

## Cultural Adaptability and Workplace Performance of Indian Service Sector

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### Abstract

The cultural adaptability preserves efficient work practices and minimizes the environmental fluctuations. The purpose of this paper is to evaluate the workplace-performance of selected companies namely, TCS, HCL, Infosys, Reliance and Wipro. The study compares the workplace-performance through revenue, employee strength, women workforce, attrition and injury rate. The findings show that the cultural attributes are significant part of ethical business practices and drives the financial performance. The one-way ANOVA test confirmed that the women workforce and attrition rates are creating strategic difference for companies. It is also observed that service sector companies are well aware to build and ensure effective organisational culture. This research makes an important contribution to the existing literature regarding enhancement of workplace-performance of Indian service sector. The assessment is restricted due to small sample size.

### Key Words

Cultural Adaptability, Workplace-Performance, Service Sector Companies, Women Workforce, Injury Rate, Attrition Rate

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### INTRODUCTION

The Indian service sector is an emergent sector contributing more than 57% of the GDP. The cultural adaptability embraces multiculturalism and

motivates employees to achieve business sustainability goals. The organisations with extremely engaged employees realize a positive impact at their operative level (SHRM Report, 2011). The workplace practices value the efforts of their organisations and leaders. Understanding the needs of the employees, finding talent, career advancement, women empowerment, and health & safety initiatives help to reduce the attrition as well as the injury in the organisation (Anderson, 2004). The companies attract more talents and ensure high retention through progressive employees' benefits. The status of a sustainable company is more important than business rankings or nonprofit status. The implementation of sustainable workforce-performance practices contributes value to their organisations. The firm provides optimistic environment to the employees that nurture and develop the talents throughout all levels of the organisation. The true sustainability of workplace ensures the efficient performance of human resources in an organisation. The firm can achieve and maintain their financial performance through qualitative workplace culture (Barney, 1986).

The satisfying workplace and group-effort positively impact the morale and productivity of the employees. The organisations are providing an outstanding environment to the employees and also offering them a wide range of resourceful initiatives. A sustainable company promotes genuine legislation that is good for culture. The harmonized workplace culture enriches both safety as well as operational improvement. The positive work attitude and higher service quality are more associated with culture of constructive team. The positive team climate significantly influences the individual's work attitude (Glisson and James, 2002). The firms can easily attain advantage over other firms by creating a supportive culture among employees. The organisations, that embedded warmth and trust in their organisational culture, foster high-performance among employees (Nold III, 2012). Culture emboldens organisation by adding new horizons to further its growth. The relentless hard work & commitment among employees help to achieve organisation goals. Motivated and encouraged employees leave no stone unturned and provide best of their efforts. Organisational culture helps to stimulate innovation and creativeness among employees (Sharifirad and Ataei, 2012).

### **Workplace Performance**

The "sustainable business practices" gives consideration to environmental, economic and social business practices. The sustainable workplace-performance influenced both internal as well as external decisions-making of business. The sustainable workplace practices ensure survival as well as safety of

the workforce. The justifiable organisation offers employees' professional wellness agendas, stress-free environment and health benefits. The supportive workplace maximizes the internal integration and lessens external impact. The adoption of work/life balance plans, career development programs, workforce participation, inclusive leadership and strategic training courses also enhanced productivity. Employers with effective cultural practices are using pioneering solutions to help their employees and also adapt to social and economic change.

### **Revenue**

Revenue is the elementary economic component of every business. A prosperous business attracts a large number of stakeholders and specialists. The firms can achieve and maintain their financial performance through qualitative human resource (Barney, 1986). Business survival is possible with significant amount of turnover. The revenue properly manages business investments and shows great surpluses to sustainable companies.

### **Employees' Strength**

Employees of the organisation ensure the profitable service of accessible resources. Diagnosing talents in employees and improving them is the key responsibility of employers. Confident and trained employees help to provide more world class solution to customers. Organisations' immense unflinching efforts behind each and every employee enhance their career development. It includes boosting employees' career by providing a social platform; assigning them new projects; delegating more authority and responsibility; and preparing them for an effective leadership role with the help of succession planning.

### **Women Workforce**

Increasing the participation of women has been proved successful to an organisation. Thus, companies need to introduce and implement various women empowerment initiatives. Companies must come forward to understand basic requirements of women. Providing adequate maternity leave, taking initiatives for gender equality, ensuring safety for women, and promoting leadership encourage women to perform better in the organisation. Understanding the needs of the employee, finding talent, career advancement, women empowerment, and health & safety initiatives help to reduce the attrition as well as the injury in the organisation (Anderson, 2004).

### **Attrition Rate**

The frequent turnover of employees at workplace becomes a major concern

for all organisations. A gradual reduction of workforce influence management structure and other aspects of the companies. The excessive churn rate (attrition) is also an actuarial loss being experienced by many companies. On the other hand, attrition rate has direct influence on stock markets, employee morale and customer confidence.

### **Injury Rate**

For employees' health and safety, the organisation must provide medical insurance and organised various camps. Increasing rate of injury demonstrates that employees want to quit the company for better opportunities and advancement. Safety of employees in organisation becomes mandatory which helps companies to save time and cost of the company. Indeed, regular training to employees inspires collaboration, innovation and excellence in projects.

### **COMPANIES OVERVIEW**

The following five service sector companies have been taken up for the present study :

#### **Tata Consultancy Services**

The Tata Group is an Indian Multinational Information Technology (IT) services, consulting and business solutions. The firm provides excellent employee conditions, nurturing and developing their talent throughout all levels of the organisation. TCS offers talent strategy, workforce planning, learning and development, performance management, leadership development, career and succession management, compensation and benefits, culture, values, and employee wellness and engagement. The company is committed to developing a diverse industry leading employee base through extensive technical and leadership training.

#### **HCL Technologies Limited (HCL)**

HCL Infosystems Ltd. (HCL) is India's premier distribution and IT services. The multinational company was founded in 1976 by Shiv Nadar and is one of the largest company. The ideapreneurs culture takes the lead in finding solutions and leading them to fruition. The foundation for this grass-root, business-driven, the customer-focused environment was laid by HCL's 'Employees First' values which collectively enthuse, empower, and encourage ideapreneurs to constantly innovate, ideate and collaborate.

### **Wipro**

Wipro was founded by M. H. Premji in 1945. It is a global information technology and outsourcing company with more than 170,000 workforce serving clients in more than 175 cities across 6 countries. The firm believes that excellence is a journey of continuous improvements. The company keenly promotes an open culture, encouraging feedback, and actively transforming it into the action.

### **Infosys**

Infosys is the 3rd largest IT service provider in India and 5th largest employer of H1-B Visa. This Indian multinational corporation was founded in 1981 by N R Narayan Murthy, Nandan Nilekani, and N. S Raghavan Gopalakrishnan. One of its known products is Finacle which provides a universal banking solution with various modules for retail and corporate banking. The workplace recognizes the unique skills professional irrespective of gender, ethnicity, and nationality.

### **Reliance**

Reliance Group was founded in 1932 and ranks among India's top private sector business houses in terms of net worth. The firm's workplace culture provides an opportunity to learn, innovate, execute and excel. The company believes in meritocracy and regularly rewards performance. A one word summary of firm culture, inspired by founder Chairman is "Entrepreneurial". It is an open, inclusive culture which encourages creativity, ambitious thinking, transformational ideas and respect for unique perspectives.

## **REVIEW OF LITERATURE**

The sustainable workplace practices make organisation effective and innovative. The organisational-sustainability covers human resources and their beliefs and values (Linnenluecke & Griffiths, 2010). Organisations should focus on economic outcomes as well as on sustainability innovations (Senge & Carstedt, 2001). Organisations should develop a sustainability-oriented workplace routine with effective cultural adaptability (Crane, 1995). The preservation of workplace-performance is important and beneficial for every firm (Aragon-Correa & Sharma, 2003; Hart, 1995; Russo & Fouts, 1997). The culture sustained business through economic performance and long-term profitability (Peteraf, 1993; Porter, 1985). Organisations should implement cultural changes for sustainability-oriented enhancement (Halme, 1997). Galpin, Whittington and Bell (2015) demonstrate that culture of sustainability results in positive and sustainable performance.

Organisational culture motivates team work and ascertains the job satisfaction at workplace (Lund, 2003). The cultural adaptability positively characterizes environment and knowledge management (Sanjaghi, Rezaeenour and Ojaghi 2014). Rashid, Sambasivan and Rahman (2004) coined organisational culture as a concomitant for efficacious change in behavioural practices. Nazir, (2005) observed that socialization is significantly associated with person-culture fit, and employee commitment. On the other hand, (Taormina, R. J 2008) indicates that socialisation makes employees' and leaders' assumptions/belief familiar with an organisation.

In a simpler way, (Ojo, 2009) assesses the significant impact of corporate culture on employee job performance as well as productivity. Based on assumptions, beliefs and artifacts (Amah, 2012) proved that corporate culture significantly influences organisational effectiveness.

Learned helplessness can be removed by the positive and participative work culture in an organisation (Saxena & Shah 2014). At the same time, it is signified that culture encourages the use of personalised relationship, exchange of benefits & assertiveness, and discourages the use of asserting expertise and negative sanctions in the organisation (Tripathi and Tripathi, 2009).

## **RESEARCH GAP**

The review of literature on organisational culture and workplace-performance recognized that most of the studies are based on primary sources. Several scholars have compared the organisational workplace from employees' perspective (Linnenluecke & Griffiths, 2010; Peteraf, 1993). On the contrary, this paper compares the workplace-performance through revenue, employee's strength, injury rate, women workforce participation, and attrition rate from companies' perspective.

## **OBJECTIVES OF THE STUDY**

The main objective of the study is to determine the relationship between cultural adaptability and workplace-performance of service sector companies. The objectives are as follows :

1. To assess various cultural practices adopted by service sector companies.
2. To ascertain the significant difference between workplace-performance of five service sector companies.

## **HYPOTHESES OF THE STUDY**

The following hypotheses were formulated :

- H<sub>1</sub> : There is a significant difference in the workplace-performance of TCS.
- H<sub>2</sub> : There is a significant difference in the workplace-performance of HCL.
- H<sub>3</sub> : There is a significant difference in the workplace-performance of Wipro.
- H<sub>4</sub> : There is a significant difference in the workplace-performance of Infosys.
- H<sub>5</sub> : There is a significant difference in the workplace-performance of Reliance.

## **RESEARCH METHODOLOGY**

### **Research Design**

The analysis of the existing paper is based on cultural adaptability and companies' performance in various workplace dimensions. The non-probability sampling method is used to choose the sample. The study formed its basis on companies listed in the Bombay Stock Exchange (BSE) of India. A sample of five service sector companies has been selected by using Judgmental Sampling Method. For analysis percentage method, one-way ANOVA and Pearson Correlation method have been used.

### **Sample Frame for Data Collection**

For the purpose of the study, five service sector Indian companies i.e. TCS, HCL, Wipro, Infosys and Reliance have been selected.

### **Sources of Data**

The paper is empirical in nature and is based on secondary data. The primary source of data is the sustainability and annual report of a company which is available on its official websites. Thus, the data is collected from the official websites of the respective companies for the years 2015-16 and 2016-17. Various research papers, articles; books have been consulted for the study purpose.

## **DATA ANALYSIS AND FINDINGS**

The essential organisational cultural practices of companies have been analysed. The information and data needed for the paper are collected from the

sustainability and annual report from 2015 to 2017. The One-way ANOVA has been applied to test whether the selected service sector companies differentiate the workplace-performance with cultural adaptability. Table 2 explains briefly the common practices (initiatives) taken by the company for sustainability of workplace.

**Table 1**  
**Tests of Normality**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Revenue	.303	5	.152	.820	5	.116
Employee's Strength	.274	5	.200*	.917	5	.509
Women Workforce	.307	5	.139	.798	5	.078
Attrition Rate	.267	5	.200*	.887	5	.344
Injury Rate	.143	5	.200*	.995	5	.994

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

**Source** : Author's own (extracted from SPSS)

The One-Sample (Table 1) Kolmogorov-Smirnov test indicates that Dimensions of Workplace-Performance (Revenue = .152, Employee's Strength = .200, Women Workforce = .139, Attrition Rate = .200, Injury Rate = .200) is  $>.05$ . On the other hand, Shapiro-Wilk test value of revenue (.116), Employee's Strength (.509), Women Workforce (.078), Attrition Rate (.344) and Injury Rate (.994) are also significant. Thus, dimensions adequately meet the standards for research and allow us to proceed for further analysis.

The cultural practices of selected service sector companies are common in term of career development, women safety, reward recognition, talent retention and health/safety. TCS is more efficient for career development and reward recognitions to sustain performance at workplace. Whereas HCL showed equal concerned for overall cultural practices. Similarly, Reliance adopts adequate and limited cultural practices for employees. Higher concerned can be denoted by Wipro for health/safety for both male as well as female. Motivation of employees, talent retention and health/safety are more important aspect for Infosys. Therefore, it can be concluded that cultural adaptability are important paradigm for every organisation.



**Table 2**  
**Various Cultural Adaptability Initiatives Adopted by Companies**

TCS	HCL	WIPRO	INFOSYS	RELIANCE
<b>Career Development</b>				
Careerhub, inspire, Structured Leadership Programmes, LDP, and Cultural and language dev., Regular performance and review	Social Career, Platform, Domain Skills training	IDP, WLQ and careerhub	Knowledge mngt., KM Portal, Connect, Teamwiki and Digital tutor	Career development, Delegation, Progression
<b>Support and Opportunities for Women</b>				
Second career initiative, DAWN and Culture Meter	Committ. Harassment complaints, Women Leadership (ASCEND) and iBelieve	Cross-functional involvement, Women's safety, Leadership on gender diversity, Women in Leadership' mentoring program, Women Technology	ASHI and Maternity programme	Maternity, Self-defence, Radio show, R-adhya and Complaint and Commit.
<b>Reward and Recognition</b>				
Competitive compensation, Star and Quarter Awards, Appreciation certificates, Service Awards, Star Team Award, Beyond Performance Award and Best Programme Awards	Appreciation Month, Spot R&R, XtraMiles and 'O Infinity Hall of Fame'	Business unit reward, Collaboration and Teamwork Award and Winner's Circle	MAKE Award. Excellence in project, Innovation. Internal customer delight, People Development, Value champions, Infosys champion, Unit management, Social Consciousness and Infy maker Award	Cash bonus

Contd. Table 2

<b>Talent Retention</b>			
PULSE, Maitree, Knome, KnowMax, GEMS	Two-year Flagship Programme and Half-yearly evaluation	EPS, Integrated Employee Support, EI and EAG	Talent fulfillment, Continuous Education Collaborative learning, Foundation Programme, Higher education and Learning credits  E-learning, Classroom training and Job assignment
<b>Health and Safety</b>			
Safety First, Fit4life, and Purpose4life	AHA (Assisting HCLites Anytime), Emergency Preparedness and Life Coach	Safety Awareness, Mitr, Fit for Life, Health awareness initiatives, Pandemic vaccination camps, Work-life balance, Medical insurance Food and workplace safety, Ergonomic and Emergency preparedness	TBHRA, Reliance family and OHC  HSE Programme, OZONE, Risk management, Safety committee and Incident reporting and investigation

Source : Author's Own

**Table 3**  
**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
Revenue	5	5.920	12.4311	5.5594
Employee's Strength	5	5.100	9.3702	4.1905
Women Workforce	5	25.780	12.2169	5.4636
Attrition Rate	5	17.960	3.3798	1.5115
Injury Rate	5	.028600	.0148088	.0066227

Source: Author's own (extracted from SPSS)

The one-sample statistics in Table 3 shows the mean values, standard deviation and standard error mean of dimensions of workplace of selected companies. The results indicates that values of workplace dimensions are quite different from each other. The mean value of dimension i.e., revenue and employee strength demonstrate less difference whereas women workforce and attrition rate shows more difference in comparison to others.

**Table 4**  
**One-Sample Test**

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Revenue	1.065	4	.347	5.9200	-9.515	21.355
Employee's Strength	1.217	4	.290	5.1000	-6.535	16.735
Women Workforce	4.719	4	.009	25.7800	10.611	40.949
Attrition Rate	11.882	4	.000	17.9600	13.763	22.157
Injury Rate	4.318	4	.012	.0286000	.010212	.046988

Source: Author's own (extracted from SPSS)

In Table 4, the one-sample test shows the t-value, df, sig. (2-tailed), mean difference and 95% confidence interval of the difference. The t-value indicates that the significant difference between the dimensions of workplace-performance. Attrition at workplace are more relevant dimensions that improve the organisation performance in comparison to revenue and overall strength of the employees. The women workforce and less injury at workplace may create strategic difference at

workplace for companies. The results also reveal that women's workforce, attrition rate and injury rate are significant dimensions for companies.

**Table 5**  
**ANOVA for Workplace-Performance Dimension of TCS**

		Sum of Squares	df	Mean Square	F	Sig.
Revenue	Between Groups	220.839	1	220.839	1.715	.216
	Within Groups	1545.210	12	128.768		
	Total	1766.049	13			
Employee Strength	Between Groups	262.527	1	262.528	4.591	.052
	Within Groups	686.063	12	57.172		
	Total	948.589	13			
Women Workforce	Between Groups	.130	1	.130	.001	.979
	Within Groups	1790.843	12	149.237		
	Total	1790.972	13			
Attrition	Between Groups	8.297	1	8.297	.793	.389
	Within Groups	125.460	12	10.455		
	Total	133.757	13			
Injury Rate	Between Groups	.000	1	.000	.566	.465
				.000		

Source: Author's own (extracted from SPSS)

The Table 5, represent that employee strength are a significant dimension compares to revenue, women workforce, attrition and injury rate. It can be perceived that for TCS employees are creating strategic difference. TCS efficiency toward career development and reward recognitions sustain more number of employees at workplace. The partial support of  $H_1$  indicates that company need to focused cultural practices for enhancement of workplace-performance.

**Table 6**  
**ANOVA for Workplace-Performance Dimension of HCL**

		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Revenue	Between Groups	972.116	2	486.058	6.734	.013
	Within Groups	793.931	11	72.176		
	Total	1766.048	13			
Employee Strength	Between Groups	536.013	2	268.007	7.146	.011
	Within Groups	412.575	11	37.507		
	Total	948.589	13			
Women Workforce	Between Groups	779.612	2	389.805	4.240	.044
	Within Groups	1011.360	11	91.942		
	Total	1790.972	13			
Attrition	Between Groups	59.990	2	29.995	4.472	.037
	Within Groups	73.767	11	6.705		
	Total	133.756	13			
Injury Rate	Between Groups	.002	2	.001	31.495	.000
	Within Groups	.000	11	.000		
	Total	.003	13			

Source: Author's own (extracted from SPSS)

HCL showed equal concern towards overall cultural practices. From the Table 6, it can be stated that revenue, women workforce and attrition rate are significant to workplace-performance. The results partially support the H<sub>2</sub> and indicate that companies need to focus on more cultural practices for employee enhancement.

**Table 7**  
**ANOVA for Workplace-Performance Dimension of Wipro**

		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>Sig.</b>
Revenue	Between Groups	1766.049	4	441.512	.000
	Within Groups	.000	9	.000	
	Total	1766.049	13		
Employee Strength	Between Groups	948.589	4	237.147	.000
	Within Groups	.000	9	.000	
	Total	948.589	13		
Women Workforce	Between Groups	1790.972	4	447.743	.000
	Within Groups	.000	9	.000	
	Total	1790.972	13		
Attrition	Between Groups	133.757	4	33.439	.000
	Within Groups	.000	9	.000	
	Total	133.757	13		
Injury Rate	Between Groups	.003	4	.001	.000
	Within Groups	.000	9	.000	
	Total	.003	13		

Source: Author's own (extracted from SPSS)

As it concerned to Wipro, it is found that women workforce, attrition rate and injury rate are significant as compared to other dimension of workplace-performance. Wipro adequate number of health/safety practices (for both male as well as female) ensure retention and safety of employees. The results partially support the H<sub>3</sub> demonstrate that employee strength and revenue are not significant for company.

**Table 8**  
**ANOVA for Workplace-Performance Dimension of HCL**

		Sum of Squares	df	Mean Square	F	Sig.
Revenue	Between Groups	1679.409	3	559.803	64.613	.001
	Within Groups	86.640	10	8.664		
	Total	1766.049	13			
Employee Strength	Between Groups	564.589	3	188.196	4.901	.023
	Within Groups	384.000	10	38.400		
	Total	948.589	13			
Women Workforce	Between Groups	1777.472	3	592.491	438.882	.000
	Within Groups	13.500	10	1.350		
	Total	1790.972	13			
Attrition	Between Groups	129.422	3	43.141	99.517	.000
	Within Groups	4.335	10	.434		
	Total	133.757	13			
Injury Rate	Between Groups	.001	3	.000	3.994	.041
	Within Groups	.001	10	.000		
	Total	.003	13			

Source: Author's own (extracted from SPSS)

Table 8 indicates significant difference among dimensions of workplace i.e., revenue, employee strength, women workforce and injury except attrition rate. The continuous motivation of employees, talent retention and health/safety influenced workplace-performance at great extent. The outcome partially validates the H<sub>4</sub> and specifies that attrition is high at workplace.

**Table 9**  
**ANOVA for Workplace-Performance Dimension of Reliance**

		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Revenue	Between Groups	1104.549	3	368.183	5.566	.017
	Within Groups	661.500	10	66.150		
	Total	1766.049	13			
Employee Strength	Between Groups	903.214	3	301.071	66.352	.000
	Within Groups	45.375	10	4.538		
	Total	948.589	13			
Women Workforce	Between Groups	413.837	3	137.946	1.002	.432
	Within Groups	1377.135	10	137.714		
	Total	1790.972	13			
Attrition	Between Groups	103.382	3	34.461	11.345	.001
	Within Groups	30.375	10	3.038		
	Total	133.757	13			
Injury Rate	Between Groups	.002	3	.001	9.692	.003
	Within Groups	.001	10	.000		
	Total	.003	13			

Source: Author's own (extracted from SPSS)

In Table 9, results show significant variations exist among workplace dimensions i.e., employee strength and attrition rate. The implementation of acceptable cultural practices by company attracts more number of employees. The significance value moderately support the  $H_5$  and indicates that company need to implement human-resource practices at their workplace. These employees are creating tactical importance to the organisation in the worldwide market.

## DISCUSSION

The sustainability of workplace performance helps organisations to identify and implement the human resource strategy. The companies have accepted the need for stress-free working environment. The stress-free environment makes employees more energetic and youthful. The unfavorable working conditions have become a major concern for all organisations.

TCS showed their proficiency towards career development and reward



recognitions. This motivation entices number of employees. The award & reward motivate employees as well as reduces attrition at workplace. The award-winning also enhance confidence of potential employees with companies reputation. HCL equal concerned towards overall cultural practices motivates more number of women at their workplace. The programs for women significantly impact workplace-performance. Wipro health/safety practices ensure retention and safety of employees. Health and safety should be strengthened to ensure stress-free and sound environment. The companies must adopt dynamic tactics to maintain healthy and safe environment (Anderson, 2004). The Infosys continuous motivation for employees fairly enhanced the workplace-performance at great extent. Career-oriented employees are creating strategic value for the organisations and success in the global marketplace. The implementation of acceptable cultural practices by Reliance attracts more number of employees and reduce attrition rate.

The higher participation of women generates higher market return and superior profits (CS Gender report, 2016). Companies must implement the effective initiatives for women stability. The adequate number of workshops, training and networking from other professionals helps to minimise injury in an organisation. Health/safety measures are a prevalent paradigm to enhance workplace sustainability. Instead of adopting numbers of programmes companies must follow a common social platform that helps to integrate and inspire employees to perform with zeal. The companies have adopted gender equality initiative, promoting women's leadership roles, self-defence workshop with maternity and safety support measures for women.

## **CONCLUSION**

The organisations have adopted number of unflinching efforts to hold skilled and competitive employees. The study is carried out to analyse the cultural adaptability pattern of five companies and to evaluate the workplace dimensions (revenue, employees' strength, injury, women participation, and attrition rate) of top capitalised service sector companies. Award/reward, women workforce and talent retention are a prevalent dimensions to enhance performance of service sector companies. Employees are creating strategic value to the organisation and success in the global marketplace.

Further, this study is useful to stakeholders as well as for companies itself. This paper concludes that award/reward, programmes for women and talent retention dimensions are principal players compared to other paradigms. On an average, every company follows an adequate number of programmes in every aspect and demonstrates good performance in all paradigms. But most importantly,

the study found that revenue is highly related to women workforce and negatively to attrition and injury. Injuries at workplace significantly and positively affect attrition. The minimisation of injury helps to gain competitive advantage.

### **DIRECTION FOR FUTURE RESEARCH**

The present study is based on secondary data. Therefore, it is proposed that further studies can be conducted on primary data. The existing study covered relatively small sample size. The further research can be conducted with a large sample from different sectors to compare workplace widely.

### **LIMITATIONS**

The sampling frame is quite small as compared to total population. The study was delimited to the top capitalised service sector companies only. The judgmental sampling method is used which is incapable to signify the entire population.

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#### ANNEXURE

I: Abbreviations

TCS : Tata Consultancy Services

HCL : Hindustan Computers Limited