ABSTRACT

1. Background of the Study

Many years ago, India missed the industrial revolution due to factors beyond its control during that period. Years later, a new revolution - the information technology revolution knocked its door. This time India didn't miss it. Thirty years down the line, late starter though India was, it has occupied a niche space in the world IT arena. Indian expertise and talent drives key sectors of the computers and communication business worldwide. Information technology was the first thing which made India realize its inherent capability and latent potential in knowledge and service sector. IT brought to the nation a newly acquired self-confidence and a new respect, recognition and admiration throughout the world.

India's IT prowess has turned India into a global IT brand and IT software and services hub of the world. India and the global Indians have become the intellectual capital of the world. India is on the threshold of becoming an IT superpower nation. Hundreds of IT software and services companies have emerged during the last two decades in India's sunrise industry sector – the information technology (IT), and attained global stature. Some of the leading ones are Infosys, Wipro, Tata Consultancy Services, Satyam Computer, HCL Technologies and NIIT among others. These companies have developed their respective distinct corporate cultures. They have been operating globally and performing well and also making impact on the world IT scenario.

But as of date, no authentic research work have been carried out by any researcher in India to understand their respective corporate cultures, evaluating their organizational performance, and establishing correlation between their
corporate cultures and organizational performance. It was a long felt need and that's why this topic was undertaken for an in depth study and research about the problem to fill up the research void.

Also, developing and testing of a new management concept of ‘Total Organisational Performance’ – the T.O.P. concept, which takes into account ‘organizational performance in totality’ has been core to this study. It goes much beyond the traditional meaning and scope of ‘organisational performance’ which merely reflects financial performance of an organisation. The T.O.P. concept is a comprehensive one and accounts for the total performance of an organisation - by including distinct and well defined various segmental performances of a business organisation, such as, corporate’s intangibles like image, personality, leadership and brand value; quality of management, systems, and processes; physical manifestations and quality of work life; products, services, quality, technology and pool of talents; economic, financial and value creation; social and environmental responsiveness; and companies’ concerns in a balanced way for all the stakeholders by upholding the concept of ‘partners in progress’ etc. related corporate performance in an all inclusive and comprehensive way. Thus, resulting into the 'total organisational performance'– (T.O.P.).

The understanding and meanings of ‘corporate culture’, ‘corporate culture of IT and knowledge based industries’, ‘organizational performance’ and information about some other related topics were developed, gathered and recorded while reviewing a large number of literature and journals available on these topics. In addition, the relevant information about corporate cultures and organizational performance of six selected Indian IT companies were also gathered while reviewing various reports and articles published in reputed business and IT magazines from time to time.

Corporate culture defines appropriate behaviour, bonds and motivates individuals and asserts solutions where there is ambiguity. The culture of an organization also reflects assumptions about clients, employees, mission,
products, activities and assumptions that have worked well in the past and got translated into norms of behaviour, expectations about what is legitimate, desirable ways of thinking and acting. An in-depth study of ‘corporate culture’ enables us to understand that the specific ‘corporate culture’ of an organisation manifests strong correlations with the ‘performance of the organisation’. And, strong culture companies with right leadership and positive work environment yield higher corporate performance and achieve agility and competitiveness, where as companies lacking in it end up showing poor performance and even tend toward extinction.

The research methodology used in the research work is based on a well thought and scientifically designed 'Research Model', and subsequent designing of suitable instruments for data collection. And, having administered and executed them furthering the research work, a planned and organized ‘research study’ was carried out which included an in depth study of ‘corporate cultures’ and ‘total organisational performance’ of six selected leading Indian IT (software and services) companies separately as also establishing correlations between these two major factors. These Indian IT companies are Infosys, Wipro, Tata Consultancy Services, Satyam Computer, HCL Technologies and NIIT.

In this way, the whole study was carried out in a well planned manner and presented systematically in the ‘research report’ which is divided into nine chapters as given below:

- Chapter-I : Indian IT Industry - A Genesis (Pages 1 –40)
- Chapter-II : Literature Survey - A Conceptual Approach (Pages 41 – 128)
- Chapter-III : Review of Literature and Reports on the IT Companies (Pages 129 - 178)
- Chapter-IV : Organizational Performance in Totality (Pages 179 - 186)
2. **Statement of the Problem**

The identification of the problem leads to the statement of the problem at the end as cited below step by step:

1). Although a late starter, India has successfully completed thirty years into the computer and information technology revolution with formidable achievements to its credit. It has created a niche space for itself in the world IT business.

2). India has become a global IT brand and choicest destination for all IT software and services requirements of the world. Indian expertise and talent drives key sectors of the computers and communication business worldwide. India is on the threshold of becoming world's number one IT player.
3). Consequently, a large number of Indian IT companies have emerged on the scene during the last two to three decades. And, the leading Indian IT companies, such as, Infosys Technologies, Wipro Technologies, Tata Consultancy Services, Satyam Computer Services, HCL Technologies and NIIT among others, have become world class companies and major global players on the world IT horizon. They now have profound influence on corporate sector, stock trading, export earnings, job markets, India as a global IT brand and Indian economy as a whole.

4). These high performing mega Indian IT companies have developed distinct cultures of their own. Their founders and visionary leaders like legendary J. R. D. Tata, F.C. Kohli, N. R. Narayana Murthy, Azim Premji, S. Ramadorai, Nandan Nilekani, Vivek Paul, B. Ramalinga Raju, Shiv Nadar, Rajendra S. Pawar, and many other business leaders in IT sector have exerted profound influence on IT culture in India and taken lead in shaping the culture of their respective companies. Each of these companies possesses their own distinct culture. They also have different levels of organizational performance and excellence achieved in different areas which are again influenced by the respective company’s culture.

5). In India, there is no trace of any effort so far by any researcher about study of their corporate cultures, their total organizational performance, and establishing correlation or relevance between their corporate cultures and organizational performance. A research void exists in this space.

6). A study like this will not only provide important information and inputs to these companies to fine tune and make required changes in their cultures for better organizational performance, but it will also guide the India’s sunrise industry – the IT industry as a whole. It has
been a long felt requirement which should have been carried out by now. This is the sole problem which leads to the present study. It is a step toward fulfilling this long felt need and an endeavour to fill up the research void.

3. **Objectives of the Study**

The objectives of the present study are multi pronged:

1. To carry out an authentic study of corporate culture and total organizational performance of India's sunrise industry – the IT industry in general and that of six selected leading Indian IT companies in particular.

2. To establish correlation between corporate culture and total organizational performance of the six selected IT companies.

3. To identify the important parameters of corporate cultures of the selected IT companies as also the strong cultures and the weak ones, and to incorporate timely changes in their corporate cultures in order to get consistently good total organizational performance.

4. To arrive at important cultural parameters of IT companies in general and to provide inputs to hundreds of other IT companies in India to shape their cultures in order to get consistently good organizational performance.

5. To develop and establish the new concept of ‘total organizational performance’ in the realms of management and corporates.

6. And, having identified the important cultural elements and parameters required for consistently good total organizational performance of Indian IT companies in course of this study, all these
results can be equally applicable to other corporates and industrial sectors in India.

7). And finally, the findings of this research study can be proved useful for all types of industries – to shape their corporate cultures for better organizational performance as also the new concept of ‘total organisational performance’ could be adopted by various companies and industries in India or elsewhere.

4. **Scope of the Study**

The scope and coverage of the study is based on several logical considerations as given below:

1). The ‘title’ of the thesis provided the scope and coverage of the study as - study of ‘corporate cultures’ and ‘total organizational performance’ of ‘Indian IT companies’.

2). The present study covers – detailed study of ‘corporate cultures’, ‘total organizational performance’ and ‘correlations between these two major factors’ of six leading Indian IT companies, such as, Infosys, Wipro, Tata Consultancy Services (TCS), Satyam Computer, HCL Technologies and NIIT which were selected for this study on logical bases and pre-set criteria.

3). On detailed analysis of Indian corporate sectors, it was found that information technology (IT) software and services sector remained the only sunrise industry in India during the inception and completion period of this study. Hence, IT (software and services) sector attracted the focus of the present study.

4). The criteria for selection of IT companies was strictly based on corporate and financial performance of leading Indian IT software
and services companies around the year 2000 when the topic of the thesis was finalised.

5). Finally, on the basis of evaluation of Indian IT companies which were strictly based on comprehensive financial performance, six leading Indian IT companies were finally selected for the present research study. These IT companies are – Infosys, Wipro, TCS, Satyam Computer, HCL Technologies and NIIT.

5. **Hypotheses**

The 'Hypotheses' consist of a series of ten enunciations – to be tested and verified in course of the present on around study. These 'research enunciations' are:

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.).

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

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.).

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.).

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.).

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

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

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

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 = \( Z_{\text{C.U.C}} : Z_{\text{T.O.P.}} \)]
6. **Research Methodology**

The main features and steps followed in respect of 'research methodology' are given as under:

A. **The Methodology used for the on ground study**:

1). The research methodology used in the research work is based on a well thought and scientifically designed 'Research Model'.

2). The ‘research model’ became the basis for subsequent designing of suitable instruments / questionnaires for data collection.

3). These instruments were administered in a planned and organized manner and ‘research study’ was carried out during the last four years.

4). The research work involved an in depth on ground study of 'corporate cultures' and 'total organizational performance' of six selected leading Indian IT (software and services) companies separately.

5). The ‘research model’ facilitated in depth ground study of each IT business organisation about their specific cultures, their internal systems, business environment, core-values, corporate philosophy and vision, their leadership, corporate image, personality and brand values; quality of management, structures, systems and processes, professionalism, ethical and moral values, and physical manifestations.

6). It also included study of employees' morale, motivation, commitment and loyalty, quality of work life; their products, services, quality, knowledge capital creation, innovation, level of technology; their economic and financial performance, growth, profitability, and inbuilt
systems for tacking on the unforeseen challenges affecting corporate performance. Besides, it included study about their concern for community, society, environment and ecology; customer care and satisfaction.

7). The research study also covered taking care of the interests of other stakeholders on part of the corporates, such as, looking after the interests of their business associates, strategic and alliance partners, suppliers, vendors, service providers and the likes on an equal footing and treating them as their partners in progress. Thus, the overall corporate performance, which included the performances in various facets of their respective organizations were determined.

8). The study finally resulted into a comprehensive and detailed study of their respective 'corporate culture' or 'corporate umbrella culture - (C.U.C.)' and 'corporate overall performance - (C.O.P.)' or, the 'total organizational performance - (T.O.P.)', and establishing various types of relationships between these two major dimensions of Indian IT companies (industry) in particular and corporates in general.

B. Research Design:

The 'research design' included various components and steps. The main ones are cited below:

B.1 The Research Model:

The 'Research Model' specifically designed for the purpose of this study is self-explanatory. It is presented on a separate sheet on the next page (page no. 12).
A RESEARCH MODEL COMPRISING OF EIGHT BLOCKS
B.2 **Research Model’s Contents**

The research study is based on a scientifically designed 'research model' which contains ‘eight different study blocks’ - first block containing 'corporate umbrella culture' - (C.U.C.), next six blocks dedicated to 'corporate segmental performance' - (C.S.P.-I to VI) and the last block meant for ‘total organizational performance’ - (T.O.P.). It is presented as under:

**The Contents of the Study Blocks of the Research Model**

<table>
<thead>
<tr>
<th>Heading / Description</th>
<th>Code / Legend</th>
<th>Max.Points/ Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corporate Culture</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C.U.C Block</td>
<td>C.U.C.</td>
<td>100</td>
</tr>
<tr>
<td>'Corporate Umbrella Culture'</td>
<td></td>
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<tr>
<td><strong>Corporate Performance</strong></td>
<td></td>
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</tr>
<tr>
<td>'Corporate Segmental Performances'</td>
<td>C.S.P.(s)</td>
<td>100</td>
</tr>
<tr>
<td><strong>Block-Wise Segmental Performance - (Break Up of Above)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C.S.P. -I Corporate Intangibles’ Performance</td>
<td>C.I.P.</td>
<td>15</td>
</tr>
<tr>
<td>C.S.P. -II Management and Systems Performance</td>
<td>M.S.P.</td>
<td>20</td>
</tr>
<tr>
<td>C.S.P. -III Products, Services, Knowledge and Quality Performance (P.S.K.Q.K.)</td>
<td>P.S.Q.</td>
<td>20</td>
</tr>
<tr>
<td>C.S.P. -IV Financial, Growth and Value Creation Performance</td>
<td>F.G.V.P.</td>
<td>25</td>
</tr>
<tr>
<td>C.S.P. -V Social and Environmental Performance</td>
<td>S.E.P.</td>
<td>5</td>
</tr>
<tr>
<td>C.S.P. -VI Employees, Customers and Other Stakeholders Performance</td>
<td>E.C.O.S.P.</td>
<td>15</td>
</tr>
</tbody>
</table>
Corporate Overall Performance:

<table>
<thead>
<tr>
<th>T.O.P. Block</th>
<th>Total Organizational Performance (T.O.P.) or, Corporate Overall Performance (C.O.P.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>T.O.P. 100</td>
<td></td>
</tr>
</tbody>
</table>

B.3 Research Model's Explanations:

In the research model - the C.U.C. block is the 'cause block' (corporate culture) representing independent variables; C.S.P. blocks I through VI are the 'effect blocks' (corporate segmental performance) representing dependent variables; and T.O.P. block is the 'resultant (result) block' (Total Organizational Performance), again representing dependent variables which is the sum total of the six corporate segmental performance blocks which are themselves dependent variables.

B.4 The 'C.C.T.O.P. INDEX':

And, a set of 'TWINS' (a set of two figures representing C.U.C. and T.O.P. values) was also 'hypothesized' and 'designed' for this 'research study', which instantaneously represents the correlation between 'corporate umbrella culture' and 'total organization performance' in the form of an index. It was later tested and verified. It is given as under:

\[
\text{C.C.T.O.P. INDEX} = \frac{\text{C.U.C.}}{\text{T.O.P.}} = \frac{Z^{\text{CUC}}}{Z^{\text{TOP}}} \quad \text{(A Ratio)}
\]

B.5 Instruments / Questionnaires used:

A total of three sets of different instruments were developed, tested and used to collect the 'primary data' in course of the present research study. And, the researcher directly contacted a total of 425 'purposive samples' in the National Capital Region of Delhi (NCR) during different stages of
scales and instruments development, and primary data collection. The details are as under:

1). 'Main Questionnaire' – in a set containing two parts, to collect primary data pertaining to ‘corporate culture’ and ‘total organisational performance’ of six selected Indian IT companies. Part-I of the ‘main questionnaire’ contained questionnaire on ‘corporate culture’ and that of ‘Part-II’ on ‘total organisational performance’.

A total of 210 ‘purposive samples’ were contacted by the researcher mainly in the National Capital Region (NCR) of Delhi viz. Metropolitan City of Delhi, Noida and Gurgaon. Printed ‘questionnaire’ were served to them to collect the primary data pertaining to ‘corporate culture’ and ‘total organisational performance’ of the six selected Indian IT companies. And prior to this, 70 numbers of ‘purposive samples’ were contacted by the researcher during the pre-testing stage of this instrument, and 75 more such ‘purposive samples’ were contacted for the final testing of the ‘main questionnaire’ in the same geographical region.

2). 'Weightage Questionnaire'– again in a set containing two parts, to collect primary data to determine weightage of each question pertaining to ‘corporate culture’ and ‘total organisational performance’ questionnaire set of the ‘main questionnaire’. Part-I of the ‘weightage questionnaire’ contained questionnaire to determine weightage in respect of each of the ‘corporate culture’ questions of the main questionnaire’s part-I. Similarly, Part-II of this questionnaire was meant for determining weightage in respect of each of the ‘total organisational performance’ questions of the main questionnaire’s part-II.
A total of 35 'purposive samples' were contacted for this purpose by the researcher in the National Capital Region (NCR) of Delhi which included Metropolitan City of Delhi, Noida and Gurgaon.

3). 'Company's Performance Level Classification Questionnaire' - to classify the performance levels of the six selected Indian IT companies in different classes.

A total of 35 people were contacted for this purpose by the researcher in the National Capital Region of Delhi to collect the relevant data.

B.6 Scales and Instruments Development Process:

1). A plethora of literature was referred on 'Corporate Culture', and 'Organizational Performance', and a new concept of 'Total Organisational Performance' was also developed.

2). The basic instrument was constructed during an exploratory survey and a set of printed 'Questionnaire' was used to collect the required information.

3). A non-comparative '11-Point Juster scale' – ranging from non-existent (0), 1 (least) to 10 (most, 100%) was used.

4). Initially, 131 items or aspects related to 'corporate culture' were identified and grouped under twenty five dimensions or factors, and were prepared on the '11-point non-comparative Juster Scale'.

5). Similarly, for 'total organizational performance', a pool of 135 items or aspects related to the topic were taken at the initial stage and grouped under twenty six dimensions or factors, and were prepared on the '11-point non-comparative Juster Scale'.
B.7 **Pre-Testing of the Main Instruments / Questionnaires:**

1. The preliminary two sets of instruments so developed on an ‘11-point non-comparative Juster Scale’, one for ‘corporate culture’ and the other for ‘total organizational performance’, were randomly rearranged to design the required ‘questionnaire’.

2. In all, 70 ‘purposive samples’ comprising of IT professionals, IT users, managers, corporate executives, consultants, academicians in management, IT and social science fields, business journalists and some knowledgeable general public were personally contacted by the researcher.

3. These ‘purposive samples’ were residing and working in the National Capital Region of Delhi i.e. Metropolitan City of Delhi, Gurgaon and Noida.

4. They were requested to mark their responses on the instruments and were personally interviewed and discussions were held to elicit their views and opinions about both the instruments.

5. Further, a careful examination of the responses, respondents’ personal views and opinions about the instruments, and a due screening with the help of three referees was carried out.

6. The number of dimensions in the first instrument related to ‘corporate culture’ got reduced to twenty from the initial twenty five, and the number of aspects or items came down to 116 from the initial 131 items.

7. Similarly, the number of aspects or dimensions in the second instrument which was related to ‘total organizational performance’ got reduced to twenty from the initial twenty six, and the number of aspects or items came down to 119 from the initial 135 items.
B.8 **Final Testing of the Main Instruments / Questionnaires**:

1). At this stage, after the screening and detailed investigation, the revised version of the instrument pertaining to ‘corporate culture’ had 20 factors or dimensions on it containing 116 items clubbed under them. These 20 factors were also reshuffled as a pack of cards to minimize the chances of respondent’s bias as also to facilitate split-half test of reliability.

2). Similarly, the instrument, pertaining to ‘total organizational performance’ was left with 20 factors or dimensions on it containing 119 items clubbed under them. These 20 factors were also reshuffled to served the purpose as mentioned above.

3). Again, these two instruments were administered personally by the researcher on a similar set of ‘purposive samples’ numbering 75 in the National Capital Region (NCR) of Delhi which included Metropolitan City of Delhi, Noida and Gurgaon.

4). Further, these 75 sets of responses were collected and scrutinized and subjected to further testing.

B.9 **Reliability and validity of the Main Instruments**:

1). Based on the above fresh responses and results, ‘**Item Analysis Tests**’ were carried out at **0.05 level** for both the instruments.

2). And, having passed the above tests, 116 items were finally selected for ‘corporate culture’ under 20 different factors or dimensions; and for ‘total organizational performance’ 119 items were finally selected under 20 different factors or dimensions.

3). Also, the response results obtained from the 75 respondents during the final testing of the two sets of instruments were also tested for
their reliability by using ‘**SPSS Statistical Package**’ installed on a computer.

4). These were checked by conducting further **reliability analysis**, firstly, at the levels of entire ‘corporate culture scale’ and ‘total organizational performance scale’; and secondly, at the levels of each dimension of both the scales with the help of this ‘**SPSS Statistical Package**’ installed on a computer.

5). Besides, ‘**Excel’s Statistical Testing Facilities**’ installed on a computer was also used for **statistical analysis** wherever necessary.

6). The reliability of both the scales, taking into account the entire two different scales, separately and independently, were checked and found to be acceptable. Also, the reliability at the level of each dimension of both the scales were separately checked and found to be acceptable.

7). The internal consistency of both the scales / instruments were checked separately by applying **Cronbach Alpha Coefficient** which gave sufficiently high and acceptable results ranging from 0.72 to 0.84.

8). And, checking the reliability of the two instruments separately while using ‘**Split-half Method**’ involving computer with the help of **SPSS statistical package**, the ‘**Guttman Split-half**’ tests gave results in the range of 0.78 to 0.88.

9). Further, the use of ‘**Spearman-Brown Prophecy Formula**’ yielded results between 0.79 to 0.87, which were found to be positive and of sufficiently high values and acceptable in case of both the instruments.
10). Also, both the instruments possessed face validity, content validity as well as sampling and test validity.

11). Above different reliability analysis and their results obtained in the case of both the instruments were found to be acceptable, reliable and dependable enough to accept these two instruments to provide basis for constructing the final set of the “Main Questionnaire”.

12). Thus, the “Main Questionnaire” set for this study was finalized as : Questionnaire’s Part-I for “Corporate Culture”, and Questionnaire’s Part-II for “Total Organizational Performance”.

B.10 The Universe for the Study:

1). Considering the specialized nature of study - about ‘corporate culture’ and ‘total organization performance concerning six leading Indian IT companies, it was decided with the help of three referees to go for ‘purposive samples’.

2). The ‘purposive samples’ included IT professionals from the six selected IT companies as also from other IT companies, corporate executives, IT and management experts, consultants, business reporters / journalists, academicians in IT and management fields, IT users, service providers and some knowledgeable general public from National Capital Region (NCR) of Delhi which comprises of Metropolitan City of Delhi, Gurgaon and Noida.

3). Also, some known professionals in above categories residing in cities like Bangalore, Mumbai, Chennai, Pune, Ahmedabad and Hyderabad were also contacted to make it more representative.

4). People residing outside National Capital Region of Delhi were contacted through e-mails and postal services.
B.11 **Sample Size and Sampling Method**:

1. The ‘Main Questionnaire’ set, divided into two parts and having 20 factors or dimensions on each, contained total 40 factors, dimensions or questions.

2. And, the total response cells for 6 numbers of IT companies on the ‘questionnaire set’, thus, generated 240 response cells which were fairly large.

3. Considering the limitations of time and resources, and six IT companies to be studied and evaluated on two major parameters independently, it was decided with the help of three referees to arrive at the optimum number of samples (respondents) for each company.

4. An optimum sample size of minimum 30 for each cell which was large enough for ‘t-distribution’ analysis, and also capable of taking care of minimum requirements for a ‘normal – distribution’ analysis was decided for the study.

5. And, to take care of a few possible mistakes and ambiguous responses, 5 extra samples for each company were also considered and thereby, making it minimum 35 samples for each of the six selected IT companies.

6. Thus, the final figure of total samples became 210 minimum and sampling method used in the study was ‘purposive sampling’, as the present study happens to be a specialized one.

B.12 **Weightage Questionnaire**:

1. Constructing a ‘weightage questionnaire’ was the next logical step to arrive at the individual weightage points in respect of each of the 20 factors or dimensions finalized for each instruments of the ‘main
questionnaire’, which was in two parts and contained a total of 40 factors or dimensions or questions on it.

2). It was again decided with the help of the three referees to use the two proven instruments of the ‘main questionnaire’ set with little bit modifications to convert it into the ‘weightage questionnaire’.

3). For this purpose, the ‘11-points Juster Scales’ on the ‘main questionnaire’ set were replaced by a simple tabular graphic containing the numbers of grouped items on it in a specific box and a separate rectangular box for allotment of weightage points for each factor, dimension or question by the respondents.

4). In this way, the new instruments namely ‘Weightage Questionnaire’ set was constructed of which Part – I contained 20 numbers of ‘Corporate Culture’ factors and Part – II contained again 20 numbers of ‘Total Organizational Performance’ factors.

5). Then the printed sets of ‘weightage questionnaire’ were personally administered by the researcher on 35 selected ‘purposive samples’ residing and working in the National Capital Region of Delhi, Gurgaon and Noida to allot weightage points to each factor or question appearing on both parts of the questionnaire.

6). The response results were scrutinized, processed and 30 responses completed in all respects were finally subjected to various statistical tests.

B.13 Testing of the Weightage Questionnaire’s Response Results:

1). For testing of the results, ‘SPSS Statistical Package’ installed on a computer and ‘Excels’ Statistical Testing Facilities’ available on computer were used wherever necessary.
2). These statistical tests mainly included:

i. 'Student t-test' (to check the actual and observed means and the values of 't' at 0.05 significance levels).

ii. 'Analysis of Variance' (ANOVA) (a test to check the variances 'between' and 'within' the set of data / samples).

iii. 'F-Ratios' values (at 0.05 level of significance).

iv. Some more statistical tests were carried out on the computer using 'statistical packages and facilities' wherever possible.

v. Only acceptable results at the 0.05 significance level were finally selected for further use in this study.

3). Thus, the duly tested final results of the 'weightage questionnaire' were finally selected and incorporated in the 'Main Questionnaire / Instrument' constructed for this study.

B.14 Finalization of the 'Main Questionnaire':

1). The 'Main Questionnaire' comprising of a set of two well designed and tested instruments: Part-I for 'Corporate Culture' and Part-II for 'Total Organizational Performance' were ready in all respects, but for the weightage points of the individual questions on them.

2). Now, the weightage of individual factors or questions obtained through the 'weightage questionnaire' as above were incorporated in the final tested set of the 'Main Questionnaire / Instruments', Part-I for 'Corporate Culture' and Part-II for 'Total Organizational Performance'.

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3). Thus, the ‘Main Questionnaire’ was finalized and made ready for its actual use as the main tool for 'primary data' collection for this research study.

**B.15 ‘Company’s Performance Level Classification Questionnaire’**:

1). It was a simple instrument which was used to classify the performance levels of the six selected leading Indian IT companies in different classes.

2). The performance level ranges for classification of above companies under different categories included – excellent, very strong, strong, positive, average and weak, and also to decide the acceptable / unacceptable levels of the performance of these companies.

3). The printed questionnaires on ‘company’s performance level classification’ were simultaneously administered by the researcher on 35 ‘purposive samples’ in the National Capital Territory of Delhi (NCT) to collect the data.

**C. Collection of Primary Data**:

The collection of primary data also included - administration of questionnaire and collection of data, reliability of data collected, and dependability of results. These are briefly discussed as below:

**C.1 Administration of Questionnaire and Collection of Data**:

1). Altogether 210 IT professionals, IT experts, company executives of the six selected IT companies, corporate executives, management consultants, industry watchers, business journalists, shareholders, IT customers, service providers and some of the knowledgeable general public as ‘purposive samples’ were personally contacted by
the researcher, final printed sets of the ‘Main Questionnaire’ served to them for their responses.

2). The researcher for the purpose of the study also interviewed them wherever possible.

3). Due care was taken to ensure that at least 35 people respond for each of the six selected IT companies through the final sets of the ‘Main Questionnaire’, part-I for corporate culture and part – II for total organization and performance.

4). The survey was conducted mainly in the National Capital Region (NCR) of Delhi viz. Metropolitan City of Delhi, Noida and Gurgaon.

5). This geographical area has become a major hub of IT software and services in India, and all the major IT companies including the six selected Indian IT companies have their branch offices and development centers located in these cities / towns.

6). Even though the study area was restricted to the National Capital Region (NCR) of Delhi comprising of Delhi, Noida and Gurgaon and some responses from other major cities collected through e-mails and postal services, the present samples may be considered fairly representative and can be treated as national level samples for the purpose of the study, because a large number of all categories of professionals and executives from all parts of the country reside and work in this geographical area.

C.2 Reliability of Data Collected:

1) The reliability of the large amount of data collected through the ‘main questionnaire’ in respect of ‘corporate culture’ and ‘total organizational performance’ of the six selected IT companies were
checked mainly with the help of 'SPSS Statistical Package' and 'Excel's Statistical Testing Facilities' installed on a computer.

2). 'Student-t-tests' were carried out to check the actual and observed means and the values of 't' at 0.05 significance level, and they were found to be within acceptable limits as per the results obtained through the use of these computer based statistical testing.

3). 'Analysis of Variance' (ANOVA) test was also carried out on these large amount of response data to check the variances 'between' and 'within' the set of data / samples.

4). And, the values of 'F-Ratios' generated while testing the data on computer were also found to be within acceptable limit at 0.05 level of significance.

5). In this way, the large amount of 'primary data' so collected were subjected to various statistical and reliability tests, and they were found to be within acceptable limits. Hence, they formed the basis of this research study.

C.3 Dependability of Results:

1). The dependability of results and validity of data obtained refers to the extent these results are reflective of the real life situations.

2). In the present context, the instruments used for this study had passed all the reliability and validity tests.

3). The obtained data / responses during field surveys also successfully passed all the required statistical tests.

4). And, the final results so obtained about 'corporate cultures' and 'total organizational performance' also tally with the various data collected as secondary data during the course of this study.
5). Also, various cultural characteristics, companies' rankings, classifications, financial performance, global operations and performance levels etc. of the six selected IT companies - on the basis of 'primary data' and 'secondary data' had striking similarity on many counts.

6). Hence, the results obtained in this manner were quite dependable and tally with the actual or real life situations.

7. Results and Data Analysis:

The various results obtained and data analysis are presented below in brief.

A. The Main Results:

The various data and results obtained during the course of the study were presented in tabular forms as per the 'research model'. They are self-explanatory. The tables containing the results are cited below:

A.1 CORPORATE UMBRELLA CULTURE – (C.U.C.):

**TABLE-X**

**CORPORATE UMBRELLA CULTURE – (C.U.C.)**

*Corporate Culture – Elements and Factors (C.C.E.F.) : C.U.C. Scores (Max. Score Points – 100)*

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>INFOSYS</th>
<th>WIPRO</th>
<th>TCS</th>
<th>SATYAM COMPUTER</th>
<th>HCL TECHNOLOGIES</th>
<th>NIIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>FINAL SCORE POINTS</td>
<td>96.90</td>
<td>96.06</td>
<td>82.27</td>
<td>66.96</td>
<td>62.81</td>
<td>61.46</td>
</tr>
</tbody>
</table>
## A.2 CORPORATES' SEGMENTAL PERFORMANCE – (C.S.P.) :

**TABLE-XI**

**CORPORATES' SEGMENTAL PERFORMANCE – (C.S.P.)**

*Block Wise Segmental Performance : (C.S.P.-I to C.S.P.-VI)*

*(Max. Score Points – 100 : The Sum Total of Six Blocks)*

<table>
<thead>
<tr>
<th>Blocks and Question Nos. (Part -II)</th>
<th>INFOSYS</th>
<th>WIPRO</th>
<th>TCS</th>
<th>SATYAM COMPUTER</th>
<th>HCL TECHNOLOGIES</th>
<th>NIIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>C.S.P.-II (Q. Nos. 4,5,9)</td>
<td>19.48</td>
<td>19.43</td>
<td>15.93</td>
<td>13.36</td>
<td>12.48</td>
<td>12.04</td>
</tr>
<tr>
<td>C.S.P.-III (Q. Nos. 6,7,8,11)</td>
<td>19.32</td>
<td>19.38</td>
<td>17.02</td>
<td>13.85</td>
<td>13.29</td>
<td>11.97</td>
</tr>
<tr>
<td>C.S.P.-V (Q. Nos. 18,19)</td>
<td>4.81</td>
<td>4.80</td>
<td>3.70</td>
<td>3.31</td>
<td>2.92</td>
<td>3.43</td>
</tr>
<tr>
<td><strong>TOTAL SCORES : (SIX BLOCKS)</strong></td>
<td>97.14</td>
<td>96.63</td>
<td>81.47</td>
<td>67.08</td>
<td>62.91</td>
<td>60.14</td>
</tr>
</tbody>
</table>
A.3 TOTAL ORGANISATIONAL PERFORMANCE – (T.O.P.):

**TABLE – XII**

**TOTAL ORGANISATIONAL PERFORMANCE – (T.O.P.) or, (C.O.P.)**

T.O.P. Block : Sum Total of All Segmental Performance Blocks -
(C.S.P.-I to C.S.P.-VI) : (Max. Score Points – 100)

<table>
<thead>
<tr>
<th>COMPANIES</th>
<th>INFOSYS</th>
<th>WIPRO</th>
<th>TCS</th>
<th>SATYAM COMPUTER</th>
<th>HCL TECHNOLOGIES</th>
<th>NIIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Organisational</td>
<td>97.14</td>
<td>96.63</td>
<td>81.47</td>
<td>67.08</td>
<td>62.91</td>
<td>60.14</td>
</tr>
<tr>
<td>Performance (T.O.P.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A.4 COMPARING C.U.C. AND T.O.P. VALUES / INDEX:

**TABLE–XIII**

**COMPARING C.U.C. AND T.O.P. VALUES / INDEX**

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>C.U.C. VALUES / INDEX</th>
<th>T.O.P. VALUES / INDEX</th>
</tr>
</thead>
<tbody>
<tr>
<td>INFOSYS</td>
<td>96.90</td>
<td>97.14</td>
</tr>
<tr>
<td>WIPRO</td>
<td>96.06</td>
<td>96.63</td>
</tr>
<tr>
<td>TCS</td>
<td>82.27</td>
<td>81.47</td>
</tr>
<tr>
<td>SATYAM COMPUTER</td>
<td>66.96</td>
<td>67.08</td>
</tr>
<tr>
<td>HCL TECHNOLOGIES</td>
<td>62.81</td>
<td>62.91</td>
</tr>
<tr>
<td>NIIT</td>
<td>61.46</td>
<td>60.14</td>
</tr>
</tbody>
</table>
B. Data Analysis:

The main results obtained in course of the research study were tabulated and arranged in various tabular forms as per the especially designed ‘research model’. The data on the Tables X through XIII are not only self-explanatory, but they also present data analysis instantaneously about the six selected Indian IT companies – Infosys, Wipro, Tata Consultancy Services (TCS), Satyam Computer, HCL Technologies and NIIT.

1). Table-X presents all details about the ‘corporate cultures’ (C.U.C.) of above six IT companies.

2). Table-XI speaks about their ‘segmental performance’ (C.S.P.).

3). Table-XII reflects their ‘total organisational performance’ (T.O.P.).

4). And, Table-XIII instantaneously presents comparisons between their C.U.C. values, as also their T.O.P. values, and also presents their company-wise rankings on these counts.

5). On most of the counts and on the overall basis – Infosys topped the list, followed by Wipro at the 2nd place. TCS occupied the 3rd position and Satyam Computer came at the 4th place. HCL Technologies reached the 5th at place and NIIT occupied the 6th and the last position.

6). However, detailed data analysis about each and every factor and all the six IT companies are presented in the ‘main thesis’ at appropriate places.
8. **Discussions and Relationships Between C.C. and T.O.P.:**

The relationship between the two major factors of corporate life - 'corporate culture' (C.C.) and 'total organizational performance' (T.O.P.) 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.

It can be clearly understood and discussed with the help of some specific tables and data presented on them.

**A. Establishing the Relationships Between C.C. and T.O.P.:**

The relationships between C.C. and T.O.P. can be easily established with the help of following tables and data on them:

**A.1 Establishing Correlations Between – C.U.C. and T.O.P.:**

**TABLE-XV**

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>C.U.C. VALUE</th>
<th>T.O.P. VALUE</th>
<th>C.C.T.O.P. INDEX = ( Z_{\text{CUC}} : Z_{\text{TOP}} ) (A RATIO)</th>
<th>PERFORMANCE CLASS / CATEGORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infosys</td>
<td>96.90</td>
<td>97.14</td>
<td>96.90 / 97.14</td>
<td>EXCELLENT</td>
</tr>
<tr>
<td>Wipro</td>
<td>96.06</td>
<td>96.63</td>
<td>96.06 / 96.63</td>
<td>EXCELLENT</td>
</tr>
<tr>
<td>TCS</td>
<td>82.27</td>
<td>81.47</td>
<td>82.27 / 81.47</td>
<td>VERY STRONG</td>
</tr>
<tr>
<td>Satyam Computers</td>
<td>66.96</td>
<td>67.08</td>
<td>66.96 / 67.08</td>
<td>STRONG</td>
</tr>
<tr>
<td>HCL Tech.</td>
<td>62.81</td>
<td>62.91</td>
<td>62.81 / 62.91</td>
<td>STRONG</td>
</tr>
<tr>
<td>NIIT</td>
<td>61.46</td>
<td>60.14</td>
<td>61.46 / 60.14</td>
<td>STRONG</td>
</tr>
</tbody>
</table>
### A.2 CORRELATIONS BETWEEN – C.U.C. AND T.O.P. AND THEIR RANKINGS:

**TABLE-XVIII**


**THE CORRELATIONS, AND RANKING BY THE ‘TWIN RATIO’ – \( Z^{CUC} : Z^{TOP} \)**

<table>
<thead>
<tr>
<th>RANK</th>
<th>COMPANY</th>
<th>C.C.T.O.P. INDEX ( Z^{CUC} : Z^{TOP} ) (A RATIO)</th>
<th>DIFFERENCE = T.O.P. – C.U.C.</th>
<th>CLASS CATEGORY ( ‘TWIN RATIO’ - C.C.T.O.P. INDEX )</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>INFOSYS</td>
<td>96.90 / 97.14</td>
<td>0.24 (Positive)</td>
<td>EXCELLENT</td>
</tr>
<tr>
<td>2</td>
<td>WIPRO</td>
<td>96.06 / 96.63</td>
<td>0.57 (Positive)</td>
<td>EXCELLENT</td>
</tr>
<tr>
<td>3</td>
<td>TCS</td>
<td>82.27 / 81.47</td>
<td>0.80 (Negative)</td>
<td>VERY STRONG</td>
</tr>
<tr>
<td>4</td>
<td>SATYAM COMPUTER</td>
<td>66.96 / 67.08</td>
<td>0.12 (Positive)</td>
<td>STRONG</td>
</tr>
<tr>
<td>5</td>
<td>HCL TECH.</td>
<td>62.81 / 62.91</td>
<td>0.10 (Positive)</td>
<td>STRONG</td>
</tr>
<tr>
<td>6</td>
<td>NIIT</td>
<td>61.46 / 60.14</td>
<td>1.32 (Negative)</td>
<td>STRONG</td>
</tr>
</tbody>
</table>
A.3 ANALYSIS OF THE CORRELATIONS BETWEEN - C.U.C. AND T.O.P. :

TABLE-XIX

ANALYSIS OF CORRELATIONS BETWEEN CORPORATE CULTURES
AND THEIR TOTAL ORGANISATIONAL PERFORMANCE

RESULTS OF CULTURE’S STRENGTHS OVER ORGANISATIONAL PERFORMANCE

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>INFOSYS</td>
<td>96.90 / 97.14</td>
<td>0.24 (Positive)</td>
<td>0.25 % (Higher)</td>
</tr>
<tr>
<td>2</td>
<td>WIPRO</td>
<td>96.06 / 96.63</td>
<td>0.57 (Positive)</td>
<td>0.59 % (Higher)</td>
</tr>
<tr>
<td>3</td>
<td>TCS</td>
<td>82.27 / 81.47</td>
<td>0.80 (Negative)</td>
<td>0.97 % (Lower)</td>
</tr>
<tr>
<td>4</td>
<td>SATYAM COMPUTER</td>
<td>66.96 / 67.08</td>
<td>0.12 (Positive)</td>
<td>0.18 % (Higher)</td>
</tr>
<tr>
<td>5</td>
<td>HCL TECH.</td>
<td>62.81 / 62.91</td>
<td>0.10 (Positive)</td>
<td>0.16 % (Higher)</td>
</tr>
<tr>
<td>6</td>
<td>NIIT</td>
<td>61.46 / 60.14</td>
<td>1.32 (Negative)</td>
<td>2.15 % (Lower)</td>
</tr>
</tbody>
</table>

B. Discussions About the Relationships Between C.C. and T.O.P. :

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.
9. Conclusions and Recommendations:

A. Conclusions:

Conclusions: Part-I

A.1 About the ‘Six Selected Indian IT Companies’:

A.1.1 Infosys:

Its ‘corporate culture’ - (C.U.C.) was found to be 96.90 points (96.90%, the highest on the list, ranking 1\textsuperscript{st}) and its ‘total organizational performance’ - (T.O.P.) came to be 97.14 points (97.14%, the highest on the list, ranking 1\textsuperscript{st}), 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 $Z_{CUC} : Z_{TOP} = 96.90 : 97.14$, was found to be of very high degree.

A.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 2\textsuperscript{nd}) and its ‘total organizational performance’ - (T.O.P.) came to be 96.63 points (96.63%, the second highest on the list, ranking 2\textsuperscript{nd}), 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 $Z_{CUC} : Z_{TOP} = 96.06 / 96.63$, was found to be of very high degree.

A.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 : $Z^{CUC} : Z^{TOP} = 96.90 : 97.14$, and Wipro : $Z^{CUC} : Z^{TOP} = 96.06 / 96.63$) etc. support this fact.

A.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 $Z^{CUC} : Z^{TOP} = 82.27 / 81.47$, was found to be of high degree.

A.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.

A.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.

A.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 $Z^{CUC} : Z^{TOP} = 61.46 / 60.14$, was found to be of high degree, in 'Strong' category.

Conclusions: Part-II

A.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. All the ten enunciations of the 'hypothesis' have already been presented earlier under the heading 'hypotheses' in this 'abstract', which can be readily referred as the conclusions about corporates, business and industries in general.

B. Recommendations:

Recommendations: Part-I

B.1 Recommendations for 'Six Selected Indian IT Companies' / 'Indian IT Industry' in Particular:
B.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’.

B.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’.

B.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’.

B.1.4 **Tata Consultancy Services (TCS)** - the oldest and the 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’.
B.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.

B.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.

B.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.

B.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’.
Recommendations: Part-II

B.2 Recommendations for ‘Corporates’ and ‘Business Organisations’ in General:

B.2.1 About ‘Corporate Culture’:

B.2.1.1 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.

B.2.1.2 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.

B.2.1.3 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.
B.2.2 About ‘Total Organisational Performance’:

B.2.2.1 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’.

B.2.2.2 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.

B.2.2.3 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.
B.2.3 Based on Correlation between 'Corporate Culture' and 'Total Organisational Performance':

B.2.3.1 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.

B.2.3.2 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.

B.2.3.3 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'.

B.2.3.4 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^{\text{CUC}} : Z^{\text{TOP}} ]. Their comparisons and results must be reviewed on regular basis and corrective actions taken or fine tuning done whenever necessary.