



Maria Ferreras-Tascón

SWPS University, Warsaw, Poland, mferreras-tascon@st.swps.edu.pl

dr Agnieszka Golińska  <https://orcid.org/0000-0002-0284-7315>

SWPS University, Warsaw, Poland, agolinska@swps.edu.pl

Functioning in Two Organisational Cultures and Organisational Commitment – A Case Study of an Outsourcing Company

Abstract:

The aim of this article was to analyse the functioning of IT professionals from an outsourcing company operating simultaneously within two organisational cultures: that of their employing organisation and that of the client company, with a particular focus on identifying the key factors influencing their commitment to the employing organisation. The study was based on individual in-depth interviews conducted with ten professionals from Poland working within both their employing organisation's and the client's organisational cultures. The study results indicate that IT professionals interviewed were accustomed to outsourcing and functioned

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well in both organisational cultures. The participants declared a high level of organisational commitment, shaped mainly by development opportunities, good working conditions, and a supportive team. They particularly appreciated HR practices such as training budgets, course funding, and financial incentives. IT professionals consciously assessed both the advantages and disadvantages of the business model adopted and the variety of experiences resulting from working for both organisations. Furthermore, an additional aim of the article was to develop practical recommendations for outsourcing companies. These suggestions focus on good practices for effective team management and enhancing organisational commitment in the IT sector, which is characterised by a multicultural environment and an employee-driven market.

Keywords: organisational culture, organisational commitment, outsourcing industry, IT specialists

JEL: M14, M12, M15

1. Introduction

In response to dynamic market changes, companies are increasingly adopting outsourcing as a management strategy. Employees of outsourcing firms in Poland must often operate within two organisational cultures simultaneously – their own and the one of their business partners. This case study analysis examines the functioning of IT specialists in such an environment, with particular emphasis on the factors influencing their organisational commitment to the employing company. This issue is significant due to the specific characteristics of the IT industry, which is marked by high employee turnover, work in dispersed teams, and the necessity for continuous skill development (Krawczyk-Bryłka, 2019). An additional objective of the study is to develop practical recommendations for outsourcing companies on effective team management and enhancing organisational commitment in a multicultural work environment.

2. The Concept and Importance of Organisational Culture

Organisational culture may be viewed through the lens of both social norms and individual group members' values. Its essence is defined not only by observable facts, meanings, and beliefs, but also by deeply hidden processes (Sztompka, 2019). In organisational psychology, organisational culture encompasses the norms and values represented by members of an organisation, thereby distinguishing the firm from its competitors. Consequently, culture as a distinguishing feature is treated as a descriptive category. The concept is not assigned a moral value of good

or bad. Rather, it is characterised by its degree of visibility (Sikorski, 1999). In contrast, management theory tends to associate organisational culture with organisational effectiveness, often equating it with the efficiency of implemented organisational solutions (Sikorski, 1999).

Researchers consistently emphasise that organisational culture, as an organisational characteristic, serves as a cohesive mechanism for groups, providing stabilisation and continuity (Cameron, Quinn, 2015). Moreover, a well-structured system of values, principles, and norms, aligned with the organisation's strategy, not only integrates the group but also builds employees' sense of security and supports adaptive change management (Moczydłowska, 2023). Organisational culture is shaped through operational mechanisms within the firm, facilitating the realisation of its values and objectives (Sikorski, 1999). It emerges through the confrontation of individual cultural schemes with organisational norms. A comprehensive understanding of this phenomenon is crucial, as it facilitates team management and promotes changes in employee behaviour (Kamińska-Radomska, 2016). Furthermore, organisational culture determines the directions in human resource management and leadership talent development adapted to the specific needs of the organisation (Haromszeki, 2023).

Outsourcing firm employees are influenced by both their employer's organisational culture and the cultural dynamics of the client organisation to which they provide services. In this context, it is important to understand the concept of organisational culture's strength (Sathe, 1983), which is grounded in the conviction that its values are natural and unquestionable (Sathe, 1983; Wilkins, 1983; Sikorski, 1999). Smaller organisations are characterised by greater cultural cohesion, whereas in corporate environments, diverse subcultures may emerge (Sikorski, 1999). Moreover, a firm's values should not only be declared but also effectively communicated and managed (Flamholtz, Randle, 2018). Furthermore, the values of a 'stronger' organisational culture engage both organisational members and external stakeholders. Such cultures often possess characteristics of participatory governance and are intrinsically linked to organisational activity integration and a strategic orientation towards continuous learning and societal service (Moczydłowska, 2023). However, the existence of a 'strong' organisational culture is not always an optimal factor, as employees' attachment to established norms and values may potentially impede organisational change processes (Sikorski, 1999). This stems from the necessity of modifying those aspects that previously guaranteed a sense of work meaningfulness. In comparatively 'weaker' cultures, transformational processes occur more readily due to enhanced flexibility and adaptability to dynamic market conditions. A 'weak' organisational culture does not signify its absence – it continues to foster a sense of community, openness, continuous learning, and the pursuit of collective values (Sikorski, 2008). At this point, it is worth referencing the organisational culture model proposed by Schein (2004), which delineates three hierarchical levels: artifacts, espoused values, and underlying assumptions. Artifacts are observable yet require interpretative analysis, espoused values are partially conscious, while underlying assumptions are most deeply embedded and fundamentally determinative of organisational culture (Sułkowski, Sikorski, 2014). All these levels exert influence on the efficacy of participatory mechanisms. This is especially significant with respect to artifacts, including behavioural and linguistic manifestations, as well as the norms and values that underpin the empowerment concept and the fundamental

convictions concerning the legitimacy and importance of participation in organisational management processes. Majewski and Kobylińska (2023) emphasise that organisational culture shapes the perception of employee participation from both managerial and employee perspectives.

3. Organisational Commitment

Organisational commitment constitutes a significant dimension of employee participation. It is a complex construct within organisational studies, interconnected with terminologies such as employee loyalty and motivation (Moczyłowska, 2013). Commitment is frequently defined as an attitude that reflects a relatively stable human tendency to respond positively or negatively toward specific individuals or entities (Schermerhorn, Hunt, Osborn, 2002). Attitudes encompass beliefs, emotions, and specific behavioural patterns and responses associated with a given object (Mądrzycki, 1977). Organisations strive to consciously shape employee attitudes (Rogozińska-Pawełczyk, 2014), yet this process is complicated by the occurrence of cognitive dissonance (Festinger, 1957), a psychological phenomenon wherein an individual experiences contradictions between knowledge, beliefs, and behaviours, ultimately seeking to cope with the resulting psychological tension (Creyemey, 2017). In this context, employee attitudes are influenced by goal alignment, work orientation, organisational actions, and communication (Rogozińska-Pawełczyk, 2014).

Fundamental element of the employee-employer relationship is the psychological contract, delineating mutual expectations and obligations of both parties, including employee commitment and trust (Rogozińska-Pawełczyk, 2021). These contracts facilitate understanding of how employees interpret organisational principles and anticipate their behaviours. When effectively managed, they can enhance employee commitment and support the achievement of company goals (Rogozińska-Pawełczyk, 2021). Employee commitment is vital to the success of an organisation (Moczyłowska, 2013), which is confirmed by research demonstrating its impact on work efficiency, financial performance, innovation, and organisational safety (Juchnowicz, 2010). Moreover, employee participation in decision-making processes concerning their work positions contributes to improving work quality and organisational culture (Mendel, 2001; cited in Majewski, Kobylińska, 2023: 99), while perceived organisational support may foster commitment development (Łuźniak-Piecha et al., 2023). In the literature, three types of organisational commitment are distinguished: affective, continuance, and normative (Allen, Meyer, 1990). Affective commitment is associated with employee identification. Continuance commitment is predicated on loss factors, such as retirement security that an employee would relinquish after a change of organisation, without identifying with its objectives. Normative commitment is grounded in a sense of obligation towards the employer, emerging from received benefits, such as professional training (Schultz, Schultz, 2002; Juchnowicz, 2010).

4. Characteristics of the IT Market in Poland

Over the past nine years, the Polish IT industry has experienced substantial growth (Eurostat, 2024). IT services constitute an integral component of businesses in which a significant portion of tasks is characterised by their intellectual dimension. The key to success in this domain lies in the organisation's capacity to adapt its competencies to a dynamically evolving business environment, including, the development of a suitable HR strategy (Krawczyk-Bryłka, 2019). Previous market analyses have indicated that the labour market in the Polish IT sector predominantly focuses on workers who are already employed. There is strong competition among companies and less interest in positions for novice professionals (Golej et al., 2023). The IT sector encompasses numerous areas. Nevertheless, the proportion of job listings on the leading Polish job portal Pracuj.pl (which is not exclusively an IT-focused platform) consistently increased from 15% to 24% between 2018 and 2022 (Golej et al., 2023).

Until 2023, the IT sector was characterised by an employee-driven market, primarily due to the global shortage of IT specialists. However, a combination of economic factors, including inflation and armed conflicts (Pracuj.pl, 2024), has led to a wave of layoffs in the industry. A report by the Polish Agency for Enterprise Development (PARP, 2023) indicated a 44% decline in IT job postings in December 2023. The industry in Poland now faces challenges stemming from economic uncertainty and the consequences of previous workforce reductions, which weakens the previous position of IT employees in the Polish labour market.

5. Research Objectives and Research Questions

The study comprised two primary research objectives. The first was the analysis of IT specialists' functioning within an outsourcing company across two different organisational cultures and the identification of key factors influencing their organisational commitment. The second objective was to develop practical recommendations for IT outsourcing companies seeking solutions in the area of effective team management and aiming to increase organisational commitment in multicultural contexts.

In the IT industry, where outsourcing is a prevalent practice, organisational culture supporting employee commitment is crucial for achieving business objectives. The article presents a case study of Clurgo – a Polish IT company operating for 10 years, specialising in software development and consulting services in the outsourcing model. The organisation collaborates with diverse local and international clients, ranging from corporations to startups, emphasising its focus on stable growth and business relationships built on trust and transparent communication.

6. Research Methodology

6.1. Research Procedure

The study aimed to analyse the IT specialists' commitment while functioning in two organisational cultures, using an outsourcing company as a case study. Between April and May 2024, 10 semi-structured in-depth interviews were conducted, lasting an average of 30 minutes in duration (from 27 to 50 minutes). We aimed to understand the specific characteristics of IT specialists' work across two organisational cultures. The application of a qualitative approach enabled capturing subtle nuances in the participants' attitudes (Babbie, 2004; Glinka, Czakon, 2021), which are crucial for analysing organisational commitment. The sample was purposively selected. IT specialists from Clurgo who had been carrying out outsourcing projects for Client Y for a minimum of three months were chosen for the study. The participants were informed about the research purpose and provided informed consent. Interviews were conducted both online and in-person at the Clurgo headquarters, according to an interview script covering topics such as organisational cultures of both companies, functioning within these cultures, commitment, loyalty, and best practices recommendations. The interviews were audio recorded and transcribed. Thematic analysis (Braun, Clarke, 2006) was subsequently applied to process the collected research material, identifying six primary codes and twenty detailed subcodes.

6.2. Participants

The study involved ten IT specialists working for Clurgo. They were predominantly men, which reflects the organisation's gender composition. The participants' work experience ranged from two to nine years, with an average tenure of 4.5 years, and their ages ranged from 23 to 40 years, with an average age of 26 years. The majority of interviewees represented the late millennial generation. The study achieved saturation, with subsequent interviews yielding no new information, though it is worth noting that the number of interviews may constitute a limitation of the study.

7. Results

7.1. Functioning in Two Organisational Cultures

When asked about their experiences functioning within two organisational cultures, the participants indicated that they identify specific organisational cultures with particular objects or locations. According to the majority, the laptop – a work tool – symbolises the organisational culture of Company Y, while Clurgo's organisational culture is symbolised by office space

and team-building events across different branches. One participant, who has worked at Clurgo since the beginning of his professional career and has completed several outsourcing projects, emphasised his proficiency in switching between the two cultures and highlighted their subjective positioning.

In fact, most of the time I just switch off. I switch from one to the other because it's easier. The way I have this laptop, I'm already in this client culture, and that's how I am here [Clurgo's office]. (R1)

The participants indicated that Clurgo's culture is characterised by a positive atmosphere that supports and fosters deeper workplace relationships, which from their perspective translates into improved well-being of specialists and a high level of team integration. Interviewees emphasised the significance of a flat organisational structure and reduced hierarchy. They also drew attention to the professionalism and partnership-based approach of the company in interactions with employees and clients. Moreover, they declared greater satisfaction with functioning in Clurgo's culture, which they consciously chose as their target workplace. This can be illustrated by the statement of one IT specialist who has been working for the company for many years:

Clurgo builds this relationship on the principle that 'I am Clurgo'[...] I don't mind being a contractor. I'm comfortable with that, because that's what's cool. Combining that stability with a certain dynamic [of design change]. (R4)

In the interviewees' opinion, Company Y's organisational culture was distinguished by its attentiveness to employee relations, employee-centric approach, and the organisation's promotion of work-life balance practices. Nevertheless, the participants also pointed out a negative aspect of this culture – a bureaucratic and hierarchical work style in their view.

It seems to me that they [Company Y employees] live more slowly. They leave work earlier. They switch from work to private mode, and that's quite nice. (R3)

A corporate approach to everything, i.e. you can't do anything if there is no 'request' for it. (R1)

Among the participants' statements, a critical assessment of functioning within two organisational cultures also emerged. Nevertheless, this was a single voice indicating strong organisational commitment to Clurgo and simultaneous dissatisfaction with the quality of collaboration with Company Y.

7.2. Organisational Commitment of IT Specialists

As a factor shaping IT specialist' commitment, most respondents pointed to the task-related aspect of their work. Additionally, some participants emphasised the significance of mutual team engagement, indicating that effective collaboration requires all members to have a good understanding of work content, communicativeness, substantive competencies for mutual support,

and motivation to work. Another factor shaping the participants' commitment was the sense of agency and meaning in the work performed. Some interviewees noted that recognising the effects of their own work is a key factor for their motivation and commitment.

The environment in which I work. If it is purely about the code, I mean how it was written. If it hasn't been written, how much I can do in that code and organise my work. I like to have autonomy to do things. (R2)

Furthermore, the participants also pointed to aspects related to working conditions, such as good code quality or the use of modern technology in the project.

In response to the question about their subjective assessment of commitment levels, most interviewees declared feeling engaged in their work, primarily in the context of projects implemented for Company Y, pointing to high task load and project team support. Individuals reporting lower commitment pointed out limited programming tasks and an occasional lack of recognition from Company Y. Moreover, most specialists could not identify specific actions by Company Y directly supporting their commitment. Some explicitly declared an absence of such actions, while others hesitantly mentioned isolated support situations. As examples of supportive actions, the participants mentioned knowledge exchange at the team level, provision of good working conditions (e.g., quality software), or work appreciation through inclusion in team meetings, which is well illustrated by the statement of one programmer:

[...] every four months there is planning and you can come. They encourage, even want people to come and everything is paid for. There is this nice sense that I mean something to this company. A little, but at least something. (R8)

During the interviews, the participants also identified good practices that strengthen their work commitment to Clurgo, such as the opportunity to change projects or receive additional developmental tasks (e.g., in a new role or technology), as well as favourable working conditions – competitive compensation and high-quality tools. One programmer, just beginning his professional journey, emphasised that his commitment increases due to appropriate working conditions and the opportunity to learn from experienced IT specialists at Clurgo.

The environment, meaning I can always ask around about some new technology. I can always find out about solutions, about new libraries. And certainly, the office itself, which is a place where I can meet people. (R2)

The participants also pointed the work atmosphere created and cultivated by the company which supports employee relationships, as well as bottom-up initiatives, such as charity actions, knowledge exchange, conference participation, or branch integration, which is illustrated by the statement of one of the programmers:

We also do other things together, we'll get together for board games or go cycling somewhere. But people still get along in this company, they spend time with each other. (R4)

Another Clurgo employee emphasised the significance of autonomy as a core value of the company in the context of good organisational practices that enhance commitment:

I think promoting bottom-up initiatives is very cool and kind of letting people shape that [involvement].
I think so, because here a lot of initiatives have just come from the bottom up. (R4)

7.3. Other Good Practices for Strengthening Organisational Commitment of IT Specialists

When asked about feasible best practices to enhance organisational commitment, interviewees mentioned some modifications to existing practices at Clurgo. They emphasised new initiatives, including increasing the frequency of team-building events and introducing a quarterly bonus system based on project managers' evaluations and feedback. When asked about well-known industry best practices for strengthening IT specialists' commitment – specifically those implemented by other organisations – the participants emphasised the predominant need for professional development support. The majority of interviewees underscored the importance of a dedicated training budget and access to specialised courses offered by external organisations.

Do training, for example, one of the companies pays for AWS training so that employees get further training. It is often a fee of which about 75% is paid by the company (these are big costs) and 25% is paid by the employee. (R5)

The participants highlighted the significance of financial incentives, including bonuses, annual rewards, and project-based stock options. Furthermore, they identified the need for a well-structured and comprehensive employee development programme. The relevance of fostering the professional growth of IT specialists is aptly reflected in the statement of an experienced programmer:

People like to develop, especially us developers. (R7)

The responses highlighted the importance of employee recognition and rewards as a crucial element in strengthening organisational commitment. The participants pointed to the possibility of salary increases or expanded project responsibilities, including taking on an informal leadership role. Additionally, they emphasised the value of transparent communication concerning business decisions, development strategies, and organisational goals.

Awareness of which direction the organisation is moving toward. What is happening? Why are we going to this customer, what does it give us? A company that can really get infected with a vision and mission is great! (R5)

Finally, some individuals identified the potential for further development and systematisation of existing practices and initiatives at Clurgo, which could more effectively support their professional growth. They also expressed a keen interest in the implementation of these improvements within the organisation.

8. Conclusions and Recommendations

8.1. Summary of the Study and Discussion of the Results

The conducted study enabled a comparative analysis of the functioning of IT specialists within two organisational cultures and the identification of best practices that from their perspective enhance their organisational commitment as outsourcing employees. For most IT specialists accustomed to the outsourcing model of cooperation, operating within two organisational cultures did not pose a challenge. In their perception, specific objects and locations became symbolic carriers of distinct organisational cultures. According to Schein's model (Schein, 2004), visible aspects of organisational culture not only facilitate identification with a given environment but also enable employees to recognise and adapt to different cultural contexts within the company. Most participants indicated that their behaviour did not change significantly under the influence of either Clurgo's or Company Y's culture, although they felt a stronger affiliation with the culture of their employing company. Notably, several of them highlighted the importance of direct interaction and the active integration of employees into Clurgo's organisational culture. Moreover, the analysis indicates an overall positive perception of both organisational cultures. It is possible that Clurgo's actively implemented support initiatives contribute to employees' subjective sense of organisational commitment (Łuźniak-Piecha et al., 2023). However, a negative aspect of Company Y's culture, as identified by the respondents, was its bureaucratic, structured, and hierarchical work style. This may be attributed to a general reluctance among employees to operate in such work environments. Furthermore, this is consistent with the identification of the IT specialists with Clurgo's organisational culture which established a specific set of values embedded in the group's collective memory (Cameron, Quinn, 2015). Consequently, from an organisational perspective, it becomes crucial to determine the alignment between employees' values and those deemed essential for the organisation as a whole (Wziątek-Staśko, 2019).

In the context of organisational commitment, the participants reported its high level. They identified opportunities for professional development, favourable working conditions, and a supportive project team as the primary factors shaping their commitment. They emphasised the importance of autonomy, a sense of purpose in their work, and recognition as key elements reinforcing their commitment. These factors contribute to employees' emotional attachment to the organisation, enhancing both job satisfaction and motivation (Schultz, Schultz, 2002). The participants' narratives suggest that their commitment is primarily affective, understood as an emotional attachment to the organisation, resulting from a positive attitude toward the company (Allen, Meyer, 1990; Moczyłowska, 2013; Juchnowicz, 2014; Steinerowska, 2015). On the other hand, individuals claiming lower levels of commitment pointed to a lack of workload and insufficient recognition as the main reasons for their disengagement. It is worth noting that the literature indicates that employee commitment is not solely a function of personal

predispositions. Organisational factors play a crucial role, including workplace atmosphere, the system of values promoted within the company, and the ways in which management motivates their employees (Steinerowska, 2015).

It is also worth noting that the IT specialists struggled to identify specific actions taken by organisations that supported their commitment. For Clurgo, they referred to practices concerning project development, changes, working conditions, team building, and a high level of competence. In Company Y, the participants emphasised knowledge sharing, recognition, and good working conditions. The high level of commitment among specialists suggests a well-structured work environment that fosters employee appreciation and provides appropriate tools (Stefańska, Grabowski, 2023). Furthermore, IT specialists associated their engagement with development opportunities, making it essential to consider this aspect when planning project work, as well as additional initiatives and programmes at Clurgo. Some respondents suggested that expanding and systematising certain practices within Clurgo could further support their professional growth, and they expressed enthusiasm about the potential implementation of such initiatives within the organisation. Interestingly, these statements primarily highlight non-financial practices. Social and emotional initiatives are often the ones that play a key role in fostering employee commitment (Steinerowska, 2015).

Regarding market best practices that enhance organisational commitment, the participants particularly valued extensive opportunities for professional development which require designated training budgets and financial support for participation in industry courses. Recognising these needs and identifying untapped potential in this area, Clurgo introduced a programme in 2025 that includes training sessions, support from a dedicated specialist to prepare employees for certification, and substantial funding for certification costs. Financial incentives, including performance-based bonuses, played a significant role in fostering organisational commitment. However, it is essential to acknowledge that non-financial motivators were particularly crucial in shaping the commitment of the interviewed specialists. Material incentives alone tend to lose effectiveness over time, whereas a combination of both financial and non-financial incentives enhances commitment, productivity, and team cohesion (Adamik, Nowicki, 2012). Notably in light of the conducted research, financial incentives alone are insufficient to provide employees with a sense of purpose in their work nor to encourage additional cognitive effort beyond routine tasks (Chien et al., 2020). One of the key themes that emerged during the interviews regarded cultural differences resulting from the multicultural composition of teams in Company Y and its foreign capital, which influences organisational values. National culture is a crucial determinant of organisational culture (Przytuła, 2011), and cultural differences can affect task execution and goal achievement (Kamińska-Radomska, 2016). In the IT sector, diagnosing team culture, identifying differences, and improving communication aimed at goal attainment are of particular importance. Moreover, for collaboration in multicultural teams to flow smoothly and bring benefits, awareness and respect for differences among team members, flexibility, and openness

appear to be key (Łuźniak-Piecha et al., 2016). In this context, the managerial staff plays a vital role in shaping the dynamics of intercultural interactions within the organisation (Rozkwitalska et al., 2017).

8.2. Limitations of the study

As with any research, this study has certain limitations. The first concerns the subjectivity risk resulting from the qualitative research method used, which influences the researcher's interpretation of the findings (Glinka, Czakon, 2021). Another limitation is the limited generalisability of the results due to the small sample size and the specific research context (Babbie, 2004). Additionally, the study may be subject to the Hawthorne effect (Mayo, 1933), wherein participants may modify their behaviour due to their awareness of being observed (Tenny, Brannan, Brannan, 2022). Future research could benefit from similar studies conducted in other organisations with comparable business models, as well as quantitative research aimed at assessing the scale of the phenomenon and its correlation with employee commitment levels. Employing standardised instruments would facilitate the collection of objective data beyond self-reported declarations (Babbie, 2004). These limitations should be carefully considered when applying the study's recommendations to other organisational contexts, ensuring a cautious and context-sensitive approach to implementation.

8.3. Recommendations

The level of organisational commitment is a crucial indicator for assessing the quality and effectiveness of management processes within an organisation (Moczydłowska, 2013). Based on the conducted research, practical recommendations were developed to enhance organisational commitment among IT specialists at Clurgo. These recommendations focus on three key areas. The first recommendation concerns the implementation of a communication process with consultants that would enable the systematic monitoring of their commitment and attitude toward Clurgo. Especially in the era of digitalisation and remote work, regular communication from the organisation is advised (Dolot, 2020). The second recommendation focuses on creating a dedicated development programme for IT specialists. In this context, the importance of regularly diagnosing employees' competency potential and assigning them tasks that allow for the maximum utilisation of their skills is emphasised. Moreover, this approach fosters increased commitment and supports the creation of job roles aimed at development (Moczydłowska, 2008). The third proposal involves the implementation of a mentoring programme tailored to the organisational structure and culture of Clurgo. Mentoring can be an effective tool for building intercultural bridges and reducing differences arising from cultural factors (Łuźniak-Piecha, Golińska, 2011). The proposed solutions focus on introducing structural development initiatives and programmes that expand employees' specialised knowledge. Research indicates that the outsourcing industry, in the face of a changing market, should focus on delivering

strategic benefits rather than merely cost savings (Gambal, Asatiani, Kotlarsky, 2022). Additionally, the knowledge required to develop strategic innovations is rarely found within a single company (Van de Ven, 2005; Manning, 2013; Gambal, Asatiani, Kotlarsky, 2022). In order to increase their strategic significance, outsourcing companies are compelled to create customised solutions focused on continuous development and high specialisation in competitive areas of technology and technological solutions (Gambal, Asatiani, Kotlarsky, 2022). Furthermore, the recommendations emphasise the need for a systematic analysis of the attitudes and opinions of specialists employed at Clurgo who provide services to clients in contractor roles.

8.4. Conclusions

For IT specialists employed in an outsourcing company studied, working within two organisational cultures appears to be a natural phenomenon and an integral part of their daily work. The study participants identified both positive and negative elements of the business model and demonstrated awareness of the diversity of these aspects in both companies. They also reported deriving satisfaction and additional benefits from the opportunity to engage in project work and to be part of Company Y's team. Finally, it is essential to underscore that, in light of the conducted research, the organisational culture development strategy implemented by Clurgo appears to be effective, as the majority of respondents exhibited a strong sense of identification with the organisation and expressed a willingness to continue being actively involved in the organisation.

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Funkcjonowanie w dwóch kulturach organizacyjnych a zaangażowanie organizacyjne – studium przypadku firmy outsourcingowej

Streszczenie: Celem artykułu jest analiza funkcjonowania specjalistów IT z firmy outsourcingowej w dwóch kulturach organizacyjnych, ze szczególnym uwzględnieniem identyfikacji kluczowych czynników wpływających na ich zaangażowanie wobec organizacji zatrudniającej. Badanie oparto na indywidualnych wywiadach pogłębionych przeprowadzonych z 10 specjalistami działającymi równocześnie w dwóch kulturach organizacyjnych. Wyniki badania wskazują, że specjaliści IT przyzwyczajeni do outsourcingu sprawnie funkcjonują w obu kulturach organizacyjnych. Badani deklarowali wysoki poziom zaangażowania organizacyjnego, kształtowany głównie przez możliwości rozwoju, dobre warunki pracy oraz wspierający zespół. Szczególnie doceniali praktyki rynkowe, takie jak budżety szkoleniowe, dofinansowanie kursów oraz motywatory finansowe. Specjaliści IT świadomie oceniali zarówno zalety, jak i wady przyjętego modelu biznesowego oraz różnorodność doświadczeń wynikających z pracy w obu organizacjach. Ponadto dodatkowym celem badania było opracowanie praktycznych wskazówek dla firm outsourcingowych. Wskazówki te koncentrują się na dobrych praktykach w zakresie efektywnego zarządzania zespołem i zwiększania zaangażowania organizacyjnego w warunkach wielokulturowości, szczególnie w dynamicznie rozwijającym się sektorze technologii informacyjnych (IT), charakteryzującym się rynkiem pracownika.

Słowa kluczowe: kultura organizacyjna, zaangażowanie organizacyjne, branża outsourcingowa, specjaliści IT

JEL: M14, M12, M15