that it is a measurable concept and identifying a relationship with effectiveness (Denison & Mishra, 1995). Organizational culture is a key factor essential for business success, knowledge sharing, and innovation (Azeem et al., 2021). Organizational culture significantly influences employee performance and the organization's overall functioning. Innovation, team and task development, humanity, and employee support all play a significant role in organizational culture and employee performance (Lee & Yu, 2004; Sheridan, 1992). Employee commitment and intention to stay are influenced by the institution's rewards, good leadership, and a better working environment (Sarpong et al., 2021; Song & Kim, 2009). These factors underscore the importance of examining cultural dimensions in understanding retention in IT services.

Studies in the Indian BPO sector emphasize the role of organizational culture in employee retention. Sengupta and Dev (2013) employed factor analysis to identify key job-related factors, including intrinsic motivation, hygiene, life interest, work compatibility, and innovation. Among these, intrinsic motivation, involvement, age, and education were the most significant predictors of employee retention. Volatility, uncertainty, complexity, and ambiguity (VUCA) negatively affect the organizational culture and intention to stay (Öztuna & Bayraktar, 2024). The willingness of employees to remain with the same institution in the future is referred to as employees' intention to stay (Uraon, 2017). Organizational culture affects employee well-being by affecting identification, stress levels, and departure intentions (Dóra et al., 2019). According to Sarhan et al. (2020), employee commitment is greatly impacted by "innovative, bureaucratic, and supportive" cultural types. These showed that organized assistance and predictability often improve retention in addition to novelty alone, with administrative and supportive cultures producing greater loyalty than innovative cultures.

The mediating role of leadership practices in relation to supportive and innovative organizational culture practices and intention to stay among mil-

lennials was investigated by Islam et al. (2022). The study found that supportive nature and leadership practices affect intention to stay, and innovative culture does not. The relationship between organizational culture ("developmental, hierarchical, rational, and consensual") and nurses' work satisfaction and intention to leave in Korean public hospitals reveals that work satisfaction mediates the relationship between organizational culture and turnover intention. Consensual culture, a more cooperative and encouraging setting, had the most significant positive effect on job satisfaction and the highest adverse effect on the intention to leave among the four culture types studied. Rational culture also positively impacted job satisfaction, whereas higher turnover intention was associated with hierarchical culture (Park & Kim, 2009). Thus, fostering a cooperative culture is the most effective strategy for enhancing job satisfaction and reducing turnover.

In light of worries about excessive attrition and knowledge loss, Messner (2013) investigates the relationship between corporate culture and employee commitment in India's IT outsourcing sector. The study concludes that while different cultural factors have varying effects on commitment, in-group collectivism and performance orientation have the most influence. Additionally, it supports the division of continuation commitment into two subtypes: personal sacrifice and lack of alternatives. Furthermore, it reveals a stronger correlation between affective and normative commitment in India than in North America. The research highlights the importance of corporate culture in fostering long-term success and employee retention, offering valuable insights for IT companies seeking to cultivate more dedicated workforces. A positive organizational culture reduces the intention to leave the company and enhances job satisfaction.

Additionally, the connection between turnover intention and culture is mediated by work satisfaction. Building a strong, positive culture can increase employee loyalty, lower attrition, and give an organization a competitive advantage in a demanding business environment (Mengjiao et al., 2023). These findings collectively emphasize that nurturing a supportive and performance-oriented culture is crucial for sustaining employee commitment and reducing attrition in the IT service sector.

The relationship between ethical organizational culture and manager turnover has been examined using multiple indicators, including layoffs, job challenges, job dissatisfaction, organizational change, and low motivation (Kangas et al., 2018). The study found that a strong ethical culture is associated with lower manager turnover. According to Habib et al. (2014), organizational culture has a significant impact on employee satisfaction and the likelihood of employees planning to leave their organization. Thus, the research findings demonstrate that organizational culture has a significant impact on employee retention, job satisfaction, and commitment. Focusing on perceived organizational support, supervisor support, and organizational commitment among U.S. hospitality employees, Cho et al. (2009) examined whether factors that decrease employees' intention to leave also increase their intention to stay. The results indicate that while organizational commitment and perceived organizational support significantly reduce the desire to leave, only perceived support has a positive impact on the intention to remain. These studies highlight the importance of organizational support in reducing turnover and promoting retention, showing that supportive practices are essential for managing turnover in the hospitality sector.

A strong learning culture improves job performance and lowers intentions to leave. A significant factor is job satisfaction, which fully mediates the relationship between organizational learning culture and outcomes, while also reducing turnover intentions and positively impacting performance (Lin & Huang, 2021). A dynamic learning culture enhances job satisfaction during planned changes, leading to improved employee performance and retention, even in the face of unforeseen obstacles. The employees' emotional attachment to the organization makes them stay there. Working with the same employer for extended periods can lead to a psychological or mental state (Mitchell et al., 2001). The intention to leave is a psychological state characterized by a desire to depart from the company, driven by dissatisfaction with management and the work environment. It is a serious threat to the company when it occurs collectively, posing a significant risk to its stability and success, beyond layoffs (Mobley, 1982). Fostering a strong learning culture that cultivates job satis-

faction and emotional commitment is crucial for minimizing turnover and ensuring organizational resilience.

Organizations should ensure the workforce feels valued and integral to enhance employee retention. Organizational commitment improves employee performance and team effectiveness (Taylor et al., 2012; Mitchell et al., 2019). Reviewing the factors that cause employees to leave the company is beneficial for the IT sector in developing effective plans and implementing targeted strategies. Raj (2021) found that employees are more likely to stay with a company if it offers an employee value proposition that encompasses developmental, social, and economic values. Moreover, the results indicated that the psychological contract accelerates the effect of employee value proposition on the intention to stay.

Many researchers have identified the components that influence turnover and absenteeism in the work environment. It can be classified into organizational-related, work-related, and personally related (Porter & Steers, 1973). Employee retention is one of the most critical metrics for evaluating an organization's overall health and well-being. When workers leave a company, they take their investments, connections, and intellectual capital with them. Businesses seldom downplay the significance of retaining top employees. Three factors can be used to predict the employee's intention to stay or quit the company: goal clarity, normative commitment, and affective commitment. HR policies and procedures, in particular, and business strategies generally, must be structured to guarantee the retention of top performers (Ghosh et al., 2013). The effects of the organizational culture, work-life balance, and person-to-organization fit on commitment and intent to stay were identified as significant relations using the partial least squares structural equation modelling and multigroup analysis (Silva et al., 2024). Both commitment and intention to stay were positively correlated with person-organization fit, and both outcomes were positively correlated with work-life balance. These studies across various industries collectively demonstrate that organizational culture has a significant influence on employee commitment, productivity, and retention intentions. Therefore, enhancing employee retention

and general well-being requires a culture that is encouraging, moral, and aligned with workforce expectations. Beyond culture, leadership and supportive practices have been identified as a crucial mechanism through which culture translates into employee retention.

The corporate culture, a major factor in employee retention across all industries and regions, is influenced by employee demographics, leadership philosophies, and psychological commitment. Studies show that whereas ethical and helpful cultures foster commitment, administrative or dysfunctional cultures lead to withdrawal intentions. Researchers generally concur that culture serves as the basis for successful retention tactics, despite sectoral variances. Nevertheless, there are still a few sector-specific studies that focus on information technology services, despite India's significant role in the global economy. Specifically, little research has examined the application of Denison's Organizational Culture

Model and Milliman et al.'s (2018) modified intention-to-stay scale together, which limits the understanding of how specific cultural characteristics influence employee retention in this context. Accordingly, this study aims to determine the cultural factors that significantly influence employees' intention to stay in Indian IT service firms, thereby addressing both theoretical and practical gaps in the existing literature. Previous research, often concentrated in Western or manufacturing contexts, presents inconsistent findings about which cultural dimensions most strongly predict employees' intention to stay. Addressing this gap is crucial for developing context-specific retention strategies that are tailored to the dynamic, knowledge-intensive nature of India's IT services sector.

Therefore, the study aims to determine the impact of organizational cultural traits on employee intention to stay in the IT service companies. The hypotheses are:

Source: Organizational culture dimensions adopted from Denison et al. (2003).

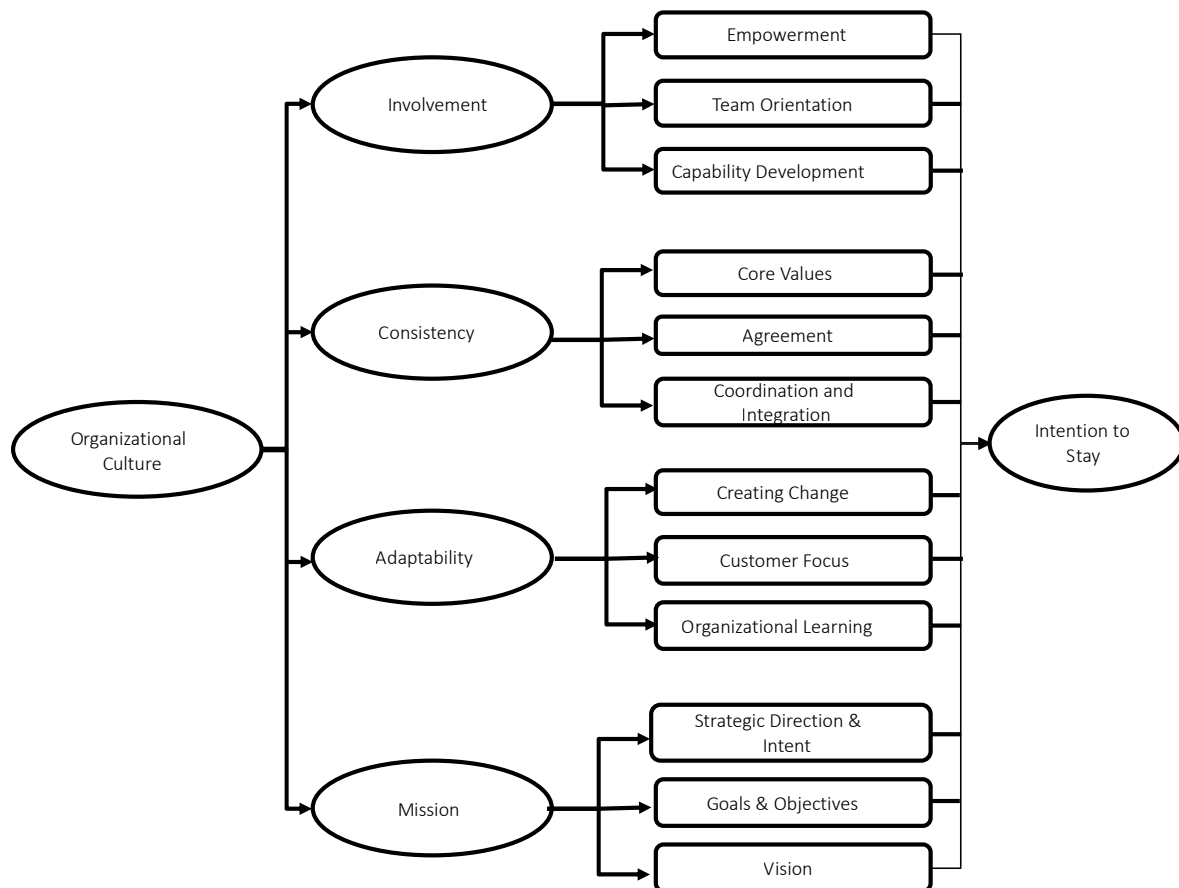


Figure 1. Conceptual framework illustrating the proposed hypotheses

- H1: *Employees' intention to stay in the IT services industry is significantly positively correlated with their level of involvement.*
- H2: *Employees' intention to stay in the IT services industry is significantly positively correlated with consistency.*
- H3: *Employees' intention to stay in the IT services industry is significantly positively correlated with adaptability.*
- H4: *Employees' intention to stay in the IT services industry is significantly positively correlated with mission.*

The current study is grounded in Denison's Organizational Culture Model, which identifies the four core cultural indices including three traits for each index that influence organizational effectiveness: involvement (empowerment, team orientation, capability development), consistency (core values, agreement, coordination and integration), adaptability (creating change, customer focus, organizational learning), mission (strategic direction, goals & objectives, vision) (Denison et al., 2003).

The intention to stay variable is adopted from Milliman et al. (2018), which was an adaptation of the Michigan Organizational Assessment Questionnaire (Cammann et al., 1979; Seashore et al., 1982). The Michigan Organizational Assessment Questionnaire was retrieved from a later version published by Cammann et al. (1983), since the scale items from the previous version were not retrievable. This scale measures employees' cognitive and emotional commitment to remain with their current employer. The conceptual model (see Figure 1) proposes that each cultural dimension of organizational culture positively influences the employees' intention to stay within IT service companies.

## 2. METHODOLOGY

The methodology section investigates organizational culture and employees' intention to remain with leading Indian-origin IT services companies in Bengaluru.

This paper used a cross-sectional quantitative design focused on employees from the top five Indian-origin IT services companies selected based on the higher number of employees in Bengaluru, Karnataka, according to Bloomberg (2023) data. The survey was conducted between July 2023 and March 2024. Bengaluru was selected because it is the largest IT hub in India, which ensured access to a diverse employee base. Data were collected using a structured questionnaire using Google Forms. Informed consent was obtained via questionnaire, and ethical clearance was obtained from the institutional review board.

The present study used inferential statistics to investigate the impact of organizational culture on employees' intention to stay within the top five Indian IT services companies. This approach enabled interpretations about the population based on the study's objectives.

Based on Bloomberg, the workforce size of the top five Indian IT service companies is Tata Consultancy Services Ltd (TCS) (592,195) individuals; Infosys Ltd (314,015); Wipro Ltd (243,073); HCL Technologies Ltd (208,877); and Tech Mahindra Ltd (151,173) employees.

Using Cochran's formula (Cochran, 1977), a representative sample size of 384 was determined. The total sample was proportionally divided based on each company's contribution to the overall population to ensure the sample accurately represented the employee distribution across these companies. As a result, the sample allocation was 151 participants from Tata Consultancy Services Ltd (TCS), constituting 39.23% of the total sample; 80 participants from Infosys Ltd, making up 20.80%; 62 participants from Wipro Ltd, accounting for 16.10%; 53 participants from HCL Technologies Ltd, which is 13.83%; and 38 participants from Tech Mahindra (see Table 1).

The study used purposive sampling with a snowball sampling method to select the samples, which helped select the respondents based on referrals or the networks of the initial respondents (Valerio et al., 2016; Lopez & Whitehead, 2013). Purposive and snowball sampling were

**Table 1.** Sample distribution

| IT Services Companies         | No. of Employees | Percentage in proportion to the population | Sample in proportion to the sample size |
|-------------------------------|------------------|--|---|
| Tata Consultancy Services Ltd | 592,195          | 39.23%                                     | 151                                     |
| Infosys Ltd                   | 314,015          | 20.80%                                     | 80                                      |
| Wipro Ltd                     | 243,073          | 16.10%                                     | 62                                      |
| HCL Technologies Ltd          | 208,877          | 13.83%                                     | 53                                      |
| Tech Mahindra Ltd             | 151,173          | 10.01%                                     | 38                                      |
| Total                         | 1,509,333        | 100%                                       | 384                                     |

chosen due to challenges in accessing employees of large IT firms directly, as official company permissions are often restricted. Snowball referrals helped ensure anonymity and voluntary participation.

A structured questionnaire in Google Forms to collect data from the respondents was used for the data collection. The items of the questionnaire were selected because Denison's indices (Appendix A) are well validated and established for organizational culture and reflect employee opinions on four key cultural characteristics. In a similar way, Milliman et al.'s (2018) adopted scale (Appendix B) was used since it is directly valuable for measuring employees' intention to stay and is highly relevant to retention studies.

The study measured the organizational culture variable using twelve indices under four cultural traits (involvement, consistency, adaptability, and mission). The study assessed each index with five questions, together 60 questions or items on a Likert scale (1–5), from Denison et al. (2003). The intention to stay was measured with the three items adopted from Milliman et al. (2018) on a Likert scale (1–7).

We confirmed the questionnaire's validity by expert judgment and a pre-test. The questionnaire's content validity was reviewed by three domain experts (two HR professionals and one academic) specializing in organizational behavior. The pre-test included a pilot study to improve the survey and address possible problems. The reliability was evaluated using Cronbach's alpha ( $\alpha$ ), which measures internal consistency. The combined Cronbach's alpha for all scales was .966 for the pilot test, organizational culture was .975, and intention to stay was .738, indicating excellent reliability (Cronbach, 1951).

The study used the SPSS 20.0 software for the data analysis.

The study employed factor analysis to assess data suitability and identify underlying dimensions, confirmed by the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity. Principal Component Analysis (PCA) was then used to categorize variables into distinct cultural dimensions and evaluate their impact on employee intention to stay. Regression analysis helped quantify the influence of organizational culture on intention to stay. Path analysis using the Hayes PROCESS macro (Hayes, n.d.) provided a comprehensive assessment of the direct effect of organizational culture on intention to stay, validating the importance of this relationship.

The following were the ethical considerations we ensured:

- Participation of employees was voluntary, and respondents could withdraw at any time.
- Anonymity was ensured by not collecting personal identifiers.
- Informed consent was embedded in the first page of the Google Form.
- The Institutional Review Board granted ethical clearance.

### 3. RESULTS AND DISCUSSION

The study examined how organizational culture affects workers' intentions to remain with top Bengaluru-based IT services companies of Indian origin. Factor analysis, regression examination, and path estimation, which apply Hayes's PROCESS macro, are the three steps of the analysis.

### 3.1. Factor analysis

The Kaiser-Meyer-Olkin (KMO) test of sampling adequacy and the Bartlett Test of Sphericity were two preliminary tests used to determine whether the dataset was suitable for factor analysis (see Table 2). A high degree of sampling adequacy was indicated by the KMO value of 0.960, which was significantly higher than the suggested minimum of 0.50. The chi-square value of 18,677.846 (df = 1953,  $p < 0.001$ ) derived from Bartlett's Test of Sphericity confirms that the correlation matrix differs from an identity matrix and the factor analysis is appropriate (Bartlett, 1951).

**Table 2.** KMO and Bartlett's test

|   |                    |         |
|---|--------------------|---------|
| Kaiser Meyer Olkin Measure of Sampling Adequacy |                    | 0.96    |
| Bartlett's Test of Sphericity                   | Approx. Chi-Square | 18677.8 |
|   | df                 | 1953    |
|   | Sig                | .000    |

Using Principal Component Analysis (PCA), items were loaded under relevant dimensions of organizational culture and intention to stay. Most factor loadings exceeded 0.5, indicating satisfactory item-to-factor relationships. The major findings from the loadings explain that involvement showed strong contributions from empowerment (highest loading = 0.746) and team orientation (0.673), indicating the importance of participatory decision-making and collaboration in influencing employee retention. Consistency was largely driven by coordination and integration (highest = 0.721), highlighting the value of aligned processes and communication. Adaptability showed high loading for creating change (0.695) and customer focus (0.675), suggesting that agility and responsiveness are key retention factors. Mission was supported by goals and objectives (0.706) and strategic direction (0.684), reflecting the motivational role of clear organizational vision and targets. The intention to stay items also exhibited strong factor loadings (up to 0.820), indicating good construct validity. The third item, IS3 (see Table 3), "I plan to stay in this job for at least two to three years" (see Appendix B), showed high loadings.

The factor load values for each variable found using the principal component method are shown in Table 3. Classifying them into discrete factors shows how different variables contribute to vari-

ous aspects of organizational culture. These loadings highlight the relevance to employees' desire to remain with IT services companies and offer an understanding of the magnitude of the connection between each variable and the associated factor.

**Table 3.** Constituent variables and factor loadings

| Trait                                      | Indices             | Variables | Factor Loadings |
|--|---------------------|-----------|-----------------|
| <b>A: Organizational Culture Variables</b> |                     |           |                 |
| I. Involvement                             | 1. Empowerment      | IE 1      | 0.579           |
|  |                     | IE 2      | 0.678           |
|  |                     | IE 3      | 0.746           |
|  |                     | IE 4      | 0.684           |
|  |                     | IE 5      | 0.716           |
|  | 2. Team Orientation | IT 6      | 0.61            |
|  |                     | IT 7      | 0.6             |
|  |                     | IT 8      | 0.673           |
|  |                     | IT 9      | 0.652           |
|  |                     | IT 10     | 0.585           |
| 3. Capability Development                  | ICD 11              | 0.442     |                 |
|  | ICD 12              | 0.453     |                 |
|  | ICD 13              | 0.597     |                 |
|  | ICD 14              | 0.558     |                 |
|  | ICD 15              | 0.508     |                 |
| 4. Core Values                             | CCV 16              | 0.415     |                 |
|  | CCV 17              | 0.419     |                 |
|  | CCV 18              | 0.605     |                 |
|  | CCV 19              | 0.483     |                 |
|  | CCV 20              | 0.524     |                 |
| II. Consistency                            | 5. Agreement        | CAV 21    | 0.645           |
|  |                     | CAV 22    | 0.54            |
|  |                     | CAV 23    | 0.44            |
|  |                     | CAV 24    | 0.541           |
|  |                     | CAV 25    | 0.531           |
| 6. Coordination and Integration            | CCI 26              | 0.508     |                 |
|  | CCI 27              | 0.656     |                 |
|  | CCI 28              | 0.721     |                 |
|  | CCI 29              | 0.611     |                 |
|  | CCI 30              | 0.416     |                 |
| 7. Creating Change                         | ACC 31              | 0.527     |                 |
|  | ACC 32              | 0.54      |                 |
|  | ACC 33              | 0.695     |                 |
|  | ACC 34              | 0.651     |                 |
|  | ACC 35              | 0.618     |                 |
| III. Adaptability                          | 8. Customer Focus   | ACF 36    | 0.412           |
|  |                     | ACF 37    | 0.638           |
|  |                     | ACF 38    | 0.457           |
|  |                     | ACF 39    | 0.675           |
|  |                     | ACF 40    | 0.646           |
| 9. Organizational Learning                 | AOL 41              | 0.494     |                 |
|  | AOL 42              | 0.43      |                 |
|  | AOL 43              | 0.798     |                 |
|  | AOL 44              | 0.498     |                 |
|  | AOL 45              | 0.542     |                 |

**Table 3 (cont.).** Constituent variables and factor loadings

| Trait       | Indices                          | Variables | Factor Loadings |
|-------------|----------------------------------|-----------|-----------------|
| IV. Mission | 10. Strategic Direction & Intent | MSDI 46   | 0.684           |
|             |                                  | MSDI 47   | 0.661           |
|             |                                  | MSDI 48   | 0.682           |
|             |                                  | MSDI 49   | 0.607           |
|             |                                  | MSDI 50   | 0.443           |
|             | 11. Goals & Objectives           | MGO 51    | 0.578           |
|             |                                  | MGO 52    | 0.628           |
|             |                                  | MGO 53    | 0.69            |
|             |                                  | MGO 54    | 0.693           |
|             |                                  | MGO 55    | 0.706           |
|             | 12. Vision                       | MV 56     | 0.46            |
|             |                                  | MV 57     | 0.497           |
|             |                                  | MV 58     | 0.508           |
|             |                                  | MV 59     | 0.546           |
|             |                                  | MV 60     | 0.443           |
| 2           | B. Intention to Stay Variables   | IS1       | 0.788           |
|             |                                  | IS 2      | 0.669           |
|             |                                  | IS 3      | 0.82            |

Note: Organizational culture scale adopted from Denison et al. (2003), in conjunction with intention to stay scale adopted from Milliman et al. (2018), which was adapted from the Michigan Organizational Assessment Questionnaire (Cammann et al., 1979; Seashore et al., 1982). Since the sources of intention to stay were inaccessible, the scale items were retrieved from a later version published by Cammann et al. (1983), which is used in this study. Based on the questions, we coded the organizational culture variables as 'IE 1 to MV 60' and the intention to stay variables as 'IS 1 to IS 3'. Questions in detailed form are presented in Appendices A and B.

### 3.2. Regression analysis

A linear regression analysis examined how company culture affected employees' intention to stay. With

an *R*-squared value of 0.082, the model's overall fit is moderate, according to the model summary (see Table 4). It means organizational culture accounts for around 8.2% of the variance in employees' intention to stay. The adjusted *R*-squared value of 0.080, which accounts for the number of predictors in the model, somewhat lowers the explanatory power of the model. The standard error of the estimate, 1.01790, is the average departure of observed values from the regression line.

The regression model's statistical significance in predicting employees' intention to stay is highlighted in the ANOVA table (see Table 5). The model's *F*-statistic of 34.158 and *p*-value of 0.000 demonstrate how much better it predicts employees' intention to stay when compared to a model without predictors.

In Table 6, the constant term is 3.084 with a standard error of 0.312, indicating statistical significance ( $t = 9.895, p < 0.001$ ). The constant represents the predicted value of employees' intention to stay when the organizational culture mean is zero. The predictor variable, organizational culture mean, has an unstandardized coefficient ( $\beta$ ) of 0.486 and a standardized coefficient ( $\beta$ ) of 0.286. The  $\beta$  value suggests that for each one-unit increase in the organizational culture mean, there is a 0.286 standard deviation increase in employees' intention to stay. The correlation between corporate culture and employees' intention to stay is favorable, as evidenced by the statistically significant relationship ( $t = 5.844, p < 0.001$ ).

**Table 4.** Summary of the model

| Model | R                 | R Squared | Adjusted R Squared | Std. Error of the Estimate |
|-------|-------------------|-----------|--------------------|----------------------------|
| 1     | .286 <sup>a</sup> | 0.082     | 0.08               | 1.0179                     |

Note: a. Predictors: (Constant), Organizational Culture Mean.

**Table 5.** ANOVA<sup>a</sup>

| Model | Sum of Squares | df      | Mean Square | F      | Sig.   |        |
|-------|----------------|---------|-------------|--------|--------|--------|
| 1     | Regression     | 35.391  | 1           | 35.391 | 34.158 | <.001b |
|       | Residual       | 395.796 | 382         | 1.036  |        |        |
|       | Total          | 431.187 | 383         |        |        |        |

Note: a. Dependent Variable: Intention to Stay Mean. b. Predictors: (Constant), Organizational Culture Mean.

**Table 6.** Coefficients<sup>a</sup>

| Model | Unstandardized Coefficients |           | Standardized Coefficients | t     | Sig.  |
|-------|-----------------------------|-----------|---------------------------|-------|-------|
|       | B                           | St. Error | Beta                      |       |       |
| 1     | (Constant)                  | 3.084     | 0.312                     | 9.895 | <.001 |
|       | Organizational Culture Mean | 0.486     | 0.083                     | 0.286 | 5.844 |

Note: a. Dependent Variable: Intention to Stay Mean.

Therefore, even though the relationship between organizational culture and employees' intention to stay is not very strong, the results show that it does have a substantial impact. Although the  $R^2$  value of 0.082 is modest, this is typical for behavioral and organizational studies where multiple external factors influence employee decisions. The consistent statistical significance supports the relevance of culture as a key, though not exclusive, predictor.

### 3.3. SPSS Hayes PROCESS macro for path analysis

The study's 'path analyses' examined the connection between employees' intention to stay and corporate culture (see Table 7). We used a specific statistical tool, Hayes PROCESS macro for SPSS, for mediation, moderation, and conditional process analyses (Hayes, 2023). This measure examines the direct relationship between organizational culture (X) and employees' intention to stay (Y). A thorough evaluation of the direct link, ignoring mediation or moderating effects, was made possible by this application. As a result, this method made quantifying how organizational culture affects employee retention easier and provided insightful information on how cultural elements affect workers' decisions to stay with the company.

The route analysis shows that employees' intention to stay is significantly impacted by corporate culture. The results indicated that the effect size of 0.486 is the positive influence between the variables. The study reports a  $t$ -value of 5.844 and a  $p$ -value of .0000, indicating that the effect is statistically significant. This conclusion is further supported by the 95% CI range of 0.322 to 0.650, which indicates that company culture significantly and consistently influences employees' inclination to remain.

The study's hypotheses were accepted. Organizational culture has a significant positive influence on employees' intention to stay, and its sub-dimensions (involvement, consistency, adapt-

ability, and mission) positively predict retention intentions in the Indian IT services sector.

The study discusses that organizational culture exerts a significant influence on employees' intention to stay in the Indian IT services sector. Using Denison's framework, which comprises involvement, consistency, adaptability, and mission, the findings validate that these cultural dimensions positively predict retention intentions, thereby supporting the study's hypotheses.

Factor analysis reveals several cultural sub-dimensions with extreme loadings: empowerment (IE3 = 0.746; IE5 = 0.716), coordination and integration (CCI28 = 0.721), organizational learning (AOL43 = 0.798), and goals and objectives (MGO55 = 0.706). These results indicate that employees place a high value on continuous learning opportunities, well-integrated processes, clear organizational goals, and being empowered to participate in decision-making. Among the intention-to-stay items, the third statement (ITS3) "I plan to stay in this job for at least two to three years" (see Appendix B) recorded the highest factor loading, suggesting that employees' long-term commitment intentions are more strongly associated with their perceived stability and satisfaction within the organization. This reinforces the view that when employees experience a supportive and growth-oriented culture, they are more likely to envision a sustained future with the firm. In the context of IT services, where work is knowledge-intensive and rapidly evolving, empowerment appears influential in fostering psychological ownership and the desire to remain with the employer.

Although the regression model yields a modest  $R^2$  (0.082), this magnitude is typical in behavioral research, where multiple contextual and individual factors (such as compensation, career mobility, and personal circumstances) also drive retention decisions (Tett & Meyer, 1993). Nonetheless, the significant path coefficient ( $\beta = 0.286$ ,  $p < .001$ ) confirms organizational culture as a meaningful predictor of intention to stay. In short, culture is an important, but not sole, determinant of retention.

**Table 7.** Direct effect of organizational culture on intention to stay

| Effect Type  | Effect | Standard Error (SE) | t-value | p-value | 95% Confidence Interval (CI) |
|--------------|--------|---------------------|---------|---------|------------------------------|
| Total Effect | 0.486  | 0.0832              | 5.8445  | .0000   | [0.322, 0.650]               |

The prominence of empowerment and organizational learning aligns with prior findings that link participative work environments and developmental opportunities to higher commitment and lower turnover (Bhatnagar, 2007). Coordination and clear goals reflect the value employees place on consistent processes and strategic clarity; such consistency reduces role ambiguity and supports commitment. The study therefore supports Denison's theory that effective cultures balance internal integration (consistency and involvement) with external adaptability and mission clarity; however, it also demonstrates that the relative weight of sub-dimensions varies across different sectors and contexts. In India's IT services sector, empowerment and learning-oriented practices carry substantial weight in explaining retention intentions.

Comparative studies suggest differences across industries and geographies: while mission and consistency may dominate in some traditional Western sectors (O'Reilly et al., 2014), knowledge-driven IT contexts emphasize empowerment, adaptability, and learning. This contextual nuance

is an empirical contribution of the present study, extending Denison's model to Indian IT services and showing which cultural levers organizations should prioritize.

Practically, we advise that organizations aiming to reduce attrition in the IT services sector should invest in (a) empowerment mechanisms (decentralized decision rights, role autonomy, voice), (b) continuous learning and upskilling pathways, (c) stronger coordination and process integration, and (d) clearer goal-setting and strategic communication. Such measures not only improve retention intentions but also support agility and innovation.

In conclusion, organizational culture provides the structural and psychological underpinnings for sustained employee commitment. Empowerment, along with learning, coordination, and clear goals, emerges as a key cultural enabler of retention in the Indian IT services sector. HR leaders and policymakers should therefore foreground these cultural traits when designing retention strategies for knowledge-intensive, fast-changing environments.

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## CONCLUSION

The primary objective of this study was to examine how organizational culture influences employees' intention to stay within Indian-origin IT services companies in Bengaluru. Grounded in Denison's Organizational Culture Model – comprising involvement, consistency, adaptability, and mission – the study sought to determine which cultural dimensions most effectively enhance retention intentions in a dynamic, knowledge-driven sector. Using Michigan Organizational Assessment Questionnaire to measure intention to stay ensured that the behavioral component was accurately captured alongside cultural attributes.

The empirical findings confirm that organizational culture significantly predicts employees' intention to stay, explaining 8.2% of the variance ( $R^2 = 0.082$ ) with a standardized coefficient ( $\beta = 0.286, p < .001$ ). Although modest, this effect size aligns with behavioral research, where multiple contextual and personal variables shape retention. The significant positive relationship underscores that a supportive, empowering, and learning-oriented culture enhances employees' psychological attachment and long-term commitment to the organization.

Factor analysis identified four sub-dimensions – empowerment, coordination and integration, organizational learning, and goals and objectives – as the strongest predictors of intention to stay. The high loading of empowerment (IE3 = 0.746) and organizational learning (AOL43 = 0.798) indicates that employees value autonomy, participation in decision-making, and opportunities for continuous development. Moreover, the highest-loading intention-to-stay item (“I plan to stay in this job for at least two to three years”) suggests that retention is driven by employees' perceived stability and growth prospects within the organization.

These findings reinforce Denison's proposition that effective cultures strike a balance among internal integration (involvement and consistency), external adaptability, and mission clarity. However, in the IT services context, empowerment and learning emerge as particularly salient drivers, reflecting the sector's emphasis on innovation, agility, and client responsiveness. Thus, organizational culture functions not only as a background factor but as a strategic determinant of workforce continuity and performance sustainability.

From a practical standpoint, the study recommends that HR leaders in IT services firms institutionalize empowerment practices, facilitate continuous learning and reskilling initiatives, enhance interdepartmental coordination, and communicate clear strategic goals. Embedding these practices into the cultural fabric can reduce voluntary turnover and nurture an engaged, future-ready workforce.

Ultimately, by empirically validating Denison's model in the Indian IT services sector, this study contributes to the growing body of literature on culture-driven retention. Future research may extend this framework by incorporating mediating and moderating variables – such as leadership style, organizational commitment, or perceived career growth – to provide a more holistic understanding of retention dynamics. Overall, a culture that fosters empowerment, learning, coordination, and mission clarity serves as the cornerstone of sustained employee loyalty and organizational success in the evolving IT landscape.

## AUTHOR CONTRIBUTIONS

Conceptualization: Silpa Mary John.

Data curation: Smita Kavatekar.

Formal analysis: Silpa Mary John.

Funding acquisition: Silpa Mary John.

Investigation: Silpa Mary John.

Methodology: Silpa Mary John.

Resources: Smita Kavatekar.

Supervision: Smita Kavatekar.

Validation: Smita Kavatekar.

Writing – original draft: Silpa Mary John.

Writing – review & editing: Smita Kavatekar.

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## APPENDIX A

**Table A1.** Items and indices for each trait of organizational culture

Source: Questionnaire adopted from Denison et al. (2003).

| Index  | Scale                           | Items  |
|--|---------------------------------|--|
| I. Involvement   | 1. Empowerment                  | Most employees are highly involved in their work.  |
|  |                                 | Decisions are usually made at the level where the best information is available.   |
|  |                                 | Information is widely shared so that everyone can get the information he or she needs when it is needed.                 |
|  |                                 | Everyone believes that he or she can have a positive impact.   |
|  |                                 | Business planning is ongoing and involves everyone in the process to some degree.  |
|  | 2. Team Orientation             | Cooperation across different parts of the organization is actively encouraged.   |
|  |                                 | People work like they are part of a team.  |
|  |                                 | Teamwork is used to get work done, rather than hierarchy.  |
|  |                                 | Teams are our primary building blocks.   |
|  | 3. Capability Development       | Work is organized so that each person can see the relationship between his or her job and the goals of the organization. |
|  |                                 | Authority is delegated so that people can act on their own.  |
|  |                                 | The “bench strength” (the capability of people) is constantly improving.   |
| There is continuous investment in the skills of employees.               |                                 |  |
| II. Consistency  | 4. Core Values                  | The capabilities of people are viewed as an important source of competitive advantage.                                   |
|  |                                 | Problems often arise because we do not have the skills necessary to do the job. *  |
|  |                                 | The leaders and managers “practice what they preach.”  |
|  |                                 | There is a characteristic management style and a distinct set of management practices.                                   |
|  | 5. Agreement                    | There is a clear and consistent set of values that governs the way we do business.                                       |
|  |                                 | Ignoring core values will get you in trouble.  |
|  |                                 | There is an ethical code that guides our behavior and tells us right from wrong.   |
|  |                                 | When disagreements occur, we work hard to achieve “win-win” solutions.   |
|  | 6. Coordination and Integration | There is a “strong” culture.   |
|  |                                 | It is easy to reach a consensus, even on difficult issues.   |
|  |                                 | We often have trouble reaching an agreement on key issues. *   |
|  |                                 | There is a clear agreement about the right way and the wrong way to do things.   |
| III. Adaptability  | 7. Creating Change              | Our approach to doing business is very consistent and predictable.   |
|  |                                 | People from different parts of the organization share a common perspective.  |
|  |                                 | It is easy to coordinate projects across different parts of the organization.  |
|  | 8. Customer Focus               | Working with someone from another part of this organization is like working with someone from a different organization.  |
|  |                                 | There is good alignment of goals across levels.  |
|  |                                 | The way things are done is very flexible and easy to change.   |
|  | 9. Organizational Learning      | We respond well to competitors and other changes in the business environment.  |
|  |                                 | New and improved ways to do work are continually adopted.  |
|  |                                 | Attempts to create change usually meet with resistance. *  |
| Different parts of the organization often cooperate to create change.    |                                 |  |
| Customer comments and recommendations often lead to changes.             |                                 |  |
| Customer input directly influences our decisions.                        |                                 |  |
| All members have a deep understanding of customers’ wants and needs.     |                                 |  |
| The interests of the customer often get ignored in our decisions. *      |                                 |  |
| We encourage direct contact with customers by our people.                |                                 |  |
| We view failure as an opportunity for learning and improvement.          |                                 |  |
| Innovation and risk-taking are encouraged and rewarded.                  |                                 |  |
| Lots of things “fall between the cracks.” *                              |                                 |  |
| Learning is an important objective in our day-to-day work.               |                                 |  |
| We make certain that the “right hand knows what the left hand is doing.” |                                 |  |

**Table A1 (cont.).** Items and indices for each trait of organizational culture

| Index       | Scale                            | Items  |
|-------------|----------------------------------|--|
| IV. Mission | 10. Strategic Direction & Intent | There is a long-term purpose and direction.  |
|             |                                  | Our strategy leads other organizations to change the way they compete in the industry. |
|             |                                  | There is a clear mission that gives meaning and direction to our work.                 |
|             |                                  | There is a clear strategy for the future.  |
|             |                                  | Our strategic direction is unclear to me. *  |
|             | 11. Goals & Objectives           | There is widespread agreement about goals.   |
|             |                                  | Leaders set goals that are ambitious but realistic.                                    |
|             |                                  | The leadership has "gone on record" about the objectives we are trying to meet.        |
|             |                                  | We continuously track our progress against our stated goals.                           |
|             |                                  | People understand what needs to be done for us to succeed in the long run.             |
|             | 12. Vision                       | We have a shared vision of what the organization will be like in the future.           |
|             |                                  | Leaders have a long-term viewpoint.  |
|             |                                  | Short-term thinking often compromises our long-term vision. *                          |
|             |                                  | Our vision creates excitement and motivation for our employees.                        |
|             |                                  | We are able to meet short-term demands without compromising our long-term vision.      |

Note: Items with \* show reverse-coded questions.

## APPENDIX B

**Table B1.** Items of intention to stay

Source: Adopted scale from Milliman et al. (2018), which was adapted from the Michigan Organizational Assessment Questionnaire (Cammann et al., 1979; Seashore et al., 1982). Since the sources of the Michigan Organizational Assessment Questionnaire (Cammann et al., 1979; Seashore et al., 1982) were inaccessible, the scale items were retrieved from a later version published by Cammann et al. (1983), which is used in this study.

| Sl. No. | Items   |
|---------|---|
| 1       | I plan to work at my present job for as long as possible      |
| 2       | I will most certainly look for a new job in the near future * |
| 3       | I plan to stay in this job for at least two to three years    |

Note: Items with \* show reverse-coded questions.