CHAPTER-VIII

TESTING

OF

THE HYPOTHESIS
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8.0 Introduction

The ‘Research Hypothesis,’ consisting of a series of ten different enunciations (serial nos. 5.4.1 through 5.4.10) and forming the basis of this research study, has been cited in the previous chapter on ‘Research Methodology’ (Chapter-V, heading 5.4). These enunciations were required to be tested and verified during this on ground study that is nearing its completion. In this process, the ‘primary data’ collected during this study with the help of specially designed instruments / questionnaires were statistically tested and analyzed (Chapter-V). Also, their tabulation, analysis and interpretation were carried out (Chapter-VI). And further, the company wise correlations between ‘corporate culture’ and ‘total organizational performance’ in the six selected Indian IT companies were firmly established in the preceding chapter; and their rankings, classifications and final analysis also done (Chapter-VII). Now, on the basis of these correlations, their interpretations, detailed analysis and the final outcomes, all the ‘ten enunciations of the hypothesis’ have been tested one by one, as described in the foregoing paragraphs under appropriate sub-headings, in order to prove (or disprove) them and to know their individual status as well as the facts in totality.

8.1 Testing of the Hypothesis

The ‘ten enunciations of the hypothesis’ are being tested statement wise as below:

8.1.1 Statement One : (on sub-para 5.4.1)

“A ‘corporate’ or a ‘business organisation’ possesses a definite culture, a strong or a weak culture, based on its various cultural elements
and factors, and is manifested in the form of a comprehensive and all inclusive ‘corporate umbrella culture’. (C.U.C : independent variable.).”

Result One:

The existence of a comprehensive and all inclusive ‘corporate umbrella culture’ - (C.U.C : independent variable), based on company’s various cultural elements and factors, was tested and verified company wise on the six selected Indian IT companies – Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT. All these companies possessed definite, comprehensive and all inclusive ‘corporate culture’ or ‘corporate umbrella culture’ – (C.U.C.), ranging from maximum 96.90 points (96.90%, in case of Infosys) to minimum 61.46 points (61.46%, in case of NIIT), on a maximum of 100 points score basis (Table-X, Explanation on sub-para 6.3.4.3.1 and Table-XIII, Explanation on sub-para 7.1.1). And, these values of the cultural strengths of the six selected companies were classified into different categories – from ‘Excellent’, ‘Very Strong’ and ‘Strong’ (Table-XVI, Explanation on 7.1.4). These results provide enough proof to validate the above statement.

Hence, ‘Statement One’ verified and proved.

8.1.2 Statement Two : (on sub-para 5.4.2)

“A corporate culture results into an ‘intangible performance’ comprising of corporate vision, leadership, image, personality and brand value. (Corporate intangibles : dependent variables.).”

Result Two:

Corporate culture’s manifestations and generation of multifaceted corporate intangible performances (dependent variables), as cited in the above statement, were tested and verified separately on the six selected Indian IT companies – Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT. The maximum score of 15 points on this count was determined for each company. And, the actual scores on this count were found to be ranging from maximum 14.67 points (97.80%, for Infosys) to minimum 9.23 points (61.53%, for
NIIIT). In this case, the detailed results are presented on Table-XI-(CSP-I) and explained on sub-paragraph 6.3.4.3.2 which provide ample proof to support the above statement.

**Hence, 'Statement Two' verified and proved.**

8.1.3 Statement Three : (on sub-para 5.4.3)

“A corporate culture has definite bearings on the quality of management, its structures, systems, processes, professionalism, ethical and moral values, and quality of work life. (Management, structures, systems and processes related performance : dependent variables.).”

**Result Three :**

In this case, corporate culture’s performance towards quality of management, structures, systems and processes etc. (dependent variables) were again tested and verified separately on the six selected Indian IT companies – Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIIT. The maximum score of 20 points on this count was determined for each company. And, the actual scores on this count were found to be ranging from maximum 19.48 points (97.40%, in case of Infosys) to minimum 12.04 points (60.20%, for NIIIT). Also, the detailed results are presented on Table-XI-(CSP-II) and explained on sub-paragraph 6.3.4.3.2, which provide adequate proof to support the above statement.

**Hence, 'Statement Three' verified and proved.**

8.1.4 Statement Four : (on sub-para 5.4.4)

“A corporate culture exerts influence on its products, services, quality, technology, innovation and knowledge capital creation. (Products, services, knowledge capital and quality related performance : dependent variables.).”
**Result Four:**

Here, corporate culture's influence and performance towards products, services, knowledge capital and quality etc. (dependent variables) were tested and verified separately on the **six selected Indian IT companies**. It was done on the basis of a predetermined maximum score of 20 points for each company. And, the actual scores on this count were found to be ranging from maximum 19.38 points (96.90%, for Wipro) to minimum 11.97 points (59.85%, in case of NIIT). In this case, the detailed results are presented on Table-XI-(CSP-III) and explained on sub-paragraph 6.3.4.3.2, which amply prove the above statement.

**Hence, 'Statement Four' verified and proved.**

**8.1.5 Statement Five :** (on sub-para 5.4.5)

"A corporate culture has great bearings on company's financial and growth performance, profitability, value creation and its ability to take on crisis situations affecting the corporate performance. (Financial, growth, profitability, value creation and ability of tackling unforeseen situations related performance : dependent variables.)."

**Result Five:**

In order to verify corporate culture's manifestations towards and bearings on company's financial, growth, profitability, value creation and ability of tackling unforeseen situations related performances (dependent variables), these were tested and verified separately on the six selected Indian IT companies – Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT. The maximum score of 25 points on this count was determined for each company. And, the actual scores in this case were found to be ranging from maximum 24.36 points (97.44%, for Infosys) to minimum 14.17 points (56.68%, for NIIT). In this case, the detailed results are presented on Table-XI-(CSP-IV) and explained on sub-paragraph 6.3.4.3.2 which provide ample proofs to support the above statement.

**Hence, 'Statement Five' verified and proved.**
8.1.6 Statement Six : (on sub-para 5.4.6)

“A corporate culture exhibits definite attitudes and contributions towards community, society, environment and ecology. (Social and environmental performance : dependent variables.).”

Result Six :

Corporate culture's manifestations towards social and environmental performances (dependent variables) were tested and verified separately on the six selected Indian IT companies. It was done on the basis of a predetermined maximum score of 5 points for each company. And, the actual scores on this count were found to be ranging from maximum 4.81 points (96.20%, for Infosys) to minimum 2.92 points (58.40%, in case of HCL Technologies). In this case, the detailed results are presented on Table-XI-(CSP-V) and explained on sub-paragraph 6.3.4.3.2, which amply support the above statement.

Hence, 'Statement Six' verified and proved.

8.1.7 Statement Seven : (on sub-para 5.4.7)

“A corporate culture makes impact on its concerns towards employees, customers, business associates, service providers and other stakeholders. (Stakeholders related performance : dependent variables.).”

Result Seven :

Corporate culture's impact on and performance towards company's concerns for its employees, customers, business associates, service providers and other stakeholders (dependent variables) were tested and verified separately on the six selected Indian IT companies. It was done on the basis of a predetermined maximum score of 15 points for each company. And, the actual scores on this count were found to be ranging from maximum 14.50 points (96.67%, for Infosys) to minimum 9.30 points (62%, in case of NIIT). In this case, the detailed results are presented on Table-XI-(CSP-VI) and explained on sub-paragraph 6.3.4.3.2, which amply validate the above statement.

Hence, 'Statement Four' verified and proved.
8.1.8 Statement Eight : (on sub-para 5.4.8)

“A corporate culture, or a comprehensive and all inclusive ‘corporate umbrella culture’ – (C.U.C.), manifests itself into corporate’s various ‘segmental performances’ – (C.S.P.), and the sum total of these performances becomes the ‘total organizational performance’ – (T.O.P.) of that business entity.”

Result Eight:

Corporate culture’s or corporate umbrella culture’s (C.U.C.) manifestations into corporate’s various ‘segmental performances’ (C.S.P.) and their sum total becoming the ‘total organizational performance’ (T.O.P.) of that business entity was tested and verified company wise on the six selected Indian IT companies – Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT.

For the first part of the statement, all these companies possessed definite and evident but varying levels of their segmental performances (dependent variables) depending upon their corporate culture (independent variable) as tested and verified in above sub-headings (8.1.2 to 8.1.7), and the results presented on Table-XI and detailed explanations given earlier under sub-heading 6.3.4.3.2.

And, for the second part, the sum total of corporate’s six segmental performances (CSP-I to CSP-II) were done in case of all the six selected Indian IT companies separately, which resulted into ‘total organizational performance’ - (T.O.P.) of the respective company and were presented on Table-XII and explained under sub-heading 6.3.4.3.3. Also. In this case, the ‘total organizational performance’ - (T.O.P.) values in respect of these six companies, ranging from maximum 97.14 points (97.14%, in case of Infosys) to minimum 60.14 points (60.14%, in case of NIIT), on a maximum of 100 points score basis (Table-XII, Explanations on sub-para 6.3.4.3.3 and Table-XIII, Explanations on sub-para 7.1.1). And, these ‘total organizational performance’ - (T.O.P.) values of the six selected companies were classified into different categories –
from 'Excellent', 'Very Strong' and 'Strong' (Table-XVII, Explanations under sub-heading 7.1.5). These results provide enough proof to validate the above statement.

Hence, 'Statement Eight' verified and proved.

8.1.9 Statement Nine : (on sub-para 5.4.9)

"A 'corporate culture' (C.U.C. : independent variable) has a high correlation with its 'total organizational performance'. (T.O.P. : dependent variable.)”

Result Nine:

The existence of an unique, identifiable and quantifiable 'corporate culture' - (C.U.C. : independent variable) and 'total organizational performance' - (T.O.P. : dependent variable) in respect of a corporate or a business entity, was tested and verified company wise on six selected Indian IT companies – Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT. When measured, it was found that all these companies possessed definite but varying levels of their respective 'corporate culture' as well as their respective 'total organisational performance' of varying levels (Table-XIII, Explained under sub-heading 7.1.1). The testing and verification of these two major dimensions in respect of each company has already been discussed and concluded under preceding sub-headings (8.1.1 to 8.1.8).

Further, the existence of “a high correlation between 'corporate culture' - (C.U.C. : independent variable) and 'total organizational performance' – (T.O.P. : dependent variable)” in case of a corporate or a business entity, was again tested and verified one by one on these six selected IT companies – Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT. For this purpose, a 'Ratio Twins' representing 'corporate culture' and 'total organization performance' together (C.C.T.O.P. INDEX = $Z^{\text{CUC}} : Z^{\text{TOP}}$) was formulated (Table-XIV, Explanations under sub-heading 7.1.2), to
facilitate an instant comparison between these two major dimensions (C.U.C. and T.O.P.) and establishing correlation between them.

And, the actual correlation between 'corporate culture' - (C.U.C.: independent variable) and 'total organizational performance' – (T.O.P.: dependent variable) in respect of the six selected Indian IT companies – Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT were established separately, and their respective rankings, classifications and detailed final analysis carried out. Finally, the correlation and other related results and their detailed analysis amply exhibited "existence of a high correlation between 'corporate culture' - (C.U.C.) and 'total organizational performance' – (T.O.P.)" in respect of each of the six selected IT companies, which were duly tested, verified and concluded. These are presented on Table-XV, Table-XVIII, and Table-XIX; and the explanations given under sub-headings 7.1.3, 7.1.6 and 7.1.7 respectively.

Hence, 'Statement Nine' verified and proved.

8.1.10 Statement Ten : (on sub-para 5.4.10)

"And, the correlation between 'corporate culture' and 'total organization performance' can be instantaneously represented as an index value with the help of C.U.C. and T.O.P. values on a 'RATIO TWINS': [C.C.T.O.P. Index = Z^{CUC} : Z^{TOP}]"

Result Ten :

As explained under preceding sub-heading 8.1.9, that in order to establish "correlation between 'corporate culture' - (C.U.C.: independent variable) and 'total organizational performance' – (T.O.P.: dependent variable)" in case of a corporate or a business entity, a 'Ratio Twins' representing 'corporate culture' and 'total organization performance' together (C.C.T.O.P. INDEX = Z^{CUC} : Z^{TOP}) was formulated (Table-XIV, Explanations under sub-heading 7.1.2), to facilitate an instant comparison between these two major dimensions (C.U.C. and T.O.P.) and to establish correlation between them. It
was tested and verified one by one on the six selected Indian IT companies – *Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT* on the basis of the correlation results, their company wise rankings, classifications and their detailed analysis etc.

It amply proves that the 'Ratio Twins' instantly representing 'corporate culture' and 'total organization performance' together as (C.C.T.O.P. INDEX = $Z^{CUC} : Z^{TOP}$) and also instantly exhibiting the correlation between these two major dimensions, is a tested and valid instrument for this purpose. These are sequentially presented on Table-XV, Table-XVIII, and Table-XIX; and the explanations given under sub-headings 7.1.3, 7.1.6 and 7.1.7 respectively. *In this way, the above enunciation was found to be true.*

*Hence, 'Statement Ten' verified and proved.*

### 8.2 Test Results and Research Outcomes

Thus, all the ‘ten enunciations’ and the ‘hypothesis’ stand verified and proved on the basis of the individual test results obtained as above.

And, these test results further lead to research findings, help in drawing conclusions, making recommendations and suitable suggestions as the outcomes of this research study. They have been presented in the next and the last chapter (Chapter-IX).