Culture- At Major IT Giants With Special reference to Satyam, Infosys and Wipro

N.C. Rajyalakshmi

ABSTRACT

Organization consists of many people working together to achieve their goals. In the olden days there were only few sets of people belonging to particular type of class, whereas, of late as the market has opened up as a result of globalization, people are not scared to go from one place to another. Globalization has in fact lead to removal of geographical barriers. This saw people joining from different walks of life, wherein different values and beliefs started creeping up, as they try to bring in the values and beliefs they have been taught.

However, these values and beliefs are insufficient for helping the individuals to achieve their goals, resulting in individuals trying to adopt to new culture, new values and new beliefs which are inherent in the organization. Some times these values may entirely differ from individual values, as individuals come into contact with organization, they have to adopt to the norms laid down by the organization in terms of dress, formal rules and regulations, code of discipline in terms of behavior, rituals, tasks, pay systems, jargon and jokes and also the stories people tell about what goes on, which are only understood by the insiders, hence a new entrant has to mould himself to understand the very culture of the organization.

However when members within the organization attempt to interpret these values, the very meaning of all varies from person to person. These differing interpretations of the same phenomenon gradually leads towards the establishment of organizational culture, which ultimately takes the performance into effect. Thus organizational culture consists of beliefs and values. Beliefs represent the individuals perception of reality. Values are more stable, long lasting beliefs about what is important. They help individuals define what is right or wrong or good or bad.

Just asking employees or seeking the information from employees cannot determine organizational values. Values are socially desirable, hence what people say they value are called espoused values and may differ from what they truly value which are enacted values.

Espoused values do not represent an organizations culture. Rather they establish public image that corporate leaders want to display. Enacted values on the other hand are values in use. They are the values that guide individuals' decisions behavior in work place.

The basic objective of this paper is to identify the cultures prevalent in the three leading IT giants in India, namely **Satyam, Infosys and Wipro.**

The theme is divided into *Espoused values and Enacted Values*.

Dr. N.C. Rajyalakshmi, Assistant Professor
Department of Business Management
Badruka College P.G. Centre, Hyderabad

Table: 1		
ESPOUSED VALUES		
Satyam	**Infosys**	**Wipro**
• Belief in people • Entrepreneurship • Customer orientation • Pursuit of excellence • Customer Centric focus	• Honesty • Transparency • Fairness	• Human values • Integrity • Innovative solutions • Values for money

Table 1 shows the comparison between the core values of the sample. It shows that in order to be the leader one has to adopt the 9,9 policy of the famous Blake and Moutons Managerial Grid, where both the concern for people and concern for task are at the higher end. Concern for people should be given top priority along with integrating the work with human values in order to see that the performance should not get affected at any point of time. But only these two parameters cannot be considered in isolation, along with these autonomy, feedback and task identification based upon Jackman and Oldham's job characteristics model, are also being aptly followed.

Table 2		
ENACTED VALUES		
Satyam	**Infosys**	**Wipro**
• Treats employees as associates. • About 13,000 associates render their IT services to more than 300 customers across 45 countries. • It categorizes its focus areas of responsibility and accountability into three segments: Associates, customers and investors. • It believes in customers and investors delight rather than satisfying them. • Critical evaluation of functioning style in executing projects. • Project leader is considered as business manager for his team.	• Meritocracy based organization that recognizes talent and capabilities from every corner of the globe. • Thrive on diversity in background, experience and opinion and encourage healthy debate. • Reward intellectual creativity and encourage everyone to make smart mistakes in pursuit of big ideas. • Employees are encouraged to ask "is there a better way?" • Tell it as it is – even when it is difficult to do so. • People are paid well, on	• Right balance between work and fun. • Informal dress and vibrant weekends mixed with a sense of teamwork. • 360 degree appraisal. • Open merit system. • Employee perception survey conducted annually. • Environment of high-level of motivation, empowerment, and recognition, removing obstacles. • Standards of excellence are set while sharing success

• It has formulated ADI (Associate Delight Index) to measure key parameters such as performance, job satisfaction, commitment towards the organization etc. and it is linked to incentives. • No cap on variable salaries and incentives. • While recruiting it emphasizes both on hard factors (revenues) and soft factors (attitude) • For the satyamities who are going overseas, an orientation programme is organized to brief about the country they are going including the culture, language, and etiquette of the country. • Satyam has a help desk which helps the associates to complete their house-related work along with fulfilling their official responsibilities. All the services at help desk are rendered free of charge. • Once in a year Satyam Utsav is organized at all centres where family members of the associates are involved. • Satyam is also a leader in undertaking corporate social responsibility, where every satyamite contributes Rs. 20 p.m. to the Satyam Alambana Trust. This trust mainly concentrates on the urban people in terms of their literacy. • In order to reenergize its associates, it provides recreational and entertainment facilitates at nominal charges at the satyam tech. centre. • It also arranges for financé	par with top consulting firms in the world. • Prioritize growth and development and tailor performance management plans to each persons individuals goals and aspirations. • Work is fun because life is too short.	

needs of the associates at a reduced interest rates. • It keeps on rotating at regular interval its associates from one package to another in order to make them versatile and also to give a chance to go abroad. • It has no boss-environment, every satyamite is a leader. They call each other by first name, not by designation. • For high cultures young professionals age is not a constraint for allocating major tasks.		

Table 2 shows that these three sample companies are aptly following their espoused values into enacted values. As a result the very culture is designed towards creating a healthy work environment wherein lots of innovations take place.

Conclusion:

Thus, it is required for becoming market leaders one has to frame their espoused values in such a way that it is clearly understood by one and all. And also the practicing of these values should be reflected by way of enacted values which ultimately reflects the CULTURE.

References:

www.satyam.com
www.infosys.com
www.wipro.com