CHAPTER-IX

RESEARCH FINDINGS, CONCLUSIONS AND RECOMMENDATIONS
CHAPTER-IX : RESEARCH FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

9.0 Introduction

This, being the last chapter of the thesis, has been focused on bringing out the major research findings, drawing conclusions, making recommendations and giving suitable suggestions for the six selected Indian IT companies (Indian IT industry) in particular and corporates or business organizations in general. They, in turn, have been precipitated out of the test results obtained while testing the 'Research Hypothesis' and a series of ten different 'Enunciations' under it (5.4.1 through 5.4.10, Chapter-V). Their testing was carried out in the previous chapter on 'Testing of the Hypotheses' (under sub-headings 8.1.1 through 8.1.10, Chapter-VIII).

Further, research findings have been presented in two parts - covering the selected IT companies (industry) and corporates in general separately. Similarly, conclusions drawn are presented in three parts - about the selected IT companies, general business organizations, and also further conclusions and inferences based on the primary as well as secondary data together. And, lastly, recommendations have been made and suitable suggestions given for the selected IT companies and general business entities – again separately in two parts. These are presented in succeeding paragraphs under appropriate headings.

9.1 Research Findings

The 'major research findings' based on the 'primary data' and as the outcome of this study are presented in two parts. In part-I the research findings in
respect of the six selected Indian IT companies – Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT are presented. And, part-II includes the research findings about ‘corporate culture’ and ‘total organizational performance’ of ‘corporates’ or ‘business entities’ in general.

Research Findings : (Part-I)

9.1.1 Major Research Findings : About ‘Six Selected Indian IT Companies’

In continuation, the findings in this part are based on the test results obtained while testing the above ten statements on the six selected Indian IT companies – Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT during the on ground study as discussed earlier. When their respective corporate culture‘ – (C.U.C.) and total organizational performance‘ (T.O.P.) were measured on 100 points basis in each case, 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). And, the correlation between the two major dimensions, corporate culture‘ – (C.U.C.) and total organizational performance‘ – (T.O.P.) were established in respect of each company, their ranking, classification and detailed analysis etc. were also done (Table-XIV, Table-XV, Table-XVIII and Table-XIX; and their explanations given under sub-headings 7.1.2, 7.1.3, 7.1.6 and 7.1.7 respectively). Finally, the testing and verification of these two major dimensions along with their respective correlation in case of each company were also discussed and concluded under heading 7.2 (and sub-headings 7.2.1 to 7.2.10). Hence, on the basis of these outcomes, the second part of the research findings in respect the six IT companies are presented below:

9.1.1.1 Infosys:

Infosys’ corporate culture‘ (C.U.C. Value) on a maximum 100 points basis was found to be 96.90 points (96.90%) which was the highest on the list
(ranked 1st). Its ‘total organizational performance’ (T.O.P. Value) on a maximum 100 points basis was found to be 97.14 points (97.14%) which was again the highest on the list (ranked 1st). And, the correlation and comparison between ‘corporate culture’ – (C.U.C.) and ‘total organizational performance’ – (T.O.P.), represented by the ‘C.C.T.O.P. INDEX’ or the ‘Twin Ratio’ as $Z_{CUC} : Z_{TOP} = 96.90 : 97.14$, are revealed instantly. The difference between Infosys’ ‘total organization performance’ - (T.O.P.) and its ‘corporate culture’ - (C.U.C.) came to be 0.24 points (positive) signifying that its ‘total organizational performance’ was higher by 0.25% as compared to its ‘corporate culture’s strengths’. In this way, its ‘corporate culture’ and ‘total organizational performance’ were moving in perfect tandem, and its organisational performance of 0.25% higher than its cultural and internal strengths also indicates that the company was overall performing slightly better 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.

9.1.1.2 Wipro:

Wipro’s ‘corporate culture’ (C.U.C. Value) on a maximum 100 points basis was found to be 96.06 points (96.06%) which was the second highest on the list (ranked 2nd). Its ‘total organizational performance’ (T.O.P. Value) on a maximum 100 points basis was found to be 96.63 points (96.63%) which was again the second highest on the list (ranked 2nd). And, the correlation and comparison between ‘corporate culture’ – (C.U.C.) and ‘total organizational performance’ – (T.O.P.), represented by the ‘C.C.T.O.P. INDEX’ or the ‘Twin Ratio’ as $Z_{CUC} : Z_{TOP} = 96.06 / 96.63$, are revealed instantly. The difference between Wipro’s ‘total organization performance’ - (T.O.P.) and its ‘corporate culture’ - (C.U.C.) came to be 0.57 points (positive) signifying that its ‘total organizational performance’ was higher by 0.59% as compared to its ‘corporate culture’s strengths’. In this way, its ‘corporate culture’ and ‘total
organizational performance' were moving almost in perfect tandem, and its organisational performance of 0.59% higher than its cultural and internal strengths also indicates that the company was overall performing slightly better than its cultural and internal strengths. Also, Wipro, 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 2\(^{\text{nd}}\) on the list and was classified in ‘Excellent’ category.

9.1.1.3 Infosys and Wipro - ‘The Technology Twins’:

The above two findings (cited under sub-headings 7.3.2.1 and 7.3.2.2) further confirm that both Infosys and Wipro have emerged as the ‘Technology Twins’ on the Indian IT horizon on many counts. It is supported by various facts and figures, such as, their ‘corporate culture’s strengths’ (C.U.C.: Infosys - 96.90 points (96.90%), and Wipro - 96.06 points (96.06%)), ‘total organizational performance values’ (T.O.P.: Infosys - 97.14 points (97.14%), and Wipro - 96.63 points (96.63%)), and the correlation and comparison between these two major dimensions represented by the ‘C.C.T.O.P. INDEX’ or the ‘Twin Ratio’ as \( (\text{Infosys} : Z^{\text{CUC}} : Z^{\text{TOP}} = 96.90 : 97.14, \text{and Wipro} : Z^{\text{CUC}} : Z^{\text{TOP}} = 96.06 / 96.63) \) are revealed instantly. Also, the difference between their ‘total organization performance’ \( \text{- (T.O.P.) and ‘corporate culture’ - (C.U.C.)} \) values came to be \( (\text{Infosys} : 0.24 \text{ points (positive), and Wipro} : 0.57 \text{ points (positive)}) \); and their respective ‘total organizational performance values’ as compared to their ‘corporate cultural strengths’ were found to be \( (\text{Infosys} : 0.25\% \text{ (higher), and Wipro} : 0.57\% \text{ (higher)}) \). Also, Infosys and Wipro both, on the basis of their respective C.C.T.O.P. INDEX or the ‘TWIN RATIO’ \( (Z^{\text{CUC}} : Z^{\text{TOP}}) \) values, and their individual performances on both C.U.C. and T.O.P. accounts, Infosys got the overall ranking of 1\(^{\text{st}}\) on the list and Wipro was the closest 2\(^{\text{nd}}\); and both Infosys and Wipro were classified in the same category: ‘Excellent’. Thus, both Infosys and Wipro were found to be moving in tandem on several counts, and together they present an unique example of being ‘Technology Twins’ on the Indian technological scenario.
9.1.1.4 Tata Consultancy Services (TCS):

TCS' 'corporate culture' (C.U.C. Value) on a maximum 100 points basis was found to be 82.27 points (82.27%) which was the third highest on the list (ranked 3rd). Its 'total organizational performance' (T.O.P. Value) on a maximum 100 points basis was found to be 81.47 points (81.47%) which was again the third highest on the list (ranked 3rd). And, the correlation and comparison between 'corporate culture' – (C.U.C.) and 'total organizational performance' – (T.O.P.), represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as \( Z_{CUC} : Z_{TOP} = 82.27 / 81.47 \), are revealed instantly. The difference between TCS' 'total organization performance' - (T.O.P.) and its 'corporate culture' - (C.U.C.) came to be 0.80 points (negative) signifying that its 'total organizational performance' was lower by 0.97% as compared to its 'corporate culture's strengths'. In this way, its 'corporate culture' and 'total organizational performance' 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.

9.1.1.5 Satyam Computer:

Satyam Computer's 'corporate culture' (C.U.C. Value) on a maximum 100 points basis was found to be 66.96 points (66.96%) which was the fourth on the list (ranked 4th). Its 'total organizational performance' (T.O.P. Value) on a maximum 100 points basis was found to be 67.08 points (67.08%) which was again the fourth on the list (ranked 4th). And, the correlation and comparison between ‘corporate culture’ – (C.U.C.) and ‘total organizational performance’ – (T.O.P.), represented by the ‘C.C.T.O.P. INDEX’ or the ‘Twin Ratio’ as \( Z_{CUC} : Z_{TOP} = 66.96 / 67.08 \), are revealed instantly. The difference between Satyam’s ‘total organization performance’ - (T.O.P.) and its ‘corporate
culture' - (C.U.C.) came to be 0.12 points (positive) signifying that its 'total organizational performance' was higher by 0.18% as compared to its 'corporate culture's strengths'. In this way, its 'corporate culture' and 'total organizational performance' were moving in perfect tandem, and its organisational performance of 0.18% higher than its cultural and internal strengths also indicates that the company was overall performing slightly better 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 4^{th} on the list and was classified in 'Strong' category.

9.1.1.6 HCL Technologies:

HCL Technologies' 'corporate culture' (C.U.C. Value) on a maximum 100 points basis was found to be 62.81 points (62.81%) which was the fifth on the list (ranked 5^{th}). Its 'total organizational performance' (T.O.P. Value) on a maximum 100 points basis was found to be 62.91 points (62.91%) which was again the fifth on the list (ranked 5^{th}). And, the correlation and comparison between 'corporate culture' - (C.U.C.) and 'total organizational performance' - (T.O.P.), represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as Z^{CUC} : Z^{TOP} = 62.81 / 62.91, are revealed instantly. The difference between HCL Technologies' 'total organization performance' - (T.O.P.) and its 'corporate culture' - (C.U.C.) came to be 0.10 points (positive) signifying that its 'total organizational performance' was higher by 0.16% as compared to its 'corporate culture's strengths'. In this way, its 'corporate culture' and 'total organizational performance' were moving in perfect tandem, and its organisational performance of 0.16% higher than its cultural and internal strengths also indicates that the company was overall performing slightly better 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 5^{th} on the list and was classified in 'Strong' category.
9.1.1.7 **NIIT:**

NIIT’s ‘corporate culture’ (C.U.C. Value) on a maximum 100 points basis was found to be 61.46 points (61.46%) which was the sixth and the last on the list (ranked 6th). Its ‘total organizational performance’ (T.O.P. Value) on a maximum 100 points basis was found to be 60.14 points (60.14%) which was again the sixth and the last on the list (ranked 6th). And, the correlation and comparison between ‘corporate culture’ – (C.U.C.) and ‘total organizational performance’ – (T.O.P.), represented by the ‘C.C.T.O.P. INDEX’ or the ‘Twin Ratio’ as \( Z^{C.U.C.:T.O.P.} = \frac{61.46}{60.14} \), are revealed instantly. The difference between NIIT’s ‘total organization performance’ - (T.O.P.) and its ‘corporate culture’ - (C.U.C.) came to be 1.32 points (negative) signifying that its ‘total organizational performance’ was lower by 2.15% as compared to its ‘corporate culture’s strengths’. In this way, its ‘corporate culture’ and ‘total organizational performance’ 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’ \( (Z^{C.U.C.:T.O.P.}) \) 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.

**Research Findings: Part-II**

9.1.2 **Major Research Findings: About a ‘Corporate or a ‘Business Entity’**

These findings are based on a series of enunciations numbering ten, presented earlier under heading 5.4 (and sub-headings 5.4.1 to 5.4.10) in the chapter on ‘Research Methodology’ (chapter-V). Further, these statements were tested and verified under heading 7.2 (and sub-headings 7.2.1 to 7.2.10) while carrying out ‘Testing of the Hypothesis’ in the current chapter. Now, these outcomes can be accepted as ‘Management Principles’ or real life
happenings in case of a 'corporate' or a 'business entity' in general. The are cited as below:

**The Research Findings:**

9.1.2.1 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.).

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

9.1.2.3 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.).

9.1.2.4 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.).

9.1.2.5 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.).

9.1.2.6 A corporate culture exhibits definite attitudes and contributions towards community, society, environment and ecology. (Social and environmental performance : dependent variables.).
9.1.2.7 A corporate culture makes impact on its concerns towards employees, customers, business associates, service providers and other stakeholders. (Stakeholders related performance : dependent variables.).

9.1.2.8 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.

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

9.1.2.10 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'. [
\[ C.C.T.O.P. \text{ Index} = Z^{\text{C.U.C}} : Z^{\text{T.O.P.}} \]\n
9.2 Conclusions

The 'research study' is being concluded below in three parts. The first part is focused on the status of 'corporate culture' and 'total organizational performance' in the 'six Indian IT companies' particularly selected for this study. The second part contains important facts and findings related to 'corporate culture' and 'total organisational performance' of 'corporates' or 'business organizations' in general. And, the third part includes final conclusions and inferences based on 'primary data' as well as 'secondary data' together

Conclusions : Part-I

9.2.1 About the 'Six Selected Indian IT Companies'

The on ground study included testing of the 'hypothesis' on six selected leading Indian IT companies – Infosys, Wipro, TCS, Satyam Computer, HCL.
Technologies and NIIT, on the basis of primary data obtained during the course of study. The outcomes are summarized as below:

9.2.1.1 Infosys:

Its ‘corporate culture’ - (C.U.C.) was found to be 96.90 points (96.90%, the highest on the list, ranking 1st) and its ‘total organizational performance’ - (T.O.P.) came to be 97.14 points (97.14%, the highest on the list, ranking 1st), both when measured on a maximum 100 points basis each. And, the correlation between its ‘corporate culture’ and ‘total organizational performance’, represented by the ‘C.C.T.O.P. INDEX’ or the ‘Twin Ratio’ as $Z_{\text{CUC}} : Z_{\text{TOP}} = 96.90 : 97.14$, was found to be of very high degree. The difference between Infosys’ T.O.P. and C.U.C. came to be 0.24 points (positive), signifying its ‘total organizational performance’ being higher by 0.25% as compared to its ‘corporate culture’s strengths’. Also, Infosys got the overall ranking of 1st on the list on these counts (C.U.C. and T.O.P., and the ‘Twin Ratio’), and was classified in ‘Excellent’ category.

9.2.1.2 Wipro:

Its ‘corporate culture’ - (C.U.C.) was found to be 96.06 points (96.06%, the second highest on the list, ranking 2nd) and its ‘total organizational performance’ - (T.O.P.) came to be 96.63 points (96.63%, the second highest on the list, ranking 2nd), both when measured on a maximum 100 points basis each. And, the correlation between its ‘corporate culture’ and ‘total organizational performance’, represented by the ‘C.C.T.O.P. INDEX’ or the ‘Twin Ratio’ as $Z_{\text{CUC}} : Z_{\text{TOP}} = 96.06 / 96.63$, was found to be of very high degree. The difference between Wipro’s T.O.P. and C.U.C. came to be 0.57 points (positive), signifying its ‘total organizational performance’ being higher by 0.59% as compared to its ‘corporate culture’s strengths’. Also, Wipro got the overall ranking of 2nd on the list on these counts (C.U.C. and T.O.P., and the ‘Twin Ratio’), and was classified in ‘Excellent’ category.
9.2.1.3 Infosys and Wipro - ‘The Technology Twins’:

Both Infosys and Wipro emerged as the ‘Technology Twins’ on the Indian IT horizon on many counts. Their ‘corporate culture strengths’ (C.U.C. : Infosys - 96.90 points (96.90%), and Wipro - 96.06 points (96.06%)), ‘total organizational performance values’ (T.O.P. : Infosys - 97.14 points (97.14%), and Wipro - 96.63 points (96.63%)), and high correlation between these two major dimensions, represented by the ‘C.C.T.O.P. INDEX’ or the ‘Twin Ratio’ as (Infosys : $Z^{\text{C.U.C.}} : Z^{\text{T.O.P.}} = 96.90 : 97.14$, and Wipro : $Z^{\text{C.U.C.}} : Z^{\text{T.O.P.}} = 96.06 / 96.63$) etc. support this fact. Also, the difference between their ‘total organization performance’ and ‘corporate culture’ values came to be (Infosys : 0.24 points (positive), and Wipro : 0.57 points (positive)), and their respective ‘total organizational performance values’ as compared to their ‘corporate cultural strengths’ were found to be (Infosys : 0.25% (higher), and Wipro : 0.57% (higher)). Also, on all these counts Infosys got the overall ranking of 1st on the list and Wipro was the closest 2nd, and both Infosys and Wipro were classified in the same category: ‘Excellent’. Thus, both Infosys and Wipro were found to be moving in tandem on several counts and presented an unique example of being high performing ‘Technology Twins’ on the Indian IT and technological scenario.

9.2.1.4 Tata Consultancy Services (TCS):

Its ‘corporate culture’ - (C.U.C.) was found to be 82.27 points (82.27%, the third highest on the list, ranked 3rd) and its ‘total organizational performance’ - (T.O.P.) came to be 81.47 points (81.47%, the third highest on the list, ranked 3rd), both when measured on a maximum 100 points basis each. And, the correlation between its ‘corporate culture’ and ‘total organizational performance’, represented by the ‘C.C.T.O.P. INDEX’ or the ‘Twin Ratio’ as $Z^{\text{C.U.C.}} : Z^{\text{T.O.P.}} = 82.27 / 81.47$, was found to be of high degree. The difference between TCS’ T.O.P. and C.U.C. came to be 0.80 points (negative), signifying its ‘total organizational performance’ being lower by 0.97% as compared to its ‘corporate culture’s strengths’, which also indicates that the company was
under performing. Also, TCS got the overall ranking of 3rd on the list on these counts (C.U.C. and T.O.P., and the ‘Twin Ratio’), and was classified in ‘Very Strong’ category.

9.2.1.5 Satyam Computer:

Its ‘corporate culture’ - (C.U.C.) was found to be 66.96 points (66.96%, the fourth on the list, ranking 4th) and its ‘total organizational performance’ - (T.O.P.) came to be 67.08 points (67.08%, the fourth on the list, ranking 4th), both when measured on a maximum 100 points basis each. And, the correlation between its ‘corporate culture’ and ‘total organizational performance’, represented by the ‘C.C.T.O.P. INDEX’ or the ‘Twin Ratio’ as $Z_{CUC} : Z_{TOP} = 66.96 / 67.08$, was found to be of very high degree. The difference between Satyam’s T.O.P. and C.U.C. came to be 0.12 points (positive) signifying its ‘total organizational performance’ being higher by 0.18% as compared to its ‘corporate culture’s strengths’. And, Satyam Computer got the overall ranking of 4th on the list on these counts (C.U.C. and T.O.P., and the ‘Twin Ratio’), and was classified in ‘Strong’ category.

9.2.1.6 HCL Technologies:

Its ‘corporate culture’ - (C.U.C.) was found to be 62.81 points (62.81%, the fifth on the list, ranked 5th) and its ‘total organizational performance’ - (T.O.P.) came to be 62.91 points (62.91%, the fifth on the list, ranked 5th), both when measured on a maximum 100 points basis each. And, the correlation between its ‘corporate culture’ and ‘total organizational performance’, represented by the ‘C.C.T.O.P. INDEX’ or the ‘Twin Ratio’ as $Z_{CUC} : Z_{TOP} = 62.81 / 62.91$, was found to be of very high degree. The difference between HCL Technologies’ T.O.P. and C.U.C. came to be 0.10 points (positive) signifying its ‘total organizational performance’ being higher by 0.16% as compared to its ‘corporate culture’s strengths’. And, HCL Technologies got the overall ranking of 5th on the list on these counts (C.U.C. and T.O.P., and the ‘Twin Ratio’), and was classified in ‘Strong’ category.
9.2.1.7 NIIT:

Its 'corporate culture' - (C.U.C.) was found to be 61.46 points (61.46%, the sixth and the last on the list, ranked 6th) and its 'total organizational performance' - (T.O.P.) came to be 60.14 points (60.14%, the sixth and the last on the list, ranked 6th). And, the correlation between its 'corporate culture' and 'total organizational performance', represented by the 'C.C.T.O.P. INDEX' or the 'Twin Ratio' as \( \frac{Z_{CUC}}{Z_{TOP}} = \frac{61.46}{60.14} \), was found to be of high degree. The difference between NIIT's T.O.P. and C.U.C. came to be 1.32 points (negative), signifying its 'total organizational performance' being lower by 2.15% as compared to its 'corporate culture's strengths', which also indicates that the company was under performing. And, NIIT got the overall ranking of 6th and the last on the list, but was classified in 'Strong' category.

Conclusions: Part-II

9.2.2 About 'Corporate Culture' and 'Total Organisational Performance' of Corporates in General

The 'hypothesis' contained a series of ten enunciations which were tested and verified during the on ground study on the basis of the 'primary data' related to the six selected Indian IT companies. They later became the major findings of this research study and are also true for corporates or business organizations in general. These are as under:

9.2.2.1 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.).

9.2.2.2 A 'corporate' or a 'business entity' 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 culture' or 'corporate umbrella culture' - (C.U.C : independent variable).
9.2.2.3 The 'corporate culture' being the bedrock and internal strengths of a company, it facilitates multifaceted organizational performances and results into various segmental performances, such as; first, 'intangible performance' comprising of corporate vision, leadership, image, personality and brand value. (Corporate intangibles : dependent variables.); second, management, structures, systems and processes related performance (dependent variables.); third, products, services, knowledge capital and quality related performance (dependent variables.); fourth, company's financial, growth, profitability, value creation and ability of tackling unforeseen situations related performance (dependent variables.); fifth, social responsiveness and environmental performance (dependent variables.); and sixth, various stakeholders – employees, customers, business associates, service providers and other stakeholders related performance (dependent variables).

9.2.2.4 And, the sum total of these 'segmental performances' becomes the 'total organizational performance' – (T.O.P.) of that 'corporate' or 'business organisation'.

9.2.2.5 Also, a 'corporate culture' (C.U.C. : independent variable) has a high correlation with its 'total organizational performance'. (T.O.P. : dependent variable); 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 'TWINS'. [ C.C.T.O.P. Index = $Z^{CUC} : Z^{TOP}$ ]

**Conclusions : Part-III**

9.2.3 Final Conclusions and Inferences : Based on 'Primary Data' as well as 'Secondary Data'

In the present research study - the findings, conclusions and inferences on the 'research topic' have been drawn from three different sources and presented at their respective places. The first two emanate from the 'secondary data' sources (chapter-ii and chapter-iii), whereas the third one is based on the 'primary data' (current chapter). It is imperative to have a quick look at all the
outcomes in order to compare them and to arrive at the final conclusions and inferences in respect of the research study.

9.2.3.1 Conclusions and Inferences Based on the ‘Secondary Data’

The large volume of ‘secondary sources of data / information’ and views of various scholars and outcomes of a number of previous ‘research studies’ related to the topic were gathered and studied in depth while reviewing the ‘literature’ on ‘corporate culture: a conceptual treatment’ (under heading 2.1 and sub-headings 2.1.1 through 2.1.7), ‘corporate culture and organizational performance’ (under heading 2.2 and sub-headings 2.2.1 through 2.2.3.10), ‘corporate cultures in knowledge based companies and IT industry’ (under heading 2.3 and sub-headings), and ‘the emerging corporate cultures’ (under heading 2.4 and sub-headings), and they were presented in chapter-II.

Further, the ‘secondary sources of data / information’ related to the IT companies under study were available only in fringes as no research work on the topic was carried out in India. The literature / articles and reports about these companies, published in various leading business and IT magazines over a period of four to five years, were collected by the researcher for the purpose of reviewing the ‘literature and reports’ on the six selected leading Indian IT companies - Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT, and were systematically presented and analyzed in chapter-III. The respective ‘corporate culture’ and ‘organisational performance’ of these companies were discussed in details under headings 3.1 through 3.6.2.3, India’s
'technology twins – Infosys and Wipro' under heading 3.7, the 'summary' of 'corporate culture' and 'organizational performance' of these companies were presented under heading 3.8 (and sub-headings 3.8.1 through 3.8.6.2), and that of 'India’s technology twins – Infosys and Wipro' under heading 3.9 (and sub-headings 3.9.1 and 3.9.2).

Furthermore, company wise detailed 'discussions and interpretations' of the available 'secondary data' regarding their respective 'corporate culture' and 'organizational performance' in respect of the six IT companies were presented under heading 3.10 (and sub-headings 3.10.1 through 3.10.12). And finally, the 'conclusions and inferences' about their respective 'corporate culture' and 'organisational performance' as also the apparent 'correlation' between these two major dimensions in respect of each company along with their respective rankings and actual positions were presented under heading 3.11 (and subheadings 3.11.1 through 3.11.4). In this way, the final positions of these companies on these counts were found to be in the order - Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT, and there existed a high correlation between their respective 'corporate culture' and 'organizational performance'.

9.2.3.2 Conclusions and Inferences Based on the 'Primary Data'

In the current chapter (chapter-IX), the research findings on the topic based on the 'primary data' collected by the researcher during the on ground study, have been discussed in details under heading 9.1. The major research findings about the 'six selected Indian IT companies' have been presented under heading 9.1.1 (and sub-headings 9.1.1.1 through 9.1.1.7); and that about a 'corporate' or a 'business entity' discussed under heading 9.1.2 (and sub-headings 9.1.2.1 through 9.1.2.10).

And, based on these research findings, the conclusions drawn on the basis of the 'primary data' have been presented in this chapter (chapter-IX) under heading 9.2, which is further sub-divided into two streams. Firstly, conclusions about the 'six selected Indian IT companies' have been discussed under heading
9.2.1 (and sub-headings 9.2.1.1 through 9.2.1.7); and secondly, conclusions about ‘corporate culture’ or ‘corporate umbrella culture’ – (C.U.C.) and ‘total organizational performance’ – (T.O.P.) in case of a ‘corporate’ or a ‘business organisation’ in general presented under heading 9.2.2 (and sub-headings 9.2.2.1 through 9.2.2.5).

9.2.3.3 Final Conclusions : Based on the ‘Primary and Secondary Data’ Together

The present research study is primarily based on the on ground study and the ‘primary data’ collected by the researcher during the course of this study. However, a comparison between the two conclusions drawn separately on the basis of the ‘primary data’ and the ‘secondary sources / data’, and an objective view of the same will eventually result into the final conclusions of this research study.

In the former case (on ground study, based on primary data), ‘corporate culture’ was treated as a comprehensive and all inclusive dimension of a ‘corporate’ or a ‘business entity’ having extended meaning and scope. Apart from the other conventional elements and factors of ‘corporate culture’, it additionally included corporate image, global vision, mission, leadership, brand value, other intangibles, social responsiveness, environmental consciousness, concerns for other stakeholders etc. And thus, making it a comprehensive and all inclusive ‘corporate umbrella culture’ – (C.U.C.), which manifests itself into corporate’s various ‘segmental performances’ – (C.S.P.), such as, corporate intangibles – (CSP-I), management and systems – (CSP-II), products and services – (CSP-III), financial and growth – (CSP-IV), social and environmental – (CSP-V), and various stakeholders – (CSP-VI) related performances, and the sum total of these performances becomes the ‘total organizational performance’ – (T.O.P.) of that business entity.

In the latter case (on the basis of literature review, previous findings etc., i.e. secondary data, as discussed in chapter-II and chapter-III), conventional
meaning and scope of ‘corporate culture’ formed the basis of the review / study and ‘organisational performance’ was limited to mainly financial performance.

In both the cases (on primary and secondary data basis), it was established that ‘corporate umbrella culture’ – (C.U.C.) or ‘corporate culture’ had high correlation with ‘total organization performance’ – (T.O.P.) or ‘organisational performance’.

Also, in both the cases, the six selected Indian IT companies, on the basis of their respective ‘corporate culture’ and ‘total organizational performance’ – (T.O.P.) or ‘organisational performance’, were found to be having their rankings and actual positions in the order - Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT, and there existed a high correlation between their respective ‘corporate culture’ and ‘total organizational performance’ – (T.O.P.) or ‘organisational performance’. Additionally, India’s two premier IT companies – Infosys and Wipro, on the basis of their respective ‘corporate culture’ and ‘total organizational performance’ – (T.O.P.) or ‘organisational performance’, emerged together as perfect ‘technology twins’ in both the case.

And finally, the similar outcomes in respect of ‘corporate culture’ and ‘total organizational performance’ – (T.O.P.) (or ‘organizational performance’) as also the existence of a ‘high correlation’ between these two major dimensions in both the cases (primary and secondary data / sources) in general, and also yielding almost similar results on these three counts (culture, performance and a high correlation between them) when tested on (with primary data) or review done (with secondary data) in respect of each of the six selected Indian IT companies which also occupied their respective rankings and positions on these counts in the order - Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT, and additionally, emergence of Infosys and Wipro as India’s ‘technology twins’ in both the cases.
In this way, all these outcomes from two different sources (primary and secondary data / sources) and a striking balance and similarity in the final results obtained through the two different angles (data sources) corroborate with each other. Further, they validate the ‘hypothesis’ and ‘various enunciations’ made under it. Thus, the ‘research study’ has fulfilled all the research objectives, brought various useful facts and findings for corporate world in general and IT industry in particular and reached its logical conclusion.

9.3 Recommendations

The recommendations, based on the outcomes of the ‘research study’ about ‘corporate culture’ and ‘total organisational performance’, are made separately for ‘six selected Indian IT companies’ / ‘Indian IT industry’ in particular and ‘corporates’ or ‘business organisations’ in general. They are cited below as two sets of recommendations:

9.3.1 Recommendations for ‘Six Selected Indian IT Companies’ / ‘Indian IT Industry’ in Particular

9.3.1.1 Infosys – India’s most visible ‘technology company’ and already occupying a high position on the list of ‘world class IT companies’ – must further strengthen its ‘corporate culture’ to further add to its ‘total organizational performance’ globally, and move up quickly on the list to occupy the ‘top 10’ position on the ‘global IT companies list’.

9.3.1.2 Wipro – one of India’s most visible ‘technology companies’ and already occupying a respectable position on the list of ‘world class IT companies’ – must further build up its ‘corporate culture’ to further improve its ‘total organizational performance’ globally, and move up quickly on the list to occupy the ‘top 10’ position on the ‘global IT companies list’.

9.3.1.3 Infosys and Wipro – India’s most visible ‘technology twins / companies’ and already rated high among ‘world class IT companies’ – must
further build up their respective ‘corporate cultures’ to further improve upon their ‘total organizational performance’ globally – benchmarking and competing with each other on both counts - and maintaining a high growth momentum as true ‘technology twins / companies’ - and move up quickly on the list to occupy the ‘top 10’ position on the ‘global IT companies list’.

9.3.1.4 Tata Consultancy Services (TCS) - the oldest and highest performing Indian IT company in financial terms, has been facing a business deterrence globally due to the lack of an independent image (it being a division of a private holding company - Tata Sons) – must further build up its ‘corporate culture’ to further improve upon its ‘total organizational performance’ along with enhanced ‘image, corporate personality and brand value’ globally – must also go public (as an independent public limited company) as quickly as possible to build upon its global image - and must move up quickly to occupy the ‘top 10 list’ of ‘global IT companies’.

9.3.1.5 Satyam Computer – one of India’s highly successful IT companies with global operations and recognition - ought to further build up its ‘corporate culture’ in order to improve upon its ‘total organization performance’ globally – and must move up the ‘value chain’ from its current position to realize its true potential.

9.3.1.6 HCL Technologies – one of India’s oldest and successful technology companies with global operations and recognition - ought to further build up its ‘corporate culture’ to improve upon its ‘total organization performance’ globally – and must move up the ‘value chain’ from its current position to realize its true potential.

9.3.1.7 NIIT – India’s topmost IT training and a software solutions company having successful global operations in both streams – possessing a higher level of ‘corporate culture’ than its ‘total organizational performance’. It must immediately take corrective actions - by broadening its market base as well as simultaneously moving up the ‘value chain’ - to achieve higher ‘organisational
performance’ commensurate with its ‘corporate culture’s strengths’ enabling it to occupy its rightful position.

9.3.1.8 Indian IT Industry / companies in general – they must take advantage of India’s inherent capability in IT sector - availability of skilled manpower, managerial talents and a vibrant IT culture in the new generation professionals. They must strengthen their respective ‘corporate cultures’ and thereby strengthen their ‘total organizational performance’ on the basis of comprehensive parameters determined for both these corporate related dimensions in the current research study. They also must move up the ‘value chain’ and quickly switch over from ‘service stage’ to ‘product stage’ - offering their own IT products to the global markets and turning themselves into ‘world class IT companies’.

9.3.2 Recommendations for ‘Corporates’ and ‘Business Organisations’ in General

9.3.2-A About ‘Corporate Culture’

9.3.2.1 A ‘corporate’ or a ‘business organisation’, in the fast changing technological, economic and business environment as well as changing society, its values and aspirations, must build up an unique, positive and strong ‘corporate culture’, going much beyond its traditional meaning and scope, and making it a forward looking, positively charged, all inclusive and comprehensive ‘corporate culture’ or ‘corporate umbrella culture - (C.U.C)’ in order to acquire a ‘cutting edge’ over others.

9.3.2.2 Such ‘corporate culture’ or ‘corporate umbrella culture’ must include positive and important dimensions like corporate beliefs, core values, strong corporate leadership, global vision, corporate image, personality and brand value, ethical and moral values, openness and democratic norms, concerns for all the stakeholders – employees, customers and investors as well as other stakeholders like suppliers, service providers, business associates, community, larger society, environment and ecology on equal footing in order for the
‘corporate’ to build up its internal strengths, earn wider acceptability and supports from all quarters, ensure its agility and long term success and survival.

9.3.2.3 A ‘corporate culture’ must be forward looking and dynamic in nature. It must keep on adding and strengthening positive elements and values with the change of time. Likewise, it must keep on shedding the weak ones or minimizing their effects by fine tuning and bringing timely changes in the culture.

9.3.2-B *About ‘Total Organisational Performance’*

9.3.2.4 The present day ‘corporates’ or ‘business organisations’ must move from the old concept of ‘organizational performance’, which was mainly based on financials related performances, to the newly developed and tested concept of ‘Total Organisational Performance – T.O.P.’ (i.e. organizational performance in totality), which is sum total of various ‘segmental performances’ of a corporate. The ‘T.O.P. concept’ i.e. ‘total organizational performance’ goes much beyond its traditional meaning and scope and presents an all inclusive and comprehensive aspects of ‘corporate or organizational performance’.

9.3.2.5 A ‘corporate’, which adopts the ‘T.O.P. concept’ of organizational performance, must include in its performance parameters all the major aspects, such as, corporate vision, mission, strategies, leadership and brand value; quality of management, systems and processes, corporate dynamism, professionalism and physical manifestations; quality of work life, democratic norms, transparency and ethics in business; quality of products, services, knowledge capital and talent pool; financials, growth, corporate value building and strategies for crisis; social responsiveness and environmental consciousness; concerns for employees, customers and investors as well as other stakeholders like suppliers, service providers, business associates, local community and the likes.

Also, there should be an optimum balance among each other, based on their respective importance and priority, while considering each of them in the total perspective. It will result into ‘building up the corporate’ and its ‘overall higher performance’ on continued basis.
9.3.2-C Based on Correlation between 'Corporate Culture' and 'Total Organisational Performance'

9.3.2.6 As established in the study, there exists a high correlation between 'corporate culture' and 'total organizational performance'. Hence, a 'corporate' or a 'business organisation' aiming at achieving higher 'corporate performance', must build up its 'corporate culture' in order to achieve it on continued basis.

9.3.2.7 A corporate must also look into its existing 'corporate culture', identify the weak parts, take corrective actions and keep on fine tuning it - in order to further build it up and keep pace with the changing time and technology. It will maintain the culture in a 'strong and positive state', which will eventually yield higher 'total organizational performance' on continued basis.

9.3.2.8 Besides, a corporate must identify its various segmental operations and performance blocks and build up related cultural elements / dimensions - in order to build up a strong, positive and relevant 'corporate culture', and thereby building up its internal strengths, which would in turn manifest itself into higher 'segmental performances' or a higher 'total organisational performance'.

9.3.2.9 And, the forward looking 'corporates' ought to adopt the newly developed and tested technique of instantly making comparison and judging the extent of correlation between their respective 'corporate culture' and 'total organizational performance'. It can be instantaneously represented as an index value with the help of C.U.C. and T.O.P. values 'TWINS'. [ C.C.T.O.P. Index = Z_{CUC} : Z_{TOP} ]. Their comparisons and results must be reviewed on regular basis and corrective actions taken or fine tuning done whenever necessary.