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Workplace Conformity and Workplace Values: A Comparative Study of TCS and Infosys

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ABSTRACT

This study examines the difference between workplace values and workplace conformity at two IT giants, Tata Consultancy Services (TCS) and Infosys. Conformity is the act of aligning oneself with the group, and the bulk of employee activities in a company revolves around sustaining group conformity as a group habit. An organization's guiding beliefs and principles are its organizational values. They include openness, confrontation, trust, authenticity, proaction (taking the initiative, preplanning, preventative activity and evaluating alternative payoffs before acting), autonomy, collaboration, and experimentation. For the current study, TCS and Infosys employees provided 60 responses to a 4-point scale questionnaire based on the OCTAPACE profile and a 7-point scale questionnaire based on the normative influence scale. The result of the study highlights the workplace ideals having a significant difference with workplace conformity at both TCS and Infosys.

KEYWORDS: Workplace value, Workplace conformity, Tata Consultancy Services, Infosys

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INTRODUCTION

The 21st era is anticipated to be driven by informational technology, and India is seen as a technological powerhouse at the centre of global attention. Businesses must utilize IT-based services to increase productivity, facilitate business operations, and develop efficiently and financially in today's global market. The IT industry is vital for the exponential expansion of our GDP and the generation of millions of jobs. Expanding the Technology sector will require us to develop at the same rate as China in all fields and help us capture the global market. The pandemic has presented TCS and Infosys with significant business potential. The demand for technological breakthroughs in most types has offered the two tech giants enormous opportunities. To remain competitive, TCS has consistently invested in exploration and innovation, staff training, intellectual property, and alliances. During March 2021 quarters alone, the company closed 30 deals, establishing itself as the market leader.

Infosys has evolved towards a client-focused solid organization. It is also focused on forming collaborations with the world's leading corporations. Infosys is also spending on designing and developing the appropriate digital transformation-accelerating solutions. In addition, to combat the current epidemic, Infosys has made significant adjustments to its infrastructure to facilitate employees' work from home. The company achieved carbon neutrality as part of its ESG program in 2020. In contrast, Infosys could only secure nine deals throughout the quarter.

The expansion and increase in production in several IT organizations are characterized by a shared set of values and standards with their personnel. These principles can impact company decisions and contribute to developing a collaborative and supportive professional environment. Knowing a company's culture and its guiding principles can assist professionals in assessing whether a particular workplace is a good fit. An organization's business activities are guided by its values, standards, and regulations. These principles can impact the operation of internal teams, the goods and services a business provides, and the promotional resources and public communication a company shares. By defining acceptable behaviour norms, they can help employees comprehend management's objectives and priorities.

Within our social contexts, conformity is pervasive. Occasionally, we are aware of our behaviour, but we often act unconsciously without much thought or awareness. Sometimes, we approve of things with which we disagree or behave in ways we are aware we cannot control. Conformity facilitates the organization's behaviour as a single entity working together as a team. Businesses must have regulations and guidelines that streamline and govern output standards to retain brand integrity. It may be claimed that conformity stifles innovation, but it also eliminates this issue by clarifying organizational norms and employee expectations. It enables companies to have a degree of uniformity, which increases the likelihood that everyone is working towards the same objective. Here it is pertinent to mention about a major research on the theme –Solomon Asch, a noted psychologist, recruited participants to execute what they thought was a simple perceptual test in these 1950s experiments. Pupils had to pick a line that matched one of three lengths. Individuals choose the right decision. When questioned by confederates who had been informed of the study and purposely chose the wrong line, 75% of participants conformed at least once. This experiment effectively exhibits normative influence.

LITERATURE REVIEW

Values express what's essential to you and your organization. Your values reflect your beliefs. They reflect who you are and shape your culture. When considering values, think about your conduct and decisions. If companies know who they are and who they aren't, they can hire and fire the correct people. Employment branding and corporate culture boost hiring and retention Effectiveness. Culture determines behaviour in any company. Culture is built on an organization's values. These ideas help us understand what's right and wrong for our colleagues, clients, and community.

In firms that prioritize corporate culture and have authoritative management that imposes business procedures, objectives, and regulations, normative conformity may limit the socialization of employees. In such companies, normative discipline in a friendly culture may erode individual characteristics, manifesting the adverse effects of autonomy and dependence (Costas, 2012). Sitlani (2012) shows that the OCTAPACE culture in an organization makes the employees better managers. Managers have a better chance to improve their skills, abilities, and knowledge in a favourable culture than in an unfavourable

culture. Further, Jayanthi and Bhuvaneshwari (2014) observe, “In terms of OCTAPACE aspects, Ponni Sugars Erode Pvt Ltd prioritizes collaboration over authenticity, autonomy, trust, proactivity, openness, and confrontation in terms of workplace culture. The confrontation was placed last among the OCTAPACE dimensions”.

Sharma, and Joshi (2017) in their research highlight government banks' functional autonomy and effective governance. Public banks' work environment, job performance, and well-being were constantly and significantly superior. Private banks' work culture, requirements, and hours suggest higher work strain, more acute job stress, and disregard for human issues. Researchers, namely Lim, M. S., Kim, C. Y., & Yoo, J. W. (2020), first believed, depending on a sampling of Korean manufacturing firms, as in a sector with significant isomorphic dynamics, firms would be compelled by homogeneity to adhere to industry norms and standards. The data also indicate that when the industry is dynamic, the favourable impacts of strategy conformity and invention on firm success are diminished.

METHODOLOGY

The author mainly used standardized questionnaires called OCTAPACE and the Normative social influence scale. The OCTAPACE profiling is a 40-item questionnaire that provides eight-valued profiling of an organization's ethos. Openness, autonomy, trust, confrontation, proactivity, autonomy, authenticity, collaboration, and experimentation are measured through the test. There are two parts to the instrument. In section I, items 1 through 24 (three for each of the eight values) explain values, and the respondent is asked to indicate the degree to which his organization values each item. Part 2 has 16 items on beliefs, two for each of the eight values, and the respondent assesses the extent to which the organization shares each belief. The Normative social influence scale is a six-item test that assesses a behaviour change deemed essential for group membership. Conformity stems from our desire for positive interactions with other individuals. Sixty responses were collected from diverse TCS and Infosys workers. With the aid of a manual, scoring and interpretation were accomplished. The t-test was used to compare research groups across multiple dimensions.

OBJECTIVES OF THE STUDY

The importance of the study is based on an assessment of workplace conformity and workplace values at Infosys and TCS, two of the largest IT companies in the world. The following are the objectives of the study:

1. To study workplace conformity and openness between TCS and Infosys.
2. To study workplace conformity and confrontation between TCS and Infosys.
3. To study workplace conformity and trust between TCS and Infosys.
4. To study workplace conformity and authenticity between TCS and Infosys.
5. To study workplace conformity and proaction between TCS and Infosys.
6. To study workplace conformity and autonomy between TCS and Infosys.
7. To study workplace conformity and collaboration between TCS and Infosys.
8. To study workplace conformity and experimentation between TCS and Infosys.

HYPOTHESIS

H1: No significant difference will exist between openness and conformity in Tata consultancy services (TCS) and Infosys employees.

H2: There will be no significant difference between confrontation and conformity in Tata consultancy services (TCS) and Infosys employees.

H3: There will be no significant difference between trust and conformity in Tata consultancy services (TCS) and Infosys employees.

H4: There will be no significant difference between authenticity and conformity in Tata consultancy services (TCS) and Infosys employees.

H5: There will be no significant difference between proaction and conformity in Tata consultancy services (TCS) and Infosys employees.

H6: There will be no significant difference between autonomy and conformity in Tata consultancy services (TCS) and Infosys employees.

H7: Collaboration and conformity in Tata consultancy services (TCS) and Infosys employees will remain the same.

H8: No significant difference will exist between experimentation and conformity in Tata consultancy services (TCS) and Infosys employees.

RESULT AND DISCUSSION

In this study, eight hypotheses were tested. Before explaining the findings of the hypothesis testing, a statistical summary of the testing results is also provided.

Table 1: Comparison of TCS and Infosys regarding workplace conformity and workplace Culture of openness

| | TCS (N=31) | | Infosys (N=31) | | T | P-value |
|------------|---------------|-------------------|-------------------|-------------------|--------|---------|
| | Mean | Std. Deviation | Mean | Std. Deviation | | |
| Conformity | 21.8387 | 6.455 | 23.5806 | 5.39614 | -1.153 | 0.254 |
| Openness | 15.5484 | 1.99731 | 15.9032 | 1.75793 | -0.743 | 0.461 |

Table 1 provides an overview of TCS and Infosys' mean and standard deviation scores on conformity and openness, respectively. There is no significant difference between TCS and Infosys on both conformity (0.254) and openness (0.461) as the P-value > 0.05.

The study by Chang, et al. (2023) demonstrates workplace conformance is a vital characteristic that encourages the transmission of knowledge among Taiwan employees to enhance their competition and creative potential. In the Indian context, however, Yadav (2014) discovered that the intended magnitude of OCTAPACE value (usually believed to be greater) is insignificant for all elements in sample Delhi-NCR universities. In universities serving as examples, the expected degree of openness is less than the actual level of openness. The P-value from the preceding table indicates and supports the study's conclusion that openness and conformity do not differ significantly between TCS and Infosys in the Indian context.

Table 2: Comparison of TCS and Infosys regarding workplace conformity and workplace Culture of confrontation

| | TCS (N=31) | | Infosys (N=31) | | T | P-value |
|---------------|---------------|----------------|-------------------|----------------|--------|---------|
| | Mean | Std. Deviation | Mean | Std. Deviation | | |
| Conformity | 21.8387 | 6.455 | 23.5806 | 5.39614 | -1.153 | 0.254 |
| Confrontation | 16.2581 | 1.93163 | 15.9355 | 1.76891 | 0.686 | 0.496 |

Table 2 provides an overview of TCS and Infosys' mean and standard deviation scores on conformity and confrontation, respectively. There is no significant difference between TCS and Infosys on both conformity (0.254) and confrontation (0.496) as the P-value > 0.05.

Essawi, and Tilchin (2013) developed the structural adaptive value confrontation leading model to foster a constructive confrontation between intended corporate values and present employee values as part of the leadership strategy of transforming corporate culture. Further, Essawi and Tilchin (2013) initiating and directing the constructive confrontation that enables responding to feedback through the sophisticated and adaptable use of diverse methods that facilitate and stimulate the adoption of the new organizational ideals. The preceding research identifies confrontation as the latest organizational value, and the table demonstrates that TCS and Infosys have no significant differences between confrontation and conformity because, as per Gerard (1964), with confrontation, the people who choose to submit to others do so more frequently than in situations without confrontation. So, it is possible that such scenarios did not occur in both institutions, resulting in a negligible difference between confrontation and conformity.

Table 3: Comparison of TCS and Infosys regarding workplace conformity and workplace Culture of trust

| | TCS (N=31) | | Infosys (N=31) | | T | P-value |
|------------|---------------|-------------------|-------------------|-------------------|--------|---------|
| | Mean | Std. Deviation | Mean | Std. Deviation | | |
| Conformity | 21.8387 | 6.455 | 23.5806 | 5.39614 | -1.153 | 0.254 |
| Trust | 15.1935 | 2.13572 | 15.3226 | 2.18155 | -0.235 | 0.815 |

Table 3 provides an overview of TCS and Infosys' mean and standard deviation scores on conformity and trust, respectively. There is no significant difference between TCS and Infosys on both conformity (0.254) and trust (0.815) as the P-value > 0.05. According to R dha, et al. (2022), organizational trust favours the organizational commitment. Following Yu-Yu Chang, Wisuwat Wannamakok, and Yi-Hsi Lin (2023), normative compliance in the workplace may weaken expressive bonds in societal interaction and individuals' desire to demonstrate vulnerability, which are foundations of interpersonal bonding and emotional trust. In contrast, the preceding table indicates no significant difference between TCS and Infosys employees regarding workplace conformity and trust.

Table 4: Comparison of TCS and Infosys regarding workplace conformity and workplace Culture of authenticity

| | TCS (N=31) | | Infosys (N=31) | | T | P-value |
|------------|---------------|-------------------|-------------------|-------------------|--------|---------|
| | Mean | Std. Deviation | Mean | Std. Deviation | | |
| Conformity | 21.8387 | 6.455 | 23.5806 | 5.39614 | -1.153 | 0.254 |

| | | | | | | |
|--------------|---------|---------|---------|---------|-------|-------|
| Authenticity | 13.8387 | 2.05096 | 13.1935 | 1.60040 | 1.381 | 0.172 |
|--------------|---------|---------|---------|---------|-------|-------|

Table 4 provides an overview of TCS and Infosys' mean and standard deviation scores on conformity and authenticity, respectively. There is no significant difference between TCS and Infosys on both conformity (0.254) and authenticity (0.172) as the P-value > 0.05. In the framework of DEI, authenticity has different meanings. It is about being yourself on the job without adhering to other people's expectations. Since the preceding table indicates no significant difference between authenticity and conformity, it can be inferred that TCS and Infosys personnel are inherently authentic.

Table 5: Comparison of TCS and Infosys regarding workplace conformity and workplace Culture of pro-action

| | TCS (N=31) | | Infosys (N=31) | | T | P-value |
|------------|---------------|-------------------|-------------------|-------------------|--------|---------|
| | Mean | Std. Deviation | Mean | Std. Deviation | | |
| Conformity | 21.8387 | 6.455 | 23.5806 | 5.39614 | -1.153 | 0.254 |
| Pro-action | 16.9355 | 2.48912 | 16.7742 | 2.43187 | 0.258 | 0.797 |

Table 5 provides an overview of TCS and Infosys' mean and standard deviation scores on conformity and pro-action, respectively. There is no significant difference between TCS and Infosys on both conformity (0.254) and pro-action (0.797) as the P-value > 0.05. Tims, et al. (2020) observe that thriving personnel strongly moderated the link between conscientiousness, proactive organizational behaviour, and job meaningfulness. However, this study indicates no substantial difference between TCS and Infosys employees' pro-action and workplace conformance.

Table 6: Comparison of TCS and Infosys regarding workplace conformity and workplace Culture of autonomy

| | TCS (N=31) | | Infosys (N=31) | | T | P-value |
|------------|---------------|-------------------|-------------------|-------------------|--------|---------|
| | Mean | Std. Deviation | Mean | Std. Deviation | | |
| Conformity | 21.8387 | 6.455 | 23.5806 | 5.39614 | -1.153 | 0.254 |
| Autonomy | 13.8387 | 2.05096 | 13.1935 | 1.60040 | 1.381 | 0.172 |

Table 6 provides an overview of TCS and Infosys' mean and standard deviation scores on conformity and autonomy, respectively. There is no significant difference between TCS and Infosys on both conformity (0.254) and autonomy (0.172) as the P-value > 0.05. Hanaki and Owan (2013) rightly mention that an organization with a high level of autonomy encourages individuals to explore novel concepts and builds its strength on individual learning. In contrast, the high-conformity organization assimilates individual unique expertise base and promotes organizational learning through regular information sharing between individuals. It implies that autonomy increases experimentation and trust, yet according to this study, there is no substantial difference between TCS and Infosys employees regarding autonomy and workplace compliance.

Table 7: Comparison of TCS and Infosys regarding workplace conformity and workplace Culture of collaboration

| | TCS (N=31) | | Infosys (N=31) | | T | P-value |
|------------|---------------|-------------------|-------------------|-------------------|--------|---------|
| | Mean | Std. Deviation | Mean | Std. Deviation | | |
| Conformity | 21.8387 | 6.455 | 23.5806 | 5.39614 | -1.153 | 0.254 |

| | | | | | | |
|---------------|---------|---------|---------|---------|-------|-------|
| Collaboration | 15.7419 | 2.23559 | 15.5161 | 2.07960 | 0.412 | 0.682 |
|---------------|---------|---------|---------|---------|-------|-------|

Table 7 provides an overview of TCS and Infosys' mean and standard deviation scores on conformity and collaboration, respectively. There is no significant difference between TCS and Infosys on both conformity (0.254) and collaboration (0.682) as the P-value > 0.05. The preceding table indicates that there is no substantial difference between workplace conformity and collaboration among TCS and Infosys employees, contradicting the study, by Tims et al. (2020) which demonstrates that non-conformists are more willing to work together for the greater good, but conformity to societal standards can make individuals less likely to cooperate.

Table 8: Comparison of TCS and Infosys regarding workplace conformity and workplace Culture of experimentation

| | TCS (N=31) | | Infosys (N=31) | | T | P-value |
|-----------------|---------------|----------------|-------------------|----------------|--------|---------|
| | Mean | Std. Deviation | Mean | Std. Deviation | | |
| Conformity | 21.8387 | 6.455 | 23.5806 | 5.39614 | -1.153 | 0.254 |
| Experimentation | 15.3871 | 2.20117 | 15.1290 | 2.49989 | 0.431 | 0.668 |

Table 8 provides an overview of TCS and Infosys' mean and standard deviation scores on conformity and experimentation, respectively. There is no significant difference between TCS and Infosys on both conformity (0.254) and experimentation (0.668) as the P-value > 0.05. Pozzo et al. (2020) observe that since culture is social, cultural innovation is accessible. Cultural production should also facilitate technical and administrative innovation. Societies of practice (Lave and Wegener, 1991) can influence cultural innovation and provide a fertile setting for testing various indicators. DARIAH's twenty-one working groups, managed by their

members, are societies of practice where scholars of various degrees collaborate and co-create. However, this study found no substantial difference in workplace conformity or experimentation between TCS and Infosys employees.

The research results contradict past comparative studies that asserted a vital association between the values of OCTAPACE dimensions and conformity.

CONCLUSION

In conclusion, all 8 hypotheses are accepted. There is no significant difference between all of the OCTAPACE values and conformity of TCS and Infosys employees. Social conformity may impede co-workers from understanding one another's personalities on the job (Turner, 1985). Thus, diverse workplace norms support normative conformity in different ways, and conformance positively or negatively impacts complex social networks. (Tang et al., 2013).

Also, there is an emergent need of a thorough and standardized explanation of the causes and outcomes of social adherence in organizational contexts. Extant literature does not conform whether employees with inherent values are involved in social conformance. No research has yet uncovered a significant difference between OCTAPACE values and conformance in two or more organizations. However, the conclusions of some of the prior comparative studies claimed a strong association among OCTAPACE cultural values. All said, the scope of this study is limited to Tata consulting services (TCS) and Infosys employees. Hence, it is imperative that more research may be taken up to test the inferences based on the current study.

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