

**STUDY ON ORGANIZATIONAL CULTURE AND TURNOVER
INTENTION IN INTERNATIONAL INFORMATION TECHNOLOGY
FIRMS IN SRI LANKA**

By

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Abstract

This study explores the influence of organizational culture types (clan, adhocracy, market and hierarchy) on Turnover intention, in foreign managed IT companies in the Sri Lanka. IT companies has been continuously facing the threat of employees leaving the staff and management record an average loss of around 9 percent of it is trained and experienced employees yearly and only 6% of IT industry employees satisfied with their current job with the current employer while 24% intended to leave the current employer, if they get a better job offer from another IT company in Sri Lanka. This is mostly significant in IT firms, which are having international management in Sri Lanka. Thus, the problem then pinpoints to whether employees feel an obligation to stay attached to the IT organizations due to organizational cultural differences, and hence, to decisions of turnover.

This study seeks to add knowledge to the current knowledge body of Organizational culture within the areas of organizational culture and the management of employees within the service sector in general and the information technology industry in particular, by applying new methods to the labor turnover phenomenon. It seeks to solicit the emic viewpoints of information technology sector employees in gaining a better understanding of their workplace experiences, perceptions and their intentions regarding labor turnover. The research has been motivated by a determination to acquire insight into the relationship between organizational culture and labor turnover.

Organizational Culture Assessment Instrument (OCAI) is used to collect organizational cultural data and intention to quit scale is used to collect turnover intention statistics in this study. The data for this thesis was collected using questionnaires from 188 respondents (a 33% response rate). The data was drawn from four main IT firms representing over 30% of total IT employees in Sri Lanka. The obtained data was analyzed using the Statistical Package for the Social Sciences (SPSS) by means of correlation and regression analyses.

The findings indicated that, first, there is a relationship between organizational Culture and Turnover intention in the Sri Lankan IT sector. Second, the market culture was the most dominant type of organizational culture across among those culture types. Third, Organizational cultural attribute, Management of employees has the greatest effect on Turnover intention.

This study fills a gap in the literature by acknowledging the findings of the organizational culture and turnover intention. Hence it will test and validate the model in organization culture and turnover intention in Sri Lankan information technology sector. The implications from this study for further research are also discussed.

Key Words – Organization culture, Turnover Intention, Information Technology

1. Introduction

The foundation of this study lies in the increasing importance of the service sector within the developing economies, and the pressure on businesses to manage their people still more effectively within a highly competitive global marketplace. The subject of organizational culture attracted a large amount of attention in the late 1980s and early 1990s as management scholars explored the reasons behind the failure of U.S. firms in competing with their Japanese counterparts (Ojo, 2010). An organization's culture is considered to be a major factor affecting organizational success or failure (Shein 1985).

This imperative for business success has encouraged all sectors to review organizational structures and relationships to become more enterprising, more concerned with factors such as quality, innovation, high performance and employee commitment. The service industries in particular base much of their value and success on the capability of their workforce, and the quality of the services offered by that labor force. Each employee is required to play a crucial role in the transaction between organization and customer. As a result, the behavior, attitudes, turnover, and competencies of employees have become a strategic focus of IT service sector managers.

From the individual perspective, when an employee is placed in a new environment with a new task, the employee need to learn how to fit with their organization values, norms, culture, and politics. Person-organization culture fit enables the employee to get up immediately to fit with the environment and the culture. According to Porter and Steers (1973), and if the employees are positively fit to the organization culture, the more employees are making a value contribution to the organization rather than leave the organization. Furthermore, when an employee shows a high level of commitment, it reflects the employee is more likely to stay in the organization.

From the organization perspective, when an organization's culture offers a favorable environment consistent with employee's personal value and careers goals, the employee can easily adapt to the organization culture and perform better. Besides that, employees have authority to make a decision along with their supervisor. When the employees have more power, employees will be more motivated as they had been given more autonomy in the heavy task. It will encourage them to move forward in developing their careers and achieve organization goals.

If the service sector employee is to be managed successfully towards high performance, displaying fitting behaviors, being customer-focused and being dedicated to the organization's values, then the fundamental organizational culture and the appearance of that culture in employee management practices are significant factors in ensuring the success of the organization. Examination of the literature in the domains of both organizational culture and human resource management reveals that the objective of making employee commitment is common to both concepts, "in the hope of achieving desired behavioral outcomes - low labor turnover and high job performance" (Lok and Crawford, 2004).

While the existing research provides considerable evidence of the influence of organizational culture on organizational outcomes, some researchers have called for additional empirical research into the mechanisms through which organizational cultures affects those outcomes (Goodman et al., 2001). One potentiality is that organizational culture affects the attitudes of employees, which in turn induces or contributes to such

organizational outcomes as the support employees believe is provided by the employer, the satisfaction that the employee feels toward their job and any intentions the employee may have to leave the organization (Goodman et al., 2001). This research investigates the relations between organizational culture and the turnover intentions.

Every employee working in the organization has its norms and values and different belief towards organization where he/she works. Sometimes organizational culture differs from employee norms and values, so whenever any employee joins the organization, he/she should allow herself that either they can come up with them or not. Organizational culture has a robust and deep impact on the performance of the employees; that help the employee to be satisfied themselves with the organization and that cause to improve the productivity of employees, thus reduce turnover intention.

This is particularly crucial for a developing country with limited skills resources, such as Sri Lanka, to ensure that it constantly remains a committed workforce for favorable organizational outcomes.

2. Research Problem

Management has been continuously facing the threat of employees leaving the staff and management's record an average loss of around 9 percent of its trained and experienced employees yearly (Silva, Udawatta and Nanayakkara, 2011). Jinadasa and Wickramasinghe (2005) said that, only 6% of IT industry employees satisfied with their current job with the current employer while 24% intended to leave the current employer, if they get a better job offer from another IT company in Sri Lanka. This is mostly significant in IT firms, which are having foreign management in Sri Lanka.

Thus, the problem then pinpoints to whether employees feel an obligation to stay attached to the IT organizations due to organizational cultural differences, and hence, to decisions of turnover. Hence, leading to the question: "*What is the relationship between Organizational Culture and Turnover Intention?*"

3. Purpose of the Study

This study seeks to add knowledge to the current knowledge body of Organizational culture within the areas of organizational culture and the management of employees within the service sector in general and the information technology industry in particular, by applying new methods to the labor turnover phenomenon. It seeks to solicit the emic viewpoints of information technology sector employees in gaining a better understanding of their workplace experiences, perceptions and their intentions regarding labor turnover. The research has been motivated by a determination to acquire insight into the relationship between organizational culture and labor turnover. It is also an objective of the researcher that the findings will make a contribution to those managers and employers who are attempting to discover new approaches when addressing the challenge of employee retention.

The specific research questions will be refined following the literature review. Underlying the project is the desire and aim to understand better the connections between the concept of culture and the management of people in IT sector, and how this relationship impacts upon the labor turnover intentions of employees.

4. Research questions

Based on the above Purpose and Problem, the study is intended to address the following question:

- Are different organizational cultures relating to turnover intention?

5. Research Objectives

The main purpose of this study is to investigate the relationship between organizational culture and turnover intention in Sri Lankans, based on locals employed at International IT firms operating in Sri Lanka.

In line with this primary objective, the secondary objectives of the research are set as follows:

- To identify and confirm the dominant organizational cultures of Information Technology sector in Sri Lanka.
- Determine which attributes of the organizational culture has the greatest effect on turnover intention.

6. Methodology

The remainder of this research will comprise of a literature review of the components of organizational cultures. Moreover, the characteristics of which contribute positively or negatively to employee turnover intention, including discussions of several recognitions, reward ideas as they narrate. This paper will also discuss the methods used in piloting the study, final findings, and offer recommendations for this study. Organisational Culture Assessment Instrument (OCAI) is used to measure organizational culture and OCAI is an empirically validated and reliable instrument that can be utilized to assess the influence of organizational culture on the organizational variables of this study. Thus, it was considered to be the most suitable for the purpose of this study. It has used the probability sampling method where the selection of sampling units based on being randomly selectable and assessable by the researcher. In this study, a group of randomly selected employees in Vitusa, WSO 2, MIT and IFS companies were chosen. Once the sample size is determined, the next step before proceeding to collect data is to select the sampling units. A sampling unit is a single element or group of elements subject to selection in the sample (Zikmund et al., 2010). A sample of 536 IT employees from designated companies was selected randomly and proportionally to represent the sample units of this study where each staff is considered as a unit of analysis. Data analysis was carried out using a series of statistical techniques.

7. Significance of the Study

This research would benefit and help most of the IT industry to reduce the turnover rate so that can save the costs in hiring and time for retraining the new employees. Besides, it would help the organization to keep the talented and high skill employees to perform the better work. The study will also assist employers in understanding organizational culture and its influence on turnover intention. Understanding the role of organizational culture can help managers to conclude where to strive to help improve employees' job satisfaction and commitment hence this study may also help managers who wish to reduce staff turnover. Given the need for management to identify the influence of organizational culture on employee-related variables in today's competitive world and this study will help Sri Lankan Information Technology related industries to assess and build the appropriate organizational culture that encompasses the highest levels of satisfaction and commitment and the lowest levels of employee turnover intention.

Understanding the characteristics of organizational culture can support managers to determine where to strive the organization to improve employees' job satisfaction and organizational commitment thus lower the turnover intention. Hens results of this study would help managers who wish to decrease employee turnover. Given the need for management to recognize the impact of organizational culture on employee-related variables in today's competitive world, this study will help Sri Lankan IT sector to assess and build the appropriate organizational culture that entails the highest levels of job satisfaction and the lowest levels of turnover intention. Moreover, multinational organizations, and specifically technological and service-based institutions, entering the Sri Lankan market need to understand the impact of culture, environment, values and norms of Sri Lanka on these significant variables.

There are no much researchers about the impact of organizational culture on turnover intention relates to developing countries like Sri Lanka and IT sector. Various studies based on empirical evidence have come as similar results about the impact of organizational culture on employee turnover intention. However, there is a lack of researchers around this area of study relates to Asian region or the developing countries, so there is further need to research to cover this gap.

8. Definitions and Operational Terms

The following definitions were applied to formulate the foundation of this study.

8.1 Culture

“The belief systems and value orientations that influence customs, norms, practices, and social institutions, including psychological processes (language, caretaking practices, media, educational systems) and organizations (media, educational systems)” (APA, 2002).

8.2 Organizational Culture

Organizational culture considers being shared values, beliefs, and assumptions that exist among employees within a company that helps to guide and coordinate behavior. Moreover, the core values of an organization will reflect the member behavior and organizational practices. Researcher focuses on organizational culture and which are socially created standards emerging from an organization's values. Norms help group members interpret and evaluate various events and set expectations about appropriate behaviors (O'Reilly & Chatman, 1996).

8.3 Turnover intention

“The intention to voluntarily change companies or to leave the labor market altogether” (Arnold and Feldman, 1982).

9. Literature Survey

9.1 Relationship between Organizational Culture and Turnover Intention

Previous research has shown that organizational culture does have an impact on several key organizational variables (Cameron & Freeman, 1991). Peters and Waterman (2004) extolled the qualities of organizational culture in enhancing organizational performance. Many other studies reported a profound impact of organizational culture on organizational performance and effectiveness (Cameron & Quinn, 2011; Deal &

Kennedy, 2000; Foster, 2000; Schein, 1985). In addition to the reported impact of organizational culture on overall organizational performance, the literature suggests that organizational culture affects individual attitudes and behaviors. Therefore, employees' perceptions of the nature of organizational culture is a critical element in human resource management, change management and leadership.

O'Reilly and Caldwell (1980) explored the relationship between organizational culture and individual personality types. O'Reilly and Caldwell (1980) suggested that employees who were not a good fit with an organization, either because of job tasks or organizational culture, were likely to quit because of reduced job satisfaction and commitment to the organization as compared to employees who were a good fit, especially with the organizational culture.

Meyer, et al. (2002) examined the relationship between Organizational culture and employee commitment and intent to stay at a Canadian energy company. The authors hypothesized that employee dedication and intent to stay would be greater when there was Organizational culture similarity between the employees perceived and preferred organizational culture. They assessed pre-change employee dedication and intent to stay one month before company reorganization. Paper surveys were distributed to the entire workforce, and 699 (67%) responded. Seven months after the restructuring, the researchers assessed post-change employee commitment and intent to stay via a second paper survey that was distributed to the entire workforce, of whom 637 (59%) responded. The authors deployed polynomial regression and response surface analysis to each of the dependent variables (commitment and intention to stay) to determine employee alignment with Organizational culture and found that Organizational culture correlated with intention to stay (Lower turnover intention). Subsequently, Organizational culture similarity had positive outcomes for employee commitment and intent to stay.

Culture is integral to the identity of an organization and reflects the fundamental values critical to that organization (Berson et al. 2008). Indeed, OC is defined regarding its values which are then evinced in the operational practices of the organization. An organization's culture may make that organization a more or less attractive employment prospect to different individuals based on each person's value structure, and research has shown that people tend to seek out and self-select organizations that epitomize their personal values and morals (O'Reilly et al. 1991). Thus, OC has significant implications for the retention of employees because it may be the most important factor in determining how well an individual fit with an organization (O'Reilly et al. 1991). Indeed, research show that employees who fit well with their organization's culture are less likely to leave and are generally more satisfied with the conditions of their employment, while those that are a poor fit are more likely to leave voluntarily and less liable to be promoted.

10. Conceptual Framework

The conceptual framework as the structured form of the variables researchers utilize to approach research problem, established on coherent aims and objectives outlined for the study. Above literature suggests that organizational culture affect individual attitudes and behaviors (Iok and Crawford, 2004). Therefore, employees' perceptions of the nature of organizational culture is a critical element in human resource management, change management and leadership and for every organization seeking high employee retention.

Cameron & Quinn(1999), developed a model based on the belief that cultures can be distinguished by culture types that are reinforced within organizations. So, based on evidence from above literature review and Competing Value Framework (CVF), the conceptual framework is demonstrated as in following figure.

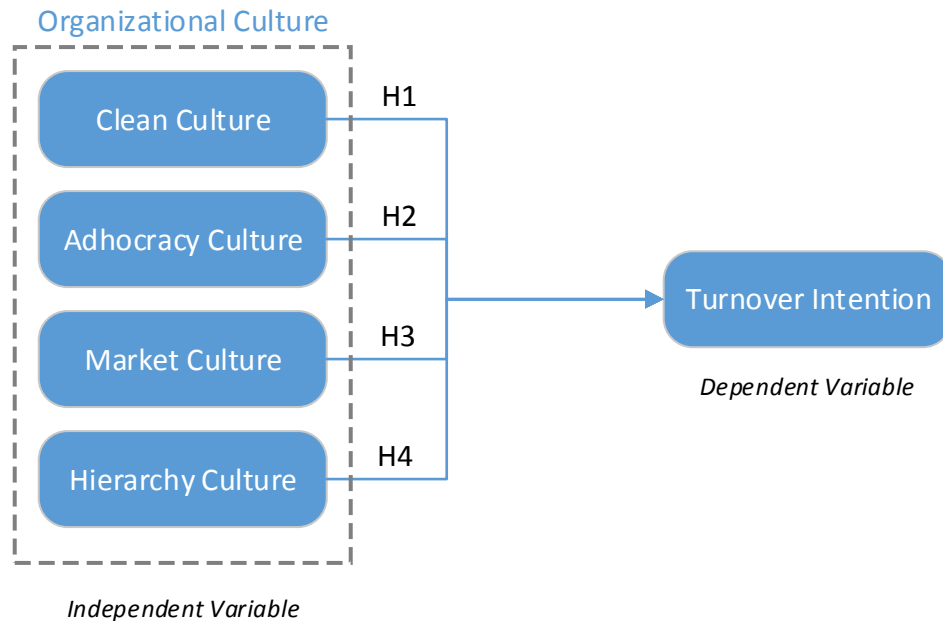


Figure 1: conceptual framework of the study

11. Hypothesis

As per previous literature reviewed, the contrasting results amongst the many researchers indicated much ambiguity and hence a lack of consensus on the relationship between the key constructs. Following hypothesis were proposed in this study.

H1 – Clan Culture (CLC) is negatively correlated with turnover intention (CLCTOI).

H2 – Adhocracy Culture (ADC) is negatively correlated with turnover intention (ADCTOI).

H3 – Market Culture (MKC) is positively correlated with turnover intention (MKCTOI).

H4 – Hierarchy Culture (HIC) is positively correlated with turnover intention (HICTOI).

12. Data Analysis and Results.

12.1 Organizational culture profiles

Organizational culture was measured using Cameron and Quinn's OCAI. The OCAI and the analysis is discussed in their book “Diagnosing and Changing Culture: Based on The Competing Values Framework” (Cameron & Quinn, 2011).

12.1.1 Sri Lankan IT Sector organizational culture profile

This section aims to address the following objective of the study:

- To identify and confirm the dominant organizational cultures of Information Technology sector in Sri Lanka.

Data analysis revealed that the market culture primarily dominates Sri Lankan IT sector organizational culture profile. The results indicate that the respondents hold similar values, attitudes, and beliefs. Following Table shows that the market culture is the dominant organizational culture in Sri Lankan IT sector in general.

Table 1: Descriptive statistics

	N	Mean	Std. Deviation
Clan culture	180	2.527	1.03106
Adhocracy culture	180	3.4069	0.8526
Market culture	180	3.6043	0.90772
Hierarchy culture	180	2.4479	0.72524

12.2 The Influence of Organizational Culture on Turnover Intention

A zero-order analysis of correlation was employed to assess correlation between constructs. The value of zero-order correlation coefficients can only range from -1.00 to +1.00. The (+) sign indicates a positive correlation, while the (-) sign points to a negative correlation. Several authors suggest different interpretations for coefficient correlation values. In this study, Cohen's(1988) guidelines were followed to interpret the strength of correlation between variables. Cohen (1988) suggests that a value of 0.10 to 0.29 indicates a weak correlation, a value of 0.30 to 0.49 indicates a moderate correlation, and a value of 0.50 to 1.0 indicates a strong correlation.

Table 2 presents the zero-order coefficients between the variables used in the study. The results showed that all of the variables are significantly correlated. The large number of significant correlations could be attributable to the nature of the study and the sample size (Pallant, 2011). Following part of the data analysis aims to address the below hypotheses:

H1 – Hypothesis One:

Clan Culture (CLC) is negatively correlated with turnover intention (CLCTOI).

H2 – Hypothesis Two:

Adhocracy Culture (ADC) is negatively correlated with turnover intention (ADCTOI).

H3 –Hypothesis Three:

Market Culture (MKC) is positively correlated with turnover intention (MKCTOI).

H4 – Hypothesis Four:

Hierarchy Culture (HIC) is positively correlated with turnover intention (HICTOI).

Table 2: Correlations matrix

	Clan culture	Adhocracy culture	Market culture	Hierarchy culture	Turnover Intention
Clan culture	1	-.059	-.785**	-.050	-.549**
Adhocracy culture	-.059	1	.140	-.376**	-.341**
Market culture	-.785**	.140	1	.064	.505**
Hierarchy culture	-.050	-.376**	.064	1	.543**
Turnover Intention	-.549**	-.341**	.505**	.543**	1

** . Correlation is significant at the 0.01 level

On the relationship between Organizational Culture and Turnover intention, the zero-order correlation in Table 2 Indicated that IT employees' perceptions towards Organizational culture were significant and correlated with Turnover intention.

Looking at the effects of Organizational culture on turnover intention, some variables displayed a negative correlation with turnover intention and some variables displayed a positive correlation with turnover intention. The correlations between Clean culture and Turnover intention is negatively correlated (-.54, $p < .01$), Adhocracy culture with Turnover intention also shows moderate negative correlation (-.34, $p < .01$), Market culture shows a strong positive correlation with turnover intention (.50, $p < .01$) and Hierarchy culture also shows a strong positive correlation with Turnover intention (.54, $p < .01$).

Linear regression was applied to examine the relationship between organizational culture and independent variable turnover intention. Regression models were also used to report the amount of variance accounted by the predictor variables. Adjusted R square was used, as it exhibited a more precise goodness-of-fit measure than that of the R-square.

Scattered plot in shows no abnormality, and all the values are within the range between -3 and +3. The most common test against the autocorrelation of errors in regression models is the bounds test of Durbin and Watson (1950). The Durbin-Watson figure is always between 0 and 4. A value of 2 means that there is no autocorrelation (relationship between values separated from each other) in the sample. Values approaching 0 indicate positive autocorrelation and values toward 4 indicate negative autocorrelation. The Durbin and Watson test results for this study and the observed value is 2.097. Thus, it can be determined that there is no autocorrelation between study variables.

In running the relationship, the multicollinearity of the significant independent variables was tested to ensure that there was not a great relation among variables. If the variables are highly related, there searcher may not be able to estimate a regression model that contains the independent variables. Multicollinearity was tested with two measures: the tolerance value (TOL) and the variance inflation factor (VIF). A common cutoff threshold of the tolerance value is higher than .10 that of the VIF is below 10.

Table 4 shows that the tolerance values of the variables all exceeded .38, and the VIF values were below 2.6, indicating that there were very low levels of collinearity among independent variables. The regression model explored the overall relationship of all the samples, and the regression results were reported in Table 4.

The adjusted R-square from all of the samples for this model was .615, indicating that 61.5% of the variation in overall turnover intention can be explained by those four independent variables including, clean culture,

adhocracy culture, market culture and hierarchy culture. The model was statistically significant. The larger the value of t, the greater the contribution of the predictor. From the magnitude of the t-statistics shown in Table4, clean culture and hierarchy culture had a high impact on the overall turnover intention, whereas market culture and adhocracy culture shows a comparatively less impact. The standardized coefficient value revealed that there was a positive relationship between the market culture, hierarchy culture, and the turnover intention, whereas the clean culture and adhocracy culture represented a negative correlation.

The adjusted R-square was .615 (P < .001), indicating that four independent variables can explain 61.5% of the variation in turnover intention. Considering the t- value, hierarchy culture showed the highest positive impact on turnover intention, followed by market culture.

Table 3: Regression analysis Model Summary

R	R Square	Adjusted R Square	Durbin-Watson		
			F Change	Sig. F Change	
.790a	0.624	0.615	72.511	0	2.097

a Predictors: (Constant), clean culture, Hierarchy culture, Adhocracy culture, Market culture

b Dependent Variable: Turnover Intention

Table 4: Regression analysis Coefficients table

Variable	Standardized	t	Sig.	Collinearity Statistics	
	Coefficients			Tolerance	VIF
Beta					
(Constant)		5.125	0		
Adhocracy culture	-0.235	-4.597	0	0.825	1.212
Market culture	0.223	2.922	0.004	0.37	2.702
Hierarchy culture	0.422	8.367	0	0.844	1.185
clean culture	-0.367	-4.879	0	0.38	2.632

Accordingly, the results are consistent with hypotheses CLCTOI, ADCTOI, MKCTOI, and HICTOI. Therefore, these hypotheses are supported.

12.3 The Influence of Organizational Cultural attributes on Turnover Intention

It is possible to calculate organizational cultural attributes also with the same OCAI. Thus, zero-order analysis of correlation was employed to assess the correlation between constructs. Table5 presents the zero-order coefficients between the variables used in the study. The results showed that all of the variables are significantly correlated except criteria of success (.027).

This part of the data analysis aims to address the following objective:

OB03 – Determine which attributes of the organizational culture has the greatest effect on turnover intention.

Table 5: Correlations summary

Variable	Turnover Intention
Turnover Intention	1.000
dom_org_cha	.107
Leadership style	.096
Management of employees	-.162
Organizational glue	.167
Strategic_emphasis	-.250
Criteria_for_success	.027

When looking at the effects of Organizational culture attributes on turnover intention, some variables displayed a negative correlation with turnover intention and some variables displayed a positive correlation with turnover intention. The correlations between Management of Employees and Turnover intention is negatively correlated (-.162, $p < .01$), Strategic emphasis with Turnover intention also shows negative correlation (-.25, $p < .01$), dominant organizational culture, Leadership style and Organizational glue shows a positive correlation with turnover intention (.107, .096, .167 $p < .01$) and Criteria for success shows a little to no correlation with Turnover intention (.027, $p < .01$).

Linear regression was applied to examine the relationship between organizational cultural attributes and independent variable turnover intention.

The adjusted R-square from all of the samples for this model was .194, indicating that those six independent variables can explain 19.4% of the variation in overall turnover intention. The magnitude of the t-statistics shown in table 7, Management of employees (-4.416) and Strategic emphasis (-4.971) had a high impact on the overall turnover intention, whereas dominant organizational culture (.599) and Criteria for success (.877) shows a very low impact on turnover intention. The standardized coefficient value revealed that there was a positive relationship between the Organizational glue (.297), Leadership style of the organization (.130) and the turnover intention, whereas the Management of employees (-.370) and Strategic emphasis (-.363) represented a negative relationship with turnover intention. Dominant organizational culture (.057) and Criteria for success (.076) shows little to no relationship with turnover intention.

Table 6: Regression Model Summary

R	R Square	Adjusted R Square			Durbin-Watson
			F Change	Sig. F Change	
.470a	0.221	0.194	8.188	0	2.221

a Predictors: (Constant), Criteria_for_success, Strategic_emphasis, Leadership style, Management of employees, dom_org_cha, Organizational glue

b Dependent Variable: Turnover Intention

Table 7: Regression analysis Coefficients table

	Standardized	t	Sig.	Collinearity Statistics	
	Coefficients			TOL	VIF
	Beta				
(Constant)		5.93	0		
dom_org_cha	0.057	0.599	0.55	0.492	2.032
Leadership style	0.13	1.641	0.103	0.717	1.395
Management of emp	-0.37	-4.416	0	0.64	1.562
Organizational glue	0.297	2.806	0.006	0.401	2.491
Strategic_emphasis	-0.363	-4.971	0	0.843	1.187
Criteria_for_success	0.076	0.877	0.381	0.593	1.687

12.4 Discussion

One of the main objectives of this study is to identify the dominant organizational culture type in Sri Lankan IT sector. In this study, Organizational culture was measured using Cameron and Quinn's OCAI. The OCAI and the analysis are discussed in their book “Diagnosing and Changing Culture: Based on The Competing Values Framework” (Cameron & Quinn, 2011). Data analysis revealed that the market culture primarily dominates Sri Lankan IT sector organizational culture profile. Table 1 shows that second dominant organizational culture profile is Adhocracy culture and significance of other two culture types are below market and Adhocracy culture in the Sri Lankan sector. Peters and Waterman (2004) also said that market culture is the dominant culture type in western context.

Previous research has shown that organizational culture does have an impact on several key organizational variables (Cameron & Freeman, 1991). Peters and Waterman (2004) extolled the virtues of organizational culture in enhancing organizational glue and reduces the turnover intention. Many other studies reported a profound impact of organizational culture on individual attitudes and behaviors (Cameron & Quinn, 2011).

The main results from the data analysis conducted in above sections are reiterated in Table 8. The table summarizes the results of hypotheses testing performed on the whole sample are discussed in the subsequent sections.

Table 8: Comparison of Hypothesis

#	Hypotheses	Status
H1	Clan Culture (CLC) is negatively correlated with the turnover intention (CLCTOI).	Supported
H2	Adhocracy Culture (ADC) is negatively correlated with the turnover intention (ADCTOI).	Supported
H3	Market Culture (MKC) is positively correlated with the turnover intention (MKCTOI).	Supported
H4	Hierarchy Culture (HIC) is positively correlated with the turnover intention (HICTOI).	Supported

Hypothesis H1 proposes that there is a negative relationship between clan culture and turnover intention. Employees who perceived their firms' organizational culture as clan are expected to be more satisfied which in turn results in less turnover intention. As can be seen from Table 4, all regressions have significant beta values (β) including clan culture. Thus, it can be concluded that there is a negative relationship between clan culture and turnover intention.

Hypothesis H2 proposes that there is a negative relationship between Adhocracy culture and turnover intention. By analyzing data, it can be concluded that there is a negative correlation between Adhocracy culture and turnover intention.

Hypothesis H3 proposes that there is a positive relationship between Market culture and turnover intention. By analyzing data, it can be concluded that there is a positive correlation between Market culture and turnover intention.

Hypothesis H4 proposes that there is a positive correlation between Hierarchy culture and turnover intention. By analyzing data, it can be concluded that there is a positive relationship between Hierarchy culture and turnover intention.

Previous research also has pointed towards some significant relationships between organizational culture and turnover intention. For example, Lund (2003) adopted the CVF to explore the relationship between the four culture types and turnover intention. The results pointed out to a negative relationship between clan (emphasizing flexibility and internal orientation) and adhocracy (focusing on innovation and adaptability) cultures. On the other hand, the turnover intention had a negative relationship with hierarchy (emphasizing control and efficiency) and market (focusing on goal achievement and outperforming competitors) cultures. Based on the previous research discussed, it was hypothesized that clan and adhocracy culture types have a negative relationship with Turnover intention. It was also hypothesized that hierarchy and market culture types exhibit a positive influence on Turnover intention.

13. Implications of the findings

The implications which have arisen from these research results are outlined and discussed in the following subsections.

In this section, some of the theoretical implications of the data discussed and the analyses performed are presented. This will help situate the main findings of this part in a broader theoretical framework. This research has several important implications for the organizational behavior literature.

Since the CVF of Quinn & Rohrbaugh (1981, 1983) was mainly used as the conceptual underpinning for the organizational culture construct in this study, the findings of this thesis confirmed and extended knowledge of CVF conceptualizations. Given the lack of studies of the CVF in Sri Lankan sector; support for the conceptualizations was significant for the expansion of knowledge within the field. This study confirms that the concept of CVF (Quinn & Rohrbaugh, 1981, 1983) includes four types of organizational culture (clan, adhocracy, market, and hierarchy) which is consistent with the conceptualization of the CVF.

The findings of the study showed that Sri Lankan IT employees are similar to their counterparts around the world regarding the influence of organizational culture on turnover intention. Both clean culture and adhocracy culture demonstrated an inverse relationship with turnover intention as expected.

Results reported in the present study have several practical implications for Sri Lankan IT firms in particular and private-sector firms in general. By empirically testing the applicability of the CVF, IT firms can use it to assess their organizational culture. The literature emphasizes the influence of organizational culture on crucial organizational elements related to employees, such as turnover intention (Cameron & Freeman, 1991, Cameron, & Quinn, 2011, Peters & Waterman, 2004). Schein (1992) suggests that organizational culture is even more important today than it was in the past. Globalization, increased competition, various work force developments, and technological change have created a greater need for strategy innovation, coordination and integration across organizational units to improve efficiency and effectively manage the work force. In their forecast for the state of organizational culture in 2018, the American Management Association (2008) suggests that organizational culture will become even more important and critical for future organizations. They argue that organizational culture will become a major component of the capacity management process. Without a reliable tool to diagnose organizational culture, it would be difficult to identify the invisible aspects of organizational culture. The OCAI used in this thesis is one of the widely-used tools to assess organizational culture. However, lack of a statistically validated version in Sinhala does not enable organizations in Sri Lanka to utilize this reliable tool.

14. Concluding remarks

This research, through a series of analyses, presented sufficient evidence that the CVF and its instrument, the OCAI, are valid and enjoy psychometric properties in Sri Lankan settings similar to those reported in other previous studies in Western contexts. This indicates that they are sound psychometric and multicultural measures and can be used in assessing the organizational culture. The study also has shown that the relationships between organizational cultures and turnover intention in a Sri Lankan IT sector are largely consistent with what has been found in studies from Western countries. Such consistency suggests that employees in developed and developing countries are quite similar about the factors that motivate them to stay in their organizations, and therefore points at the generalizability of the theories of organizational culture and turnover intention which were developed and tested in Western contexts and applied to the Sri Lankan context. Cultural differences, however, may have contributed to some contradictory findings regarding the influence of some types of organizational culture on these important aspects of human activity within organizations. Types of organizational culture attributes, such as dominant organizational culture and criteria of success, have been shown to have an unanticipated influence leaving a gap for future researchers to fill. In conclusion, it is clear that all types of organizational cultures could influence turnover intentions in various extent.

15. References

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