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# Decoding National Culture Organizational Culture and Trust in a Digital Age

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## ABSTRACT

*With increasing globalization, technological advancement, shift from physical to the virtual workplace, and the emergence of multicultural workplaces and markets, it has become essential to understand the impact and link between national culture, organizational culture, and trust. Businesses are going beyond integrating newer technologies to adapt to this new world – the need is to understand the national culture; assess and revamp organizational culture to digitally transform. Researchers from a variety of business disciplines are finding that trust facilitates inter-organizational relationships, change, agility, and enhance leader-subordinate relationships. The paper reviews the concepts of national culture (NC), organizational culture (OC), and the process of building trust, and also looks at some relevant specific cultural perceptions on the part of Indian Managers. The study proposed a conceptual framework to assess the relationship between national culture, organizational culture, and trust in today's digital scenario.*

*Keywords: National Culture, Organizational Culture, Trust, Digitalization.*

## INTRODUCTION

The study helps to identify what role does culture play in managing trust and how can organizations create a culture that emphasizes the importance of trust, and how it is different in the digital age. As there is no good or bad culture but the focus should be on getting the culture right. When a strategy is vital, businesses are delicate, the environment is dynamic you need a conducive culture for the successful execution of strategies. With the change in ways of doing business and organization structures, trust constructs are shifting from in-person relationships to digital connections and, this shift in the environment may instigate insecurity, fear, and hunch from many.

The objective of this paper is two-fold, one is to underline the need to assess national and organizational culture to successfully align with the digital shifts and the other is to focus on the trust between management and employees, partners, investors, traders, customers, etc. The study highlights the possible value, assumptions, and their impact on developing trust.

With the increasing level of globalization among major multinational companies, and the increasing use of host country nationals as managers, this type of study can be of great benefit.

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Culture has been recognized as one of the most influential factors when developing trust that impacts an organization in various contexts. The managers and subordinates of the same nationality make choices that lead to implementing different cultures at different work setups and so with the different degrees of trust.

Studies repeatedly emphasized that national cultural systems, as well as individual values, greatly affect the corporate cultural system in many ways. For instance, national culture influence how the decisions are made, leadership styles, and human resource management practices. Likewise, it affects the managerial functions in an organizational setting, especially the communication, motivation, organizational design, and people's expectations of work design, and reward systems. Not only technology and market shape culture but also the cultural preferences of management, employees, and the society in which they operate posed an impact on people's apprehension and assessment of those with whom they work. "Thus it's crucial to study culture and to understand its influence on an organization's value differentiator, if not assessed and appreciated well, can lead to failures in business".

A corporate's culture, tradition, and values are vital to stability and continuity. Organizations, like all open systems, must cope with two paramount universal challenges: adapting to the external environment and integrating their internal system. In response to these challenges, organizations develop, often unintentionally, the set of preferences that form their value culture.

Hence, it is appropriate to assert that national norms and values have an impact on organizational culture as well. Hofstede, in his extensive work on national culture, introduced this notion well, he states that "behavior at work is a continuation of behaviour learned earlier". "Ultimately, what holds a distributed and virtual workplace together is the trust, patience, and support employees have for one another?".

Keeping these relationships in mind, the paper staged some concepts and measurement scales to assess NC, OC, and Trust based on relevant concepts and theories.

## LITERATURE REVIEW

One of the central challenges in the current social sciences studies is to re-think how the rapid progress of technology has impacted constructs such as trust. This impact is not limited to the micro-level but can be observed clearly at the macro-level too.

Assessing cultures and building trust are imperative in this environment. We can see a macro reflection of broken trust in today's politics. When it comes to the global market, business relations, and integration, trust is the key.

The highly cited definition of culture in culture literature belongs to Edgar H. Schein, who described culture... as "a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that had worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think and feel about those problems."

Geert Hofstede work posited culture essentially concerning how people are expected to behave, draws the limitations which certain personalities would drive people, and reveals itself through practices such as rituals, heroes, and symbols. It could be conceptualized as an independent variable, an input in an organization or person that occurs through membership of external groups (e.g. nationality and affiliations, such as to professional or religious communities). Culture is a variable that exerts influence on group activities. Culture works as a sense-making device that can guide and shape behaviour, it can also be an internal variable that expresses the values or social ideas and the beliefs that organizational members come to share...conveys as a sense of identity and results into commitment.

Culture is considered a multi-level, multi-layer construct. Individuals and organizations have multiple cultural identities that arise from diverse social identities, geographic and demographic differences do also impact the cultural identities. Culture 'Mosaic' model categorizes multiple identities into three groups; the demographic tiles include physical innate attributes such as age, gender, race, ethnicity, and nationality .

Geographic tiles preach that a person's cultural identity may be shaped by the place where they live, which includes natural or human-made aspects of a local, such as tropical/ temperature, urban/rural, coastal/inland.

Finally, associative tiles include those groups that individuals choose to be involved with, such as family, religion, and political affiliations.

People who belong to a particular background or culture make choices that lead to implementing different cultures in different types of work setups. An organization may have a "culture" differs from the culture of the ambient society in which it operates. Society itself is pluralistic, supportive of a broad array of different values to which an organization may legitimately subscribe. Any organization has several departments; an IT Department, an HR department, a Finance department, a Marketing department, and research cell, etc., maybe thousands of employees from different departments and hundreds of leaders/ managers and different managerial levels. The question arises here: do they all have the same culture? Should they? Can they? And how they place trust within the organization as well as with customers and partners.

Organizations are committed to their own goals, purposes, value systems, and culture; nevertheless, they negotiate and develop support for their existence by appropriate strategies directed at critical segments of society at large . The employee could be trained to navigate their different cultural expressions(national or functional) or adapt to the technological shift under diverse environments if there is trust within the organization.

#### **A. National Culture**

The society in which an organization is nested affects the cultural values of the organization. It exerts pressure on the culture of an organization. Thus, there must be some similarity between values at the society level and of the organization .

There are distinct levels of culture, and national culture is the highest level since it determines the primary socialization. .

As described by Hofstede "National cultures differ mostly at the level of values, while organization cultures differ mostly at the level of the more superficial practices: symbols, heroes, and rituals".The business (industrial) environment that an organization operates within will influence its culture. It will also be affected by the geographical region, which relates to Hofstede's (1991) work on the effects of national culture . National culture is the ideas, set of beliefs, and norms followed by the people of a certain country; the country's history, religion, and traditions make up for the national culture. However, sometimes, the national culture clashes with the organizational culture and can create challenges for leadership.

Societal culture not only has implications concerning shaping organizational culture but can also have a major influence on managerial values, decision making, and organizational effectiveness. National cultures influence managerial functions such as communication, motivation, organizational design, people's expectations of work design, and reward systems.

## HOFSTEDE NATIONAL CULTURAL DIMENSIONS SPECIFIC TO INDIA

### Power Distance

Power distance (PD) expresses the attitude of the culture towards the inequalities measured in terms of the distribution of power, knowledge, wealth, resource, information, authority and the relationship between the boss and subordinates. In low-power distance societies, individuals feel equal to their peers (especially to superiors or subordinates). In high-power distance societies, individuals feel unequal to their peers (superiors or subordinates). In cultures with low Power Distance, bosses are not autocratic, subordinates and superiors consider equal, and subordinate easily approach and contradict their bosses. Organizations may be decentralized, while the gap in salaries might be low and there is a preference for consultation. Opposite to this in large Power Distance cultures, organizations centralize the power, and subordinates expect to be told what to do. There is a wide gap in salaries, while the superiors have privileges.

“India has Power Distance (PDI) as the highest Hofstede Dimension for the culture, with a ranking of 77 compared to a world average of 56.5”.

### Time Concept

This dimension of the national cultural system describes how individuals in a particular cultural approach time. In cultures with short-term orientations, quick results are expected. Those with long-term orientations prefer patience and steady progression toward long-term goals. In a long-term-oriented work setting, persistence and perseverance are important. People work to solve a problem for the long term rather than giving a quick temporary fix to it. If people have a sense of shame, they become upset with themselves if they do not work hard and if they do not contribute to group efforts. The time concept includes feeling, perception, and the use of time. Time management influences every aspect of an individual's life, including work life, family life, social and private life. As reported by Hofstede with an intermediate score of 61 in this dimension, a dominant preference for perseverant and parsimonious.

### Collectivist-Individualistic

Individualistic societies are inclined to be more self-oriented, where individual performance contributes to individual outcomes. It has to do with whether people's self-image is defined in terms of "I" or "We". In Individualist societies, people are supposed to look after themselves and their direct family only. In a collectivist society, people belong to 'in groups' that take care of them in exchange for loyalty. In less individualistic cultures, people are integrated into strong united groups, and economic life is organized by collectivistic interests. In collectivist societies, training, physical conditions, and the use of skills is important. India has a high preference for belonging to a larger social framework. Employers might hire a person who belongs to a group. Individuals are expected to act in accordance to the greater good of one's defined in-group(s).

### Masculinity-Femininity

This dimension refers to the degree to which values are associated with stereotypes of masculinity (such as aggressiveness and dominance) and femininity (such as compassion, empathy, and emotional openness). This assesses the degree of how much (high/low) individuals in a particular culture are prompted by competition, personal achievement, and success. Individuals in masculine societies are likely to prefer individual competition and achievement, unlike feminine societies, which tend to care for others and want a quality life for all. Masculinity implies a society's orientation for assertiveness, heroism, achievement, and material reward for attaining success. On the contrary, femininity represents a predilection for modesty, cooperation, quality of life, and caring for the weak. India is considered a masculine country, the Indian culture values assertiveness, competitiveness, and ambition.

### Uncertainty Avoidance

This attribute measures how much individuals in a particular society are at ease with ambiguity and uncertainty, how much they risk when making decisions or taking action in an unsure position. Individual who

tries to avoid risk may need more time, information, planning, and support before they make any decisions about the future." In other words, leaders are not visionary and transformational; change and future uncertainty are ignored. Adaptation, commitment to experiment, and risk-taking are seen as a threat." India has a medium to a low preference for uncertainty avoidance. People in cultures with a medium to low uncertainty avoidance level tend to value risk-taking, seek change instead of avoiding it, and demonstrate a high tolerance for difference or error.

### **Indulgence vs. Restraint**

Indulgent cultures place more importance on freedom of speech and personal control, while in restrained cultures there is a greater sense of helplessness about personal destiny. "As represented by the "indulgence" point on the continuum, relative to a society that "controls gratification of needs and regulates utilizing strict social norms."

### **Universalism vs Particularism**

"Universalism means that everybody is treated as subject to the same rules. Particularism, on the contrary, means that some people are more equal than others".

## **B. Organizational Culture**

The term was adopted by the anthropologist in the late 1800s, by the 1950s there were over 100 definitions of the word and that was before organizations started using the term.

In the 1980s, Edgar Schein's research expanded the scope of the world to modern organizations and the way we talk about companies has never been the same. "The organizational culture concepts help to understand and analyze the triggers that make an organization get structured, develop, and perform. Today's generation of Indian young people is growing up in a period of economic, technological, political, and cultural transition. Thus, the culture could be a supporting as well as an inhibiting factor of the economic, commercial, and social development which means that "specific norms and collective habits can, behind the façade of formal institutions, make a mockery of the market and democratic competition".

A corporate is a mix of so many shareholders. This mix is the constant interactions between department heads, staff and of course, customers. Instead of one uniform culture across the organization, it is more likely that we will find a cultural repertoire, a set of cultural filters or perspectives, related to the social structure that relates to its members. "The pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them with norms for behavior in the organization".

Several studies have taken place since the idea emerges, and gained popularity. In India, culture studies are conducted to examine the differences between the internal work cultures of public and private sector organizations. Studies revealed that Private sectors have an open and trusting culture as compared to the public sector; and rather an open culture in IT/ITES sectors while manufacturing units are high in collaboration.

High-power distance, collectivism, and affective reciprocity are identified as major cultural values of Indian managers. "Indian employees can embrace global work values while retaining a deep connection to their societal culture" "It is a culture that is able to respond to the changes in the environment in which people are willing to take the risk, trust each other, work as teamwork to identify opportunities and problems, be proactive." "Culture can support linkages between technology adoption and organization growth; it can be a critical success factor in implementing manufacturing strategy and can play a crucial role in determining the success or failure of mergers and acquisitions".

Scale	Developers	Summery
OCI	Cooke & Lafferty (1989)	Focus on measurement of behaviors, using 12 subscales: 1) humanistic/helpful, 7) dependence, 2) affiliation, 8) avoidance, 3) achievement, 9) oppositional, 4) self-actualization, 10) power, 5) approval, 11) competitive and 6) conventionality, 12) perfectionism
CGS	Kilmann& Saxton (1983)	Focus on measurement of behavioral norms, using 4 subscales: 1) task support, 3) social relations and 2) task innovation, 4) personal freedom
OBQ	Sashkin (1984)	Focus on measurement of organizational values, (n/a) using 10 subscales: 1) work should be fun, 6) quality, 2) being the best, 7) communication, 3) innovation, 8) growth/profit orientation, 4) attention to detail,9) hands-on management and 5) value of people, 10) shared philosophy
CCS	Glaser (1983)	Focus on measurement of organizational values, using 4 subscales: 1) values, 3) rituals and 2) heroes/heroines, 4) network

Table 2: 1 Obtained from Xenikou and Furnham (1996)

The scope of OC has been defined differently across disciplines and industries, which has led to the development of various scales for measuring OC. Moreover, previously developed OC scales may also not be fully applicable to the changing definition of work, workplace, technology, market, and innovation.

This work particularly proposed how Schein's work can be applied to the companies starting with his very definition of culture in dealing with the digital shift.

Schein stated culture as a pattern of shared basic assumptions people learned while solving the problems of external adaptation and internal integration. "That has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems."

Artifacts and behavior are the most obvious signs of organizational culture. Artifacts can be visible through the things like job titles used, posters, dress codes, structure, and process at the workspaces .

The assessment of artifacts may give some view into what an organization's culture is like, though they won't furnish insight details. Likewise, changing artifacts can lead to some level of change in the culture, but the impact wouldn't be significant. The set of Artifacts considered in developing theoretical study model are:

1. **Team Work:** socialization in the workplace, cross-functional corporation is needed to bring desired change, development of new process, structure, to have transparency.
2. **Collaboration:** with the external bodies, financial institutions, startups, partners, joint ventures, etc.
3. **Integration:** between the employees and customers, feedback loop, and so on
4. **Market Activities:** use of online platform, marketing, contents, commitments, etc.
5. **Communication:** open & direct communication

Espoused values are more about what does an organization says and acts. Espoused values are expressed by organizational values and behaviors, company or employee charters, contracts, strategic goals, philosophy, mission statement, and what does a company website, media states. Analyzing these values does provide some insight into an organization's culture, and changing them surely will provide change to organizational culture to some extent, though the effect won't be immense.

In a digital context. The set of values this study proposed:

1. **Distribution of Power:** power equality amongst employees and across the hierarchy.
2. **Staffing Mentality:** diversity, embracing digital & technical skills
3. **Decision Making:** mutual decision making.
4. **Management Orientation:** openness to change, acceptance of failure, new idea generation & integration, assess & acquire new skills, task oriented, and reward.
5. **Ethics & Loyalty:** commitment, fairness, compassion, governing acts & rules.

Underlying Assumption hold by an organization's members are the most cryptic indicators of its culture than either its artifacts or espoused values. Underlying beliefs and assumptions provide the real meaning to the way that the organization really works on the inside, how they deal with each other. Assumptions about time, or what leads to the organization's success. "Basic assumptions are routines and norms in everyday life, neither challenged nor debatable, therefore extremely difficult to change. This is where the culture has real power".

Given the understanding of the problem and the solution, the organization holds a set of assumptions about how best to go about achieving the solution. In close accordance with Edgar Schein's work, the research underlines five types of assumptions shaping the digital organizational culture.

1. **Assumption about time:** the relationship between past, present and future
2. **Assumption about power & Responsibilities:** appropriate ways to distribute power & responsibilities:
3. **Need for Change:** perceived need for change.
4. **Assumption about Digitalization:** increased demand for digitalization.
5. **Assumption about work ethics:** the need to strengthen the ethical foundation of organization/ employees is urgent. Respect for autonomy,

The set of assumptions should be firmly grounded in the assumptions about digitalization and change in global markets.

### C. National and Organizational Culture

Speaking of national culture, it systematically influences organizational cultures through the firm's administrative heritage — the historical management practices that have been used by organizations within a nation. Moreover, national culture does not determine a monolithic organizational culture for all firms within a country; instead, these firms adopt organizational cultures that vary around certain broad assumptions.

The behavior of the employees is shaped by its organizational culture is somehow influenced by the respective national culture. Researchers confirmed that national culture is associated with attitudes that affect professional activities; nations with low power distance, weak uncertainty avoidance, and high individualism had higher rates of innovation. Cultural differences stemming from national, organizational, and professional cultures have an influence on international alliance performance. The national culture differences between alliance partners can challenge the development of successful relationships. The lack of common understanding may undermine the partners' interpretation of each other's strategic intent, which is crucial in global markets alliances and partnerships. A lack of shared norms and values may reduce trust, effective communication, and knowledge sharing in a joint venture.

However, some evidence suggests that differences in national culture can be beneficial. Because managers tend to be more aware of the potential challenges when working with global partners. Generally, the similarity of partners' organizational culture increases partner learning, satisfaction, and effectiveness of interactions, whereas differences in organizational culture decrease these positive outcomes. Dissimilarities in organizational cultures decrease cooperation and increase negative attitudes toward the partnership and merger.

Cultural studies advocate that there pugnance in the organization's culture and national culture values held by the managers has an adverse impact on the performance of the managers.

#### **D. Culture and Digitalization**

Digital transformation is termed as a new management journey by recent researchers into organizational practices. It's about adopting new technologies, advanced ways of working, and new mindsets to deliver recent business values.

Work from home is recent, but rather a more permanent concept. Though allocation and collaboration are one of the key issues, across and inside teams and projects. The focus is needed on the aspects of the design of work norms, work contracts, trust-building, and team-building, amongst others. Data collection, sharing of data, online payments, breach of privacy, and many issues such as trust, measurement of performance, communication effectiveness, and collaboration are associated with digitalization.

The latest studies are mostly focused on OC and digitalization, OC and trust, NC and trust, and very few specific to India, we need more work on cross-sectional perspective and identify constituents of a digital organizational culture.

Organizational culture, sub-culture/professional cultures can help or hinder the vision of an ideal digital workplace. If one is experiencing that, the culture of their organization is restraining change and innovative efforts. Or the culture has become characterized by mistrust in leadership? Or the company heavily regulated or risk-averse? Such experiences direct attention towards the organizational culture and trust factor. The digital workplace can mirror your organization's culture. Organizations need to consider what impact does culture has on a leader's attempt to meet its vision, or there could be many cultures (subculture) side by side.

The traditional way of doing business is quickly becoming outdated. Digital advancement is changing the way markets, enterprises & employees work. The vertically integrated model of operating eight to nine hours from the company's office, campus, or factory is being replaced by the mobile and agile workforce.

However, this new digital workplace also creates its own challenges, starting from security, productivity, employee expectations, experience, and work culture. Companies must be proactive in creating new systems and policies, and re-interpreting their corporate culture. Technology is continuously re-engineering the work, redesigning and creating new jobs, providing access to data, new markets, open-source talent, and making communication and collaboration way easier.

"Supporting a digital culture provides a layer of flexibility and adaptability enterprises often lack. Industries including areas of government, legal, financial services, healthcare, logistic, manufacturing, insurance, and utilities face challenges not in getting access to the technology but instead implementing a more digital workplace and culture, due to a web of local, state, or federal regulations".

A successful digital supportive culture sets the stage for innovation by breaking down barriers and empower the workforce. It provides a more open work environment with increased information transparency and trust in expertise by changing the default content and process working mechanisms from private to public.

### **E. Why Trust is Essential?**

Trust certainly seems to be a key component to the organization. It provides the foundation for creativity, innovation, teamwork, collaboration, and change, a phenomenon well researched by industrial/organizational psychologists. Moreover, the issues of trust and confidence differ across countries and sectors. Trust is more driven by shared values, performance, absence of corruption; high to above-average levels of economic equality, and through continued positive feedback .

Who can ignore the Great Recession, the fall of the mortgage industry that nearly took down the world economy, now, employees of any company, believe there's some fishy business going on somewhere. To adapt effectively in an era of technology and speed, a business must focus on creating strong, effective workplace relationships between people across the business, and between hierarchies. We all know the essential ingredient in any effective relationship is Trust – not just in one's character, but in their competency, and their communication .

Studies confirm that people do admire cultures that invest in their employees, are supportive, trustworthy, and show they value their employees. Also, trust has been found to be an important ingredient in consumer's intention and behavior towards future relationships with vendors and suppliers .

“In today's corporates, the idea of “togetherness” can take on different forms, especially with the increase in virtual collaboration and remote work. Building strong collaborative teams can be crafty when some of your employees are not physically there. That's when trust has a major role to play. Having trust means higher empathy, timely support, reduced stress, and reduction and simplification of forms and procedures .”

### **F. Culture and Trust**

Culture is a source of the script of social interaction that guides everyday behavior . Culture depicts shared beliefs and values; it conveys a sense of identity and facilitates commitment to a group. Culture as a sense-making device, defines what to pay attention to, what things mean, how to react emotionally to what is going on and what actions to take in diverse situations; to reduce the anxiety of dealing with unpredictable and uncertain environments. Since the culture shapes our thinking and influences our actions including, what we understand as fundamental to trust.

Developing and exerting trust between national and organizational culture is a formidable challenge; different beliefs, assumptions, and alien values, "peculiar" behaviors prevent successful interactions and fruitful collaborations.

Trust operates at various levels and has multifaceted implications; the empirical literature contribution focuses on the following constructs: trust, trustworthiness beliefs, propensity to trust, and trusting behavior to inform our understanding of the influence of Culture on trust. The basis of trust could be the quality of evidence gathered, and their interpretation; whether they are first-hand or presumptive, obligations, responsibilities, institutions and regulations, code of conduct, acceptable or unacceptable behavior, and party's responsibilities. Moreover, it could be based on relational bonds include international interaction, national culture, and political opinions; internalization of nation-level cultural values and norms, including a readiness

to engage in cooperation and to trust others. The values guiding people's behavior influence the trust-building process. The political persuasion: "an employee with strong socialist opinions may be rather less trusting of managers than someone with more right-wing, business-oriented sympathies.

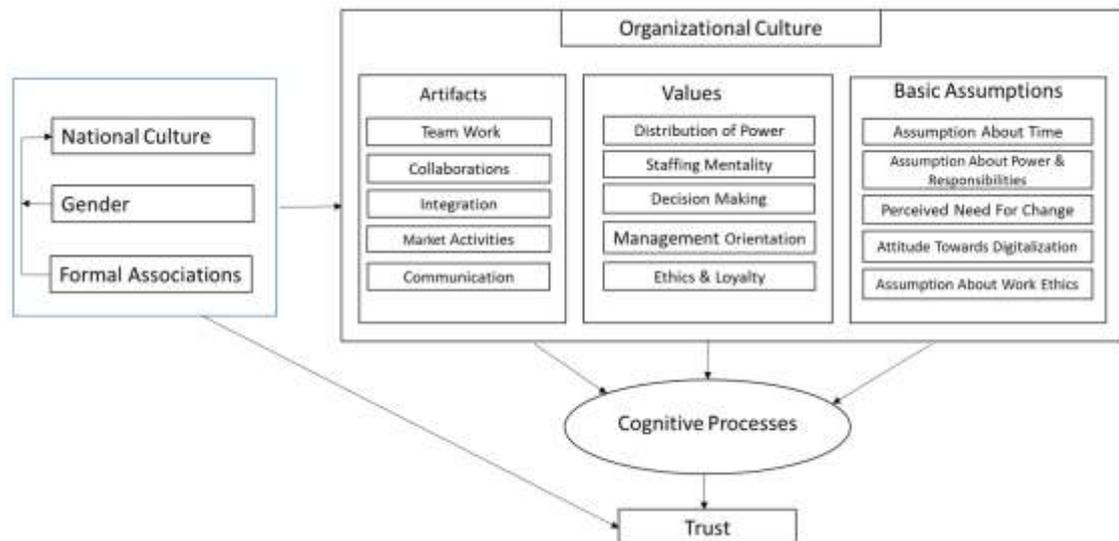
This study has taken the cognitive model of trust-building from Doney and Canon (1997) in developing the conceptual study framework. They argue that each dimension of national culture influences the use of different cognitive processes in forming the trust. The scientific literature describes five distinct cognitive patterns called cognitive trust-building processes (CTBPs). Culture shapes the preference for certain CTBPs over others. Trust across cultures is particularly problematic, as cultures differ significantly when it comes to how the trust should be established and maintained.

- **Calculative:** People would stay in a relationship if the costs and/or rewards of staying within the relationship doesn't outweigh the costs/benefits of cheating on a partner .
- **Prediction:** Prediction is the ability to forecast the behaviour of another party while developing trust.
- **Intentionality:** this process engages the trustor to estimate the trustee's motivation. E.g. when asked by the leader of the department to undergo a certain evaluation process, the employee trusts the leader to do so because he/she thinks the leader is interested in the employee's personal development and not in the profit of the firm performing the evaluation .
- **Capability:** Is being able to deliver on the promises, being ethically and socially responsible. Moreover, "capability can be proven through the abilities of front-line employees. Front-line employees have an important role in building consumer trust ."
- **Transference:** since reputation continues, this process engages the trustor in transferring trust from a known entity (proof source) to an unknown one. The proof source can be a person (e.g. friends, family) or an institution (e.g. the government). E.g. the government advises citizens to stay indoors during the pandemic. Citizens highly trust the government, therefore they will follow the instruction.

However, there is no dedicated work has done in India focusing on national culture, firms' OC, and trust-building with the recent digital shifts in working and interacting. Hence, the motivation behind conceptualizing the concept is promising and also needed when digitalization and innovation is not a concept or department but a true business creator that has considerable contemporary significance.

### Conceptual Framework:

Figure 1: Conceptual framework-Culture and Trust



## CONCLUDING REMARK

This paper lays out a review of concepts and measurement methods of national culture, organizational culture, and trust. In addition to designing organizational culture scales with the context-specific focus, as addressed above.

The knowledge of culture enables practitioners and scholars to appreciate the implications of culture on various organizational development processes such as change management ; strategic management , and new technology implementation .

The development of conceptual framework found having based on culture scales which are usually adopted in the assessment of culture. Nonetheless, this paper also spotlights the invisible part of the culture, such as a basis of trust and rationality in the organization which are not adequately covered previously especially in the Indian context.

The measurement of organizational culture using quantitative techniques still require further development. The measurement of culture is a challenging task; particularly to measure the invisible part of organizational culture and get the acceptable reliability of scales .

There are limited studies to identify the facets of NC & OC in digitalizing firms. If culture is to become a practical functional concept, the practitioner will have to learn how to assess one as part of any change program. Vocalizing structural changes, visions, and new values is a waste of time if not aligned with the existing assumptions and values.

Hence, there is further scope to investigate the relationship between national culture, organizational culture, and trust-building so that firms are able to consciously shape 'Digital Organizational Culture'.

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