Executive Summary

Many years after the industrial revolution which India had missed, there was a new revolution – a revolution in information technology, which India embraced though with some hesitation. Thirty years into the computer and information technology revolution, late starter though India was, it has carved out its own special space in the information technology (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 and has turned India into a global IT brand.

Several 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 fulfill that long felt need.

Also, a new management concept of ‘Total Organisational Performance’ – the T.O.P. concept, which takes into account ‘organizational performance’ in a comprehensive way, and going much beyond its traditional meaning of reflecting merely financial performance, by including corporates’ various segmental performance, such as, corporate’s intangibles performance like image, personality, leadership and brand value; quality of management, systems, processes and quality
of work life; products, services, quality, technology and pool of talents; economic and financial performance including value creation; social and environmental responsiveness; and companies' concerns in a balanced way for their customers, employees, shareholders and their definite concerns for the much neglected ones, the other stakeholders, such as, business associates, vendors, suppliers, service providers and the likes, and treating them on equal footing by upholding the concept of 'partners in progress'.

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'.

It has been found by a number of researchers in this field that 'the more successful companies were those which had strong cultures' as also 'positive and strong corporate culture, leadership, professionalism, conducive work environment and appropriate technology and work tools in an organization result into higher corporate performance and provide it agility and competitiveness, where as companies lacking in it or not incorporating timely changes in their culture and work atmosphere 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 research work, a planned and organized ‘research study’ was carried out which included an in depth study of ‘corporate cultures’ and ‘total organizational 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.

The research findings clearly establish that these six IT companies possessed their distinct corporate cultures and were found to be having strong cultures of varying orders, which were measured and recorded. Also, their total organizational performance, which included corporate performance in different segments, such as, corporate intangibles; quality of management, systems and processes; products, services, quality and technology; economic and financial performance; their social and environmental responsiveness; and concerns for all stakeholders etc. were measured separately and recorded. Finally, the correlations between their respective ‘corporate cultures’ and ‘total organizational performances’ were established and were found to be having almost 100 per cent correlations in each case. Thus, amply proving the hypothesis.

The study has also established the respective positions / rankings of the six selected Indian IT companies on these counts – ‘corporate culture’ and ‘total organizational performance’, in the order – Infosys at the top, followed by Wipro, TCS, Satyam Computer, HCL Technologies, and NIIT occupying the last position. Also, Infosys and Wipro were found to be moving in tandem on these counts – as India’s ‘Technology Twins’ or comparable and parallel moving companies. And, similar results from two different sources / streams – ‘primary data’ as well as available ‘secondary data’, were found to be corroborating and supporting each other on most of the parameters and also the final results. Hence, validating the results and research outcomes.

And, finally, the main reasons behind global success of these leading Indian IT companies in particular and Indian IT industry in general, can be largely attributed to our talented and educated vast manpower, entrepreneurial spirit of the business leaders, their vision and strong leadership, development of an IT and technology culture in India, quality consciousness, commitments, and last but not the least, to Indian ingenuity towards IT and high technology.