CHAPTER-VII

RELATIONSHIP BETWEEN CORPORATE CULTURE AND TOTAL ORGANIZATIONAL PERFORMANCE IN INDIAN IT COMPANIES (INDUSTRY)
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7.0 Introduction

This chapter has been mainly devoted to establishing various types of relationships between the two major factors - 'corporate culture' and 'total organizational performance' in information technology (IT) companies in India. This exercise simultaneously brings out comparisons and rankings of the six selected Indian IT companies on various counts. Besides, the 'Hypothesis' and various enunciations under it have also been tested subsequently on the basis of these relationships, rankings and results (discussed in Chapter-VIII). And, all these outcomes taken together, they further enabled the researcher to arrive at the research findings, drawing conclusions, and making recommendations and suitable suggestions, which have been given separately in the last chapter (Chapter-IX).

The process of establishing the various relationships between 'corporate culture' and 'total organizational performance' in this chapter has formed the very basis of this research study. It has been done on the basis of the large amount of 'primary data' obtained and explained in the previous chapters on 'Research Methodology' (Chapter-V) and followed by 'Tabulation, Analysis and Interpretation of Data' (Chapter-VI). For this purpose the 'primary data', as obtained and explained earlier, were further processed and presented in various new forms as per the requirements of the 'Research Model' and to facilitate testing of the 'Research Hypothesis'. This new arrangements of the data under
different headings have been presented on seven tables: Table-XIII through Table-XIX (Annexure-N.1 through Annexure-N.7). And, the data on these tables also present comparisons and rankings of the six selected Indian IT companies on various counts. It has finally helped in arriving at the research findings, drawing conclusions and making recommendations as indicated earlier.

7.1 Relationship Between ‘Corporate Culture’ and ‘Total Organizational Performance’ in Indian IT Companies (Industry)

The relationship between the two major factors of corporate life - 'corporate culture' and 'total organizational performance' has been established on the basis of the ground study of the 'corporate cultures' and 'total organizational performances' of the six selected leading Indian IT companies - Infosys, Wipro, Tata Consultancy services (TCS), Satyam Computer, HCL Technologies and NIIT. The methodology and methods adopted, tools and techniques etc. developed for this purpose and used in the study, and collection and interpretation of the 'primary data' collected for this study have been described in details in the previous two chapters (chapter-V and VI). Now, these 'primary data' have been further processed and rearranged on seven new tables: Table-XIII to Table-XIX (Annexure-N.1 to Annexure-N.7) especially designed to serve the purpose of establishing this 'relationship'. These tables also present various comparisons and rankings of these six IT companies on various counts and factors related to them.

Also, while carrying out interpretation of the 'research model's detailed data' (Table-X, Table-XI and Table-XII) vide sub-heading 6.3.4.3; 'Corporate Umbrella Culture - (C.U.C.)' data (Tables-X) interpretation under sub-heading 6.3.4.3.1; 'Corporate’s Block Wise Segmental Performances - (C.S.P.-I to C.S.P.-VI)' data (Table-XI) interpretation under sub-heading 6.3.4.3.2; and that of 'Company's Total Organisational Performance – (T.O.P.)' data (Table-XII) under sub-heading 6.3.4.3.3, in the previous chapter on 'Tabulation, Analysis and Interpretation of data' (chapter-VI) - certain relationships among these three
parameters as well as company-wise various comparisons and rankings on the basis of these data have already been established which are evident and can be readily referred.

7.1.1 Comparing C.U.C. and T.O.P. Values / Index : Table-XIII (Annexure-N.1) : (Maximum 100 Points for each - C.U.C. and T.O.P.).

Infosys, on 'corporate culture' (C.U.C.) count, got the highest score of 96.90 points (96.90%) ranking 1st on the list. And, on 'total organizational performance' (T.O.P.) parameter, Infosys was again the topper with the highest score of 97.14 points (97.14%).

Wipro was the closest runner up on C.U.C. count, having scored 96.06 points (96.06%). And, on 'total organizational performance' (T.O.P.) parameter, Wipro again was the closest 2nd with the next best score of 96.63 points (96.63%).

Tata Consultancy Services (TCS) occupied 3rd place on account of its corporate culture's score of 82.27 points (82.27%). And, on 'total organizational performance' (T.O.P.) parameter, TCS again got the 3rd place having scored 81.47 points (81.47%).

In case of Satyam Computer, its C.U.C. score of 66.96 points (66.96%) placed it on the 4th position. And, Satyam's score on account of its T.O.P. parameter came to be 67.08 points (67.08%) putting it again on the 4th place.

For HCL Technologies, its C.U.C. score of 62.81 points (62.81%) brought it to the 5th position. And, HCL Technologies' 'total organizational performance' (T.O.P.) parameter's score of 62.91 points (62.91%) also placed it again on the 5th position.

And, NIIT's score of 61.46 points (61.46%) on its 'corporate culture' (C.U.C.) count placed it on the 6th and last position. Also, NIIT's score of 60.14 points (60.14%) on account of its 'total organizational performance' (T.O.P.) parameter put it again on the 6th and last place on the score list.
7.1.2 Formulation of: 'C.C.T.O.P. INDEX': 'Corporate Culture' and 'Total Organizational Performance Value Rating': Table-XIV (Annexure-N.2).

On this table, the formulation of a 'C.C.T.O.P. INDEX', which in fact is a ratio of 'corporate culture' (C.U.C.) and 'total organizational performance' (T.O.P.), has been presented and described. It can also be presented in mathematical way as: \( \frac{\text{C.U.C.}}{\text{T.O.P.}} \rightarrow \text{(A Ratio to Give)} \rightarrow \text{(C.C.T.O.P. INDEX)} \). The need to formulate this 'C.C.T.O.P. INDEX' is to represent both – the 'C.U.C. Value' and the 'T.O.P. Value' of a 'corporate' or a 'business entity' together with the help of 'a ratio' of these two values, in order to establish 'correlation' between them. It may henceforth be called the 'RATIO TWINS', which will be derived subsequently. This ratio will also exhibit an instant comparison and correlation between these two major dimensions (C.U.C. and T.O.P.) of a corporate or a business entity. Thus, it will be used in the present study to establish 'correlation' between these two dimensions and to represent them together instantly.

The procedure to formulate the 'C.C.T.O.P. INDEX': Let, the C.U.C. VALUE / INDEX (Corporate Culture's Strengths or, Corporate Umbrella Culture Values) be 'VALUE XXX' (i.e. Let, C.U.C. VALUE = 'XXX'). Also, let, the T.O.P., or, C.O.P. VALUE / INDEX (Total Organisational Performance Value or, Corporate Overall Performance Value) be 'VALUE YYY' (i.e. Let, T.O.P. VALUE = 'YYY'). Further, let, A RATIO OF : C.U.C. / T.O.P. = \( Z_{\text{CUC}} : Z_{\text{TOP}} \). Thus, the CORRELATION : C.C.T.O.P. INDEX = C.U.C. / T.O.P. (A RATIO) = \( Z_{\text{CUC}} : Z_{\text{TOP}} \).

Hence, The Result:

\[
\text{C.C.T.O.P. INDEX} = Z_{\text{CUC}} : Z_{\text{TOP}} \quad \text{(A RATIO)}
\]

OR, C.U.C. / T.O.P. (A RATIO) = \( Z_{\text{CUC}} : Z_{\text{TOP}} \)
7.1.2.1 **Explanations of ‘C.C.T.O.P. INDEX’**


- **THE C.C.T.O.P. INDEX = \( Z^{\text{CUC}} : Z^{\text{TOP}} \)** (A RATIO): It instantly reveals the inherent ‘cultural and leadership strengths (or weaknesses)’ and ‘total organizational good (or bad) performance’ of the company in a very precise way.

- **THE IMPORTANCE OF THE RATIO VALUE, OR, THE ‘RATIO TWINS’ \( Z^{\text{CUC}} : Z^{\text{TOP}} \)**: It will be a quite useful tool which can be used for projecting corporate strengths (or revealing weaknesses) intended at various interested parties, such as, investors, stock markets, stock brokers, rating agencies, customers, employees, potential employees, business associations, mergers, acquisitions, banks, overseas partners, government, policy makers, community, society, and management itself to take corrective actions in the wanting areas, and also for general public, service providers and host of other stakeholders.

- **ALSO, THE ‘RATIO TWINS’ \( Z^{\text{CUC}} : Z^{\text{TOP}} \) AS A POWERFUL MANAGEMENT TOOL**: It has got all the possibility of becoming a ‘POWERFUL AND REVOLUTIONARY MANAGEMENT TOOL IN THE FORM OF ‘A RATIO TWINS’:

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\[ Z^{\text{CUC}} : Z^{\text{TOP}} \] due to its versatility and important business applications.

- **IN NUTSHELL.**

\[
\text{C.C.T.O.P. INDEX} = \frac{\text{C.U.C.}}{\text{T.O.P}} = Z^{\text{CUC}} : Z^{\text{TOP}}
\]

7.1.3 Establishing Correlations Between – C.U.C. and T.O.P. - to obtain the C.C.T.O.P. Index (as per Table-XIV) : Table-XV (Annexure-N.3) : On the basis of: \[ \text{C.C.T.O.P. INDEX} = Z^{\text{CUC}} : Z^{\text{TOP}} (\text{A RATIO}). \]

In this sub-heading, the ‘corporate culture value’ (C.U.C. Value / Index : \( Z^{\text{CUC}} \)), the ‘total organisational performance value’ (T.O.P. Value / Index : \( Z^{\text{TOP}} \)), and the presentation of these two dimensions together in the form of \( \text{C.C.T.O.P. VALUE / INDEX} = Z^{\text{CUC}} : Z^{\text{TOP}} (\text{THE ‘RATIO TWINS’}) \) for their instant comparison in respect of all the six selected Indian IT companies are being presented on the basis of the data available on Table-XV and also on Table-XIII (as already discussed above in sub-para 7.1.1). And, the rankings of the companies on these three counts are also being done. Moreover, the classification of their scores for ‘corporate culture’ - (C.U.C.) and ‘total organizational performance’ - (T.O.P.) together in the form of \( \text{C.C.T.O.P. VALUE / INDEX} \), on the basis of the ‘final scores of company’s performance rating and classification data / results’ presented on Table-IV (Annexure-I), are also being done simultaneously.

**Infosys** : In this case, the ‘corporate culture value’ (C.U.C. Value) on a maximum 100 points basis was found to be the highest on the list which was 96.90 points (96.90%) i.e. \( Z^{\text{CUC}} = 96.90 \). The ‘total organizational performance value’ (T.O.P. Value) on a maximum 100 points basis was again found to be the highest on the list which was 97.14 points (97.14%) i.e. \( Z^{\text{TOP}} = 97.14 \). And, thus, the \( \text{C.C.T.O.P. Value / Index} = Z^{\text{CUC}} : Z^{\text{TOP}} = Z^{96.90} : Z^{97.14} \) together as the ‘Ratio..."
Twins’, have placed Infosys’ performance on both counts in the category – ‘Excellent’ and at the 1st place on the list.

Wipro : The ‘corporate culture value’ (C.U.C. Value) was found to be the 2nd highest on the list which was 96.06 points (96.06%) i.e. $Z^{CUC} = 96.06$. The ‘total organizational performance value’ (T.O.P. Value) was again found to be the 2nd highest on the list which was 96.63 points (96.63%) i.e. $Z^{TOP} = 96.63$. And, thus, the C.C.T.O.P. Value / Index = $Z^{CUC} : Z^{TOP} = 96.06 : 96.63$ together as the ‘Ratio Twins’, have placed Wipro’s performance on both counts in the category – ‘Excellent’ and at the 2nd place on the list.

Tata Consultancy Services (TCS) : The ‘corporate culture value’ (C.U.C. Value) was found to be the 3rd highest on the list which was 82.27 points (82.27%) i.e. $Z^{CUC} = 82.27$. The ‘total organizational performance value’ (T.O.P. Value) was again found to be the 3rd highest on the list which was 81.47 points (81.47%) i.e. $Z^{TOP} = 81.47$. And, thus, the C.C.T.O.P. Value / Index = $Z^{CUC} : Z^{TOP} = 82.27 : 81.47$ together as the ‘Ratio Twins’, have placed TCS’ performance on both counts in the category – ‘Very Strong’ and at the 3rd place on the list.

Satyam Computer : In this case, the ‘corporate culture value’ (C.U.C. Value) was found to be at the 4th place on the list which was 66.96 points (66.96%) i.e. $Z^{CUC} = 66.96$. The ‘total organizational performance value’ (T.O.P. Value) was again found to be at the 4th place on the list which was 67.08 points (67.08%) i.e. $Z^{TOP} = 67.08$. And, thus, the C.C.T.O.P. Value / Index = $Z^{CUC} : Z^{TOP} = 66.96 : 67.08$ together as the ‘Ratio Twins’, have placed Satyam Computer’s performance on both counts in the category – ‘Strong’ and at the 4th place on the list.

HCL Technologies : Its ‘corporate culture value’ (C.U.C. Value) was found to be at the 5th place on the list which was 62.81 points (62.81%) i.e. $Z^{CUC} = 62.81$. The ‘total organizational performance value’ (T.O.P. Value) was again found to be at the 5th place on the list which was 62.91 points (62.91%) i.e. $Z^{TOP} = 62.91$. And, thus, the C.C.T.O.P. Value / Index = $Z^{CUC} : Z^{TOP} = 62.81 : 62.91$
together as the 'Ratio Twins', have placed HCL Technologies' performance on both counts in the category – 'Strong' and at the 5th place on the list.

**NIIT**: Its 'corporate culture value' (C.U.C. Value) was found to be at the 6th and the last place on the list which was 61.46 points (61.46%) i.e. \( Z^{\text{CUC}} = 61.46 \). The 'total organizational performance value' (T.O.P. Value) was again found to be at the 6th and the last place on the list which was 60.14 points (60.14%) i.e. \( Z^{\text{TOP}} = 60.14 \). And, thus, the C.C.T.O.P. Value / Index = \( Z^{\text{CUC}} : Z^{\text{TOP}} = Z^{61.46} : Z^{60.14} \) together as the 'Ratio Twins', have placed NIIT's performance on both counts in the category – 'Strong' and at the 6th and the last place on the list.

### 7.1.4 Ranking of the Companies by Corporate's Cultural Strengths - (C.U.C.): Table-XVI (Annexure-N.4).

This table (Table-XVI) contains 'final scores of corporate culture values or strengths' - (C.U.C. Values) on maximum 100 points basis in respect of all the six selected IT companies (also discussed earlier in the relevant context). It also presents corporate culture's performance (C.U.C.) class or category company wise on the basis of the 'final scores of company's performance rating and classification data / results' presented on Table-IV (Annexure-I).

**Infosys**, on the basis of these data / results, got the highest score of 96.90 points (96.90%) as its 'C.U.C. Value', was placed in the 'Excellent' category, and ranked 1st on the list.

**Wipro**, on its 'C.U.C. Value' count, scored the closest second highest score of 96.06 points (96.06%), was also placed in the 'Excellent' category, and ranked 2nd.

**Tata Consultancy services (TCS)**, on this count (C.U.C. Value), scored 82.27 points (82.27%) which was the 3rd highest, was placed in the 'Very Strong' category, and thereby ranked 3rd on the list.
**Satyam Computer** came 4th on the basis of ‘C.U.C. Value’ score of 66.96 points (66.96%), was placed in the ‘Strong’ category on this count, and thus, occupied the 4th position on the final list.

**HCL Technologies**, in this case scored 62.81 points (62.81%) as its ‘C.U.C. Value’ which was 5th highest, was placed in the ‘Strong’ category on this basis, and thereby, occupied the 5th place on the list.

**NIIT** was the last on the list (at 6th place) on ‘C.U.C. Value’ count, which was 61.46 points (61.46%), was placed in the ‘Strong’ category on this basis, and thus, it was placed at the bottom 6th position.

### 7.1.5 Ranking of the Companies by Total Organizational Performance - (T.O.P.) : Table-XVII (Annexure-N.5).

In this case, Table-XVII presents ‘final scores of total organizational performance’ - (T.O.P. Values) on maximum 100 points basis in respect of all the six selected IT companies (also discussed previously in the relevant context). It also presents ‘total organizational performance’ (T.O.P.) class or category company wise on the basis of the ‘final scores of company’s performance rating and classification data / results’ presented on Table-IV (Annexure-I).

**Infosys**, on the basis of these data / results, got the highest score of 97.14 points (97.14%) as its ‘T.O.P. Value’, was placed in the ‘Excellent’ category, and ranked 1st on the list.

**Wipro**, on its ‘T.O.P. Value’ count, scored the closest second highest score of 96.63 points (96.63%), was also placed in the ‘Excellent’ category, and ranked 2nd.

**Tata Consultancy Services (TCS)**, on this count (T.O.P. Value), scored 81.47 points (81.47%) which was the 3rd highest, was placed in the ‘Very Strong’ category, and thereby ranked 3rd on the list.
Satyam Computer came 4th on the basis of ‘T.O.P. Value’ score of 67.08 points (67.08%), was placed in the ‘Strong’ category on this count, and thus, occupied the 4th position on the final list.

HCL Technologies, in this case scored 62.91 points (62.91%) as its ‘T.O.P. Value’ which was 5th highest, was placed in the ‘Strong’ category on this basis, and thereby, occupied the 5th place on the list.

NIIT was the last on the list (at 6th place) on ‘T.O.P. Value’ count, which was 60.14 points (60.14%), was placed in the ‘Strong’ category on this basis, and thus, it was placed at the bottom 6th position.

7.1.6 Correlation Between C.U.C. and T.O.P., and Ranking by the ‘TWIN RATIO’ – $Z_{CUC} : Z_{TOP} - (C.C.T.O.P.)$ : Table-XVIII (Annexure-N.6).

AND,

7.1.7 Analysis of Correlations Between Corporate Cultures and Their Total Organisational Performance : Table-XIX (Annexure-N.7).

In above two cases, the former heading (based on table-XVIII) deals with the correlation between C.U.C. and T.O.P. as well as ranking and classification of the companies under study on the basis of ‘Twin Ratio’ data. The ‘Twin Ratio’ represents ‘corporate culture’s strengths’ - (C.U.C. Values) and ‘total organizational performance scores’ – (T.O.P. Values) and also establishes the extent of correlations between these two major dimensions. And, the latter heading (based on table-XIX) presents the final analysis of correlation between individual company’s ‘corporate culture’ and ‘total organizational performance’ while comparing the results of their ‘corporate culture’s strengths’ vis-a-vis ‘total organisational performance scores’. In fact the data of the latter (on table-XIX) is an extension of the data of the former (on table-VIII). Hence, the interrelated data on both these tables are being explained and analyzed under above two subheadings (7.1.6 and 7.1.7) together to serve the purpose in totality.
In the first case, Table-XVIII contains the individual C.C.T.O.P. INDEX / VALUE company wise in respect of all the six IT companies. The C.C.T.O.P. Index represents a 'Twin Ratio' which in turn contains the 'C.U.C. Value' and 'T.O.P. Value' as: \( C.C.T.O.P. \text{ INDEX} = Z_{C.U.C} : Z_{T.O.P} \) (A RATIO). Here, the correlation between 'corporate culture' (C.U.C. Value) and 'total organizational performance' (T.O.P. Value) in case of each company has been established and the extent of the difference between these two major dimensions has also been determined separately and presented on the table. Also, the rankings of the six IT companies on the basis of their respective 'Twin Ratios' or 'C.C.T.O.P. Values' have also been carried out. Simultaneously, the classification or categorization of these companies on the basis of their respective 'C.C.T.O.P. Values' has also been done as per the 'company's performance rating and classification data / results' presented on Table-IV (Annexure-I).

And, in the second case, the data and results presented on Table-XIX which is an extension of the data and results presented on the previous table (Table-XVIII), the final analysis of correlation between 'corporate culture' – (C.U.C.) and 'total organizational performance' – (T.O.P.) in case of each company has been done separately, with deriving some additional data / results using the C.U.C. and T.O.P. values for this purpose.

7.1.8 Explanations of the Correlations, Rankings, Classifications and the Final Analysis - Company Wise

 Infosys: The value of the 'C.C.T.O.P. INDEX' represented by the 'Twin Ratio' came to be \( Z_{C.U.C} : Z_{T.O.P} = 96.90 : 97.14 \). The difference between Infosys' 'T.O.P. Value' and 'C.U.C. Value' was found to be 0.24 points (Positive). It conveys that company's 'total organization performance' (T.O.P. Value) as compared to its 'corporate culture' (C.U.C. Value) i.e. (T.O.P. Value – C.U.C. Value) was higher by 0.24 points on 100 points basis. It also signifies that this difference of 0.24 points between the values of these two major dimensions (T.O.P. and C.U.C.) with respect to company's 'corporate culture value' (C.U.C.}
Value) on percentage basis, i.e. (T.O.P. – C.U.C.) / (C.U.C.) (%), results into manifestation of company's 'total organizational performance' - (T.O.P. Value) being 0.25% (Higher) than its 'corporate culture' (C.U.C. Strengths). Thus, it establishes the fact that company's culture and overall organizational performance were moving in tandem, and its organisational performance was rather found to be 0.25% higher than its cultural and internal strengths.

Also, Infosys, on the basis of its C.C.T.O.P. INDEX or the 'TWIN RATIO' (Z^{CUC} : Z^{TOP}) values, and its performances on both counts (C.U.C. and T.O.P.), the company got the overall ranking of 1st on the list and was classified in 'Excellent' category.

Wipro : The value of the 'C.C.T.O.P. INDEX' represented by the 'Twin Ratio' came to be Z^{CUC} : Z^{TOP} = 96.06 / 96.63. The difference between Wipro's 'T.O.P. Value' and 'C.U.C. Value' was found to be 0.57 points (Positive). It reflects that company's 'total organization performance' (T.O.P. Value) as compared to its 'corporate culture' (C.U.C. Value) i.e. (T.O.P. Value – C.U.C. Value) was higher by 0.57 points on 100 points basis. It also signifies that this difference of 0.57 points between the values of these two major dimensions (T.O.P. and C.U.C.) with respect to company's 'corporate culture value' (C.U.C. Value) on percentage basis, i.e. (T.O.P. – C.U.C.) / (C.U.C.) (%), results into manifestation of company's 'total organizational performance' - (T.O.P. Value) being 0.59% (Higher) than its 'corporate culture' (C.U.C. Strengths). Thus, it establishes the fact that company's culture and overall organizational performance were moving in tandem, and its organisational performance was rather found to be 0.59% higher than its cultural and internal strengths.

Also, Wipro, on the basis of its C.C.T.O.P. INDEX or the 'TWIN RATIO' (Z^{CUC} : Z^{TOP}) values, and its performances on both counts (C.U.C. and T.O.P.), the company got the overall ranking of 2nd on the list and was classified in 'Excellent' category.

Tata Consultancy Services (TCS) : In this case, the value of the 'C.C.T.O.P. INDEX' represented by the 'Twin Ratio' came to be Z^{CUC} : Z^{TOP} = 82.27 / 81.47. The difference between TCS' 'T.O.P. Value' and 'C.U.C. Value'
was found to be 0.80 points (Negative). It conveys that company’s ‘total organization performance’ (T.O.P. Value) as compared to its ‘corporate culture’ (C.U.C. Value) i.e. (T.O.P. Value – C.U.C. Value) was lower by 0.80 points on 100 points basis. It also signifies that this difference of 0.80 points between the values of these two major dimensions (T.O.P. and C.U.C.) with respect to company’s ‘corporate culture value’ (C.U.C. Value) on percentage basis, i.e. (T.O.P. – C.U.C.) / (C.U.C.) (%), results into manifestation of company’s ‘total organizational performance’ - (T.O.P. Value) being 0.97% (Lower) than its ‘corporate culture’ (C.U.C. Strengths). Thus, it establishes the fact that company’s culture and overall organizational performance both were moving together to a greater extent. However, its organisational performance was found to be 0.97% lower than its cultural and internal strengths, which also indicates that the company was under performing. Also, TCS, on the basis of its C.C.T.O.P. INDEX or the ‘TWIN RATIO’ (Z^CUC : Z^TOP) values, and its performances on both counts (C.U.C. and T.O.P.), the company got the overall ranking of 3rd on the list and was classified in ‘Very Strong’ category.

Satyam Computer: The value of the ‘C.C.T.O.P. INDEX’ represented by the ‘Twin Ratio’ came to be Z^CUC : Z^TOP = 66.96 / 67.08. The difference between Satyam’s ‘T.O.P. Value’ and ‘C.U.C. Value’ was found to be 0.12 points (Positive). It conveys that company’s ‘total organization performance’ (T.O.P. Value) as compared to its ‘corporate culture’ (C.U.C. Value) i.e. (T.O.P. Value – C.U.C. Value) was higher by 0.12 points on 100 points basis. It also signifies that this difference of 0.12 points between the values of these two major dimensions (T.O.P. and C.U.C.) with respect to company’s ‘corporate culture value’ (C.U.C. Value) on percentage basis, i.e. (T.O.P. – C.U.C.) / (C.U.C.) (%), results into manifestation of company’s ‘total organizational performance’ - (T.O.P. Value) being 0.18% (Higher) than its ‘corporate culture’ (C.U.C. Strengths). Thus, it establishes the fact that company’s culture and overall organizational performance were moving in tandem, and its organisational performance was rather found to be 0.18% higher than its cultural and internal strengths.
Also, Satyam Computer, on the basis of its C.C.T.O.P. INDEX or the 'TWIN RATIO' ($Z^{CUC} : Z^{TOP}$) values, and its performances on both counts (C.U.C. and T.O.P.), the company got the overall ranking of 4th on the list and was classified in 'Strong' category.

**HCL Technologies**: The value of the 'C.C.T.O.P. INDEX' represented by the 'Twin Ratio' came to be $Z^{CUC} : Z^{TOP} = 62.81 / 62.91$. The difference between HCL Technologies' 'T.O.P. Value' and 'C.U.C. Value' was found to be 0.10 points (Positive). It conveys that company's 'total organization performance' (T.O.P. Value) as compared to its 'corporate culture' (C.U.C. Value) i.e. (T.O.P. Value - C.U.C. Value) was higher by 0.10 points on 100 points basis. It also signifies that this difference of 0.10 points between the values of these two major dimensions (T.O.P. and C.U.C.) with respect to company's 'corporate culture value' (C.U.C. Value) on percentage basis, i.e. (T.O.P. - C.U.C.) / (C.U.C.) (%), results into manifestation of company's 'total organizational performance' - (T.O.P. Value) being 0.16% (Higher) than its 'corporate culture' (C.U.C. Strengths). Thus, it establishes the fact that company's culture and overall organizational performance were moving in tandem, and its organisational performance was rather found to be 0.16% higher than its cultural and internal strengths. Also, HCL Technologies, on the basis of its C.C.T.O.P. INDEX or the 'TWIN RATIO' ($Z^{CUC} : Z^{TOP}$) values, and its performances on both counts (C.U.C. and T.O.P.), the company got the overall ranking of 5th on the list and was classified in 'Strong' category.

**NIIT**: In this case, the value of the 'C.C.T.O.P. INDEX' represented by the 'Twin Ratio' came to be $Z^{CUC} : Z^{TOP} = 61.46 / 60.14$. The difference between NIIT's 'T.O.P. Value' and 'C.U.C. Value' was found to be 1.32 points (Negative). It conveys that company's 'total organization performance' (T.O.P. Value) as compared to its 'corporate culture' (C.U.C. Value) i.e. (T.O.P. Value - C.U.C. Value) was lower by 1.32 points on 100 points basis. It also signifies that this difference of 1.32 points between the values of these two major dimensions (T.O.P. and C.U.C.) with respect to company's 'corporate culture value' (C.U.C. Value) on percentage basis, i.e. (T.O.P. - C.U.C.) / (C.U.C.) (%), results into
manifestation of company’s ‘total organizational performance’ - (T.O.P. Value) being 2.15% (Lower) than its ‘corporate culture’ (C.U.C. Strengths). Thus, it establishes the fact that company’s culture and overall organizational performance both were moving together to some extent. However, its organisational performance was found to be 2.15% lower than its cultural and internal strengths, which also indicates that the company was under performing. Also, NIIT, on the basis of its C.C.T.O.P. INDEX or the ‘TWIN RATIO’ ($Z^\text{CUC} : Z^\text{TOP}$) values, and its performances on both counts (C.U.C. and T.O.P.), the company got the overall ranking of 6th and the last on the list, but was classified in ‘Strong' category.

7.1.9 Conclusions and Inferences

In the nutshell, the outcomes and inferences are:

- There existed a ‘high correlation’ between ‘corporate culture’ and ‘total organisational performance’ in each of the six selected Indian IT companies.

- The correlation between their respective ‘corporate cultures’ and ‘total organisational performance’ was found to be closer to 100% in majority of the cases.

- The minor variation in their respective ‘total organisational performances’ as compared to the ‘corporate culture’s strengths’ were found to be ranging between maximum 0.59% (higher side, Wipro) to 0.97% (lower side, TCS) – in five cases – Infosys, Wipro, TCS, Satyam Computer and HCL Technologies. In only one odd case of NIIT, it was found to 2.15% (lower side, NIIT). But, all of them fell within acceptable limit (say maximum 5% variation limit).

- As these six leading Indian IT companies are the ‘benchmarks’ for ‘Indian corporates’ in general and also the true
‘representatives’ of other Indian IT companies (or IT industry), the outcomes as existence of a ‘high correlation’ between their respective ‘corporate culture’ and ‘total organisational performance’ can also be ‘generalized to be true’ for the ‘Indian IT Industry’ in particular and ‘Indian corporates’ or ‘business organisations’ in general.

• On their respective ‘rankings’ on the both counts - ‘corporate culture’ and ‘total organisational performance’ – Infosys topped the list (1st), Wipro was the closest runner up (2nd), followed by TCS on the list (3rd), Satyam Computer came next (4th), just below it was HCL Technologies (5th), and NIIT was the last (6th) on the list.

• And, on their respective ‘company’s performance level classification’ on these counts - ‘corporate culture’s strength’ as well as ‘total organisational performance’ – both Infosys and Wipro found their places in ‘Excellent’ category, Tata consultancy Services (TCS) was found to be ‘Very Strong’, and the rest three - Satyam Computer, HCL Technologies and NIIT occupied their places in ‘Strong’ category.