TO STUDY THE MANAGEMENT PRACTICES AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE WITH RESPECT TO IT COMPANIES IN PUNE

A Thesis

SUBMITTED TO THE

TILAK MAHARASHTRA VIDYAPEETH PUNE

FOR THE DEGREE OF DOCTOR OF PHILOSOPHY

In Management

Under the Board Of Management Studies

BY

MR. BHUSHAN NEMCHAND PATIL

Registration No. 15818003448

UNDER THE GUIDANCE OF

(Prof.) Dr. NITIN RAVSAHEB VAIDYA

DEPARTMENT OF MANAGEMENT

MARCH 2024

Annexure IV

CERTIFICATE OF THE SUPERVISOR

It is certified that work entitled " **TO STUDY THE MANAGEMENT PRACTICES AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE WITH RESPECT TO IT COMPANIES IN PUNE"** is an original research work done by **Mr. Bhushan Nemchand Patil** Under my supervision for the degree of Doctor of Philosophy in Management to be awarded by Tilak Maharashtra Vidyapeeth, Pune.

To best of my knowledge this thesis:

- embodies the work of candidate himself
- has duly been completed
- fulfils the requirement of the ordinance related to Ph. D. degree of the TMV
- up to the standard in respect of both content and language for being referred to the examiner.

Signature of the Supervisor

(Prof.) Dr. Nitin Ravsaheb Vaidya

Annexure III

Tilak Maharashtra Vidyapeeth, Pune

Undertaking

I **Mr. Bhushan Nemchand Patil** is the Ph. D Scholar of the Tilak Maharashtra Vidyapeeth in Management subject. Thesis entitled **TO STUDY THE MANAGEMENT PRACTICES AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE WITH RESPECT TO IT COMPANIES IN PUNE** under the supervision of **Dr. Nitin Ravsaheb Vaidya**, Solemnly affirm that the thesis submitted by me is my own work. I have not copied it from any source.

I have gone through extensive review of literature of the related published / unpublished research works and the use of such references made has been acknowledged in my thesis. The title and the content of research is original. I understand that, in case of any complaint especially plagiarism, regarding my Ph.D. research from any party, I have to go through the enquiry procedure as decided by the Vidyapeeth at any point of time.

I understand that, if my Ph.D. thesis (or part of it) is found duplicate at any point of time, my research degree will be withdrawn and in such circumstances, I will be solely responsible and liable for any consequences arises thereby. I will not hold the TMV, Pune responsible and liable in any case.

I have signed the above undertaking after reading carefully and knowing all the aspects therein.

Signature :

Address :

Ph.No. : e-mail :

Date : Place :

ACKNOWLEDGEMENTS

The work presented in this thesis would not have been possible without my close association with many people. I take this opportunity to extend my sincere gratitude and appreciation to all those who made this Ph.D. thesis possible.

First and foremost, I would like to extend my sincere gratitude to Dr. Pranati Tilak (Dean , Department of Management TMV) for her inspiration, encouragement and continuous support, throughout my Ph.D. journey

I owe a debt of gratitude to my research guide Dr. Nitin Ravsaheb Vaidya for his valuable guidance, scholarly inputs and unstinted support i received throughout the research work, his discussions, ideas, and feedback have been absolutely invaluable. He is a person with an amicable and positive disposition, she has always made herself available to clarify my doubts, and I consider it as a great opportunity to do my doctoral research under his guidance and to learn from his research expertise.

I take this opportunity to express my gratitude to Dr. C. Sunanda Yadav (Head – PhD Department), for her extended help in understanding various rules and regulations of the PhD in details.

I am grateful to the entire staff of Department of Management Tilak Maharashtra Vidhyapeeth for helping me and assisting me in many different ways. I am thankful to library staff and administrative staff of Tilak Maharashtra Vidhyapeeth for their cooperation.

I do not know how to begin with saying thank you to my parents Mr. Nemchand Patil and Mrs. Pratibha Nemchand Patil for their eternal support. Their infallible love and support has always been my strength.

Their patience and sacrifice will remain my inspiration throughout my life. Without their love and help, I would not have been able to complete much of what I have done and become who I am. Papa Mama I love you for everything, for being so understanding and for putting up with me through the toughest moments of my life. I thank God for enlightening my life with your presence.

My deep and sincere gratitude to my wife Mrs. Tejal Bhushan Patil for her unconditional love and who supported me in every possible way to see the completion of this work.A special thanks to my little darling Ms. Avni Bhushan Patil for providing me the necessary distractions.

Mr. Bhushan Nemchand Patil

List of Figures

Figure 1: Management Practices as Capabilities 39
Figure 2: Gender Breakup of Respondents 48
Figure 3: Education Level Classification of Respondents 49
Figure 4: Categories of Age Groups 49
Figure 5: Tenure of Respondents with Current Organization 50
Figure 6: Bar chart for Usage of TQM in Management Practices 51
Figure 7: Bar chart for Usage of Strategic Management tool in Management Practices 52
Figure 8: Bar chart for Usage of Coaching and Mentoring Tool in Management Practices 53
Figure 9: Bar chart for Usage of Balanced Scorecards tool in Management Practices 54
Figure 10: Bar chart for Usage of Business Process Re-engineering Tool in Management Practice 55
Figure 11: Bar chart for Usage of Integrated Marketing Management tool in Management Practice 56
Figure 12: Bar chart for Usage of ERP tool in Management Practice 57
Figure 13: Bar chart for effective communication and reinforcement of mission and vision of organization 58
Figure 14: Bar chart for understanding engagement in strategic planning and goal setting 59
Figure 15: Bar chart for leadership fostering a culture of innovation and adaptability 60
Figure 16: Bar Chart for organizations alignment of its strategic objectives with its daily operations and decision-making processes 61
Figure 17: Bar chart for effectiveness of communication channels in facilitating information sharing within organization 62
Figure 18: Bar chart for transparency and inclusiveness of the decision making process of organization 63
Figure 19: Bar chart for usage of data analytics to make informed decision making 64
Figure 20: Bar chart of opportunities for skill development and training of employees 65
Figure 21: Bar chart of satisfaction of employees on employers engagement and motivation part 66
Figure 22: Bar chart for employers encouragement to employees to participate in decision making process which affect their work 67
Figure 23: Bar chart for culture within company 68

Figure 24: Bar chart for prioritizing the DEI in company culture and practice 69
Figure 25: Bar chart for organizations innovativeness in introducing new product or service 70
Figure 26: Bar chart for competitiveness of the organization within IT industry 71
Figure 27: Bar chart for adaptation to the changes in IT industry in India 72
Figure 28: Bar chart for responsiveness of the organization towards emerging technologies and market trends 73
Figure 29: Bar chart for organizations current position in the IT industry of India 74
Figure 30: Bar chart for differentiation from the competitors in the market 75
Figure 31: Bar chart for satisfaction of customers with respect to company's product and service 76
Figure 32: Bar chart for seeking customer feedback 77
Figure 33: Bar chart for market share status 78
Figure 34: Bar chart for organizations profitability status 79
Figure 35: Bar chart for organizations sales volume status 80
Figure 36: Bar chart for organizations process efficiency 81
Figure 37: Bar chart for employee motivation status 82
Figure 38: Bar chart for organizational performance 83
Figure 39: Bar chart for process improvement in case of problem arise 84
Figure 40: Bar chart for process improvement as a continuous process 85
Figure 41: Bar chart for process improvement as a part of routine business process 86
Figure 42: Bar chart for tracking company performance using KPI 87
Figure 43: Bar chart for measuring KPI's 88
Figure 44: Bar chart for sharing KPI data widely 89
Figure 45: Bar chart for indication of KPI measurements that objectives of business are met 90
Figure 46: Bar chart for performance of certain processes is not being tracked 91
Figure 47: Bar chart for Senior management looking after KPI tracking 92
Figure 48: Bar chart for tracking company performance on continuous basis 93
Figure 49: Bar chart for communicating company performance to employees 94
Figure 50: Bar chart for missing information in the performance review meetings 95
Figure 51: Bar chart for over focused on unmeaningful data in performance review meetings 96
Figure 52: Bar chart for holding performance review meetings with no clear agenda 97

Figure 53: Bar chart for reaching to root cause of problems during performance review meetings 98
Figure 54: Bar chart for constructive feedback creation using performance review meetings as a medium 99
Figure 55: Bar chart for financial and non-financial targets are balanced 100
Figure 56: Bar chart for managers opinion on non-financial targets against financial targets 101
Figure 57: Bar chart for non-financial targets forms part of performance appraisal for top management only 102
Figure 58: Bar chart for company goals based on shareholder value 103
Figure 59: Bar chart for SBU where company goals are more specific 104
Figure 60: Bar chart for defining individual performance expectation based on company goals 105
Figure 61: Bar chart for short term and long term goals 106
Figure 62: Bar chart for company goals which are demanding for departments 107
Figure 63: Bar chart for company goals defined on the basis of economic rationale 108
Figure 64: Bar chart for attracting and developing talent priority 109
Figure 65: Bar chart for top talents in the organization is key to win competition 110
Figure 66: Bar chart for building active talent pool 111
Figure 67: Bar chart for rewarding everyone irrespective of performance 112
Figure 68: Bar chart for systematic approach to identify the individual performance 113
Figure 69: Bar chart for outperforming the competition by giving ambitious targets to individuals 114
Figure 70: Bar chart for individual performance targets and rewards 115
Figure 71: Bar chart for not tolerating underperformance 116
Figure 72: Bar chart for managing or avoiding to get fired or moved 117
Figure 73: Bar chart for promotion based on performance against tenure 118
Figure 74:Bar chart for spotting and developing the top performers 119
Figure 75: Bar chart for rewards and benefits provided as compared to competition 120
Figure 76: Bar chart for hiring managers skillset 121
Figure 77: Bar chart for training and development of employees 122
Figure 78: Bar chart for employment laws and regulations 123
Figure 79: Bar chart for bureaucracy within the organization 124
Figure 80: Histogram of the regression model for hypothesis 4 131

Figure 81: PP Plot for regression model hypothesis 4 131
Figure 82: Partial regression plot for Leadership and Strategic Management hypothesis-4 . 132
Figure 83: Partial regression plot for employee engagement and development hypothesis-4 132
Figure 84: Partial regression plot for organizational culture hypothesis-4 133
Figure 85: Partial regression plot for innovation and market competitiveness hypothesis-4 133
Figure 86: Partial regression plot for adaptation to change hypothesis-4 134
Figure 87: Partial regression plot for market position hypothesis-4 134
Figure 88: Partial regression plot for customer satisfaction hypothesis-4 135

List of Tables

Table 1: Frequency table of Usage of TQM in Management Practices 51
Table 2: Frequency table of Usage of Strategic Management tool in Management Practices 52
Table 3: Frequency table of Usage of Coaching and Mentoring Tool in Management Practices 53
Table 4: Frequency table of Usage of Balanced Scorecards tool in Management Practices .. 54
Table 5: Frequency table of Usage of Business Process Re-engineering Tool in Management Practice 55
Table 6: Frequency table of Usage of Integrated Marketing Management tool in Management Practice 56
Table 7: Frequency table of Usage of ERP tool in Management Practice 57
Table 8: Frequency table for effective communication and reinforcement of mission and vision of organization 58
Table 9: Frequency table for understanding engagement in strategic planning and goal setting 59
Table 10: Frequency table for leadership fostering a culture of innovation and adaptability. 60
Table 11: Frequency table for organizations alignment of its strategic objectives with its daily operations and decision-making processes 61
Table 12: Frequency table for effectiveness of communication channels in facilitating information sharing within organization 62
Table 13: Frequency table for transparency and inclusiveness of the decision making process of organization 63
Table 14: Frequency table for usage of data analytics to make informed decision making 64
Table 15: Frequency table of opportunities for skill development and training of employees 65
Table 16: Frequency table for satisfaction of employees on employers engagement and motivation part 66
Table 17: Frequency table for employers encouragement to employees to participate in decision making process which affect their work 67
Table 18: Frequency table for culture within company 68
Table 19: Frequency table for prioritizing the DEI in company culture and practice 69
Table 20: Frequency table for organizations innovativeness in introducing new product or service 70
Table 21: Frequency table for competitiveness of the organization within IT industry 71

Table 22: Frequency table for adaptation to the changes in IT industry in India 72
Table 23: Frequency chart for responsiveness of the organization towards emerging technologies and market trends..... 73
Table 24: Frequency table for organizations current position in the IT industry of India 74
Table 25: Frequency table for differentiation from the competitors in the market..... 75
Table 26: Frequency table for satisfaction of customers with respect to company's product and service 76
Table 27: Frequency table for seeking customer feedback..... 77
Table 28: Frequency table for market share status..... 78
Table 29: Frequency table for organizations profitability status..... 79
Table 30: Frequency table for organizations sales volume status..... 80
Table 31: Frequency table for organization process efficiency 81
Table 32: Frequency table for employee motivation status 82
Table 33: Frequency table for organizational performance 83
Table 34: Frequency table for process improvement in case of problem arise..... 84
Table 35: Frequency table for process improvement as a continuous process 85
Table 36: Frequency table for process improvement as a part of routine business process 86
Table 37: Frequency table for tracking company performance using KPI 87
Table 38: Frequency table for measuring KPI's..... 88
Table 39: Frequency table for sharing KPI data widely 89
Table 40: Frequency table for indication of KPI measurements that objectives of business are met..... 90
Table 41: Frequency table for performance of certain processes is not being tracked 91
Table 42: Frequency table for Senior management looking after KPI tracking 92
Table 43: Frequency table for tracking company performance on continuous basis..... 93
Table 44: Frequency table for communicating company performance to employees 94
Table 45: Frequency table for missing information in the performance review meetings 95
Table 46: Frequency table for over focused on unmeaningful data in performance review meetings..... 96
Table 47: Frequency table for holding performance review meetings with no clear agenda .. 97
Table 48: Frequency table for reaching to root cause of problems during performance review meetings..... 98
Table 49: Frequency table for constructive feedback creation using performance review meetings as a medium..... 99

Table 50: Frequency table for financial and non-financial targets are balanced 100
Table 51: Frequency table for managers opinion on non-financial targets against financial targets 101
Table 52: Frequency table for non-financial targets forms part of performance appraisal for top management only 102
Table 53: Frequency table for company goals based on shareholder value 103
Table 54: Frequency table for SBU where company goals are more specific 104
Table 55: Frequency table for defining individual performance expectation based on company goals 105
Table 56: Frequency table for short term and long term goals 106
Table 57: Frequency table for company goals which are demanding for departments 107
Table 58: Frequency table for company goals defined on the basis of economic rationale .. 108
Table 59: Frequency table for attracting and developing talent priority 109
Table 60: Frequency table for top talents in the organization is key to win competition 110
Table 61: Frequency table for building active talent pool 111
Table 62: Frequency table for rewarding everyone irrespective of performance 112
Table 63: Frequency table for systematic approach to identify the individual performance . 113
Table 64: Frequency table for outperforming the competition by giving ambitious targets to individuals 114
Table 65: Frequency table for individual performance targets and rewards 115
Table 66: Frequency table for not tolerating underperformance 116
Table 67: Frequency table for managing or avoiding to get fired or moved 117
Table 68: Frequency table for promotion based on performance against tenure 118
Table 69: Frequency table for spotting and developing the top performers 119
Table 70: Frequency table for rewards and benefits provided as compared to competition.. 120
Table 71: Frequency table for hiring managers skillset 121
Table 72: Frequency table for training and development of employees 122
Table 73: Frequency table for employment laws and regulations 123
Table 74: Frequency table for bureaucracy within the organization 124
Table 75: Test statistics for hypothesis 1 125
Table 76: Ranks table for hypothesis 1 126
Table 77: Test statistics for hypothesis 2 127
Table 78: Ranks table for hypothesis 2 127
Table 79: Correlation statistics for hypothesis 3 128

Table 80: Regression model summary hypothesis 4 129
Table 81: ANOVA for regression hypothesis 4 130
Table 82: Coefficients of regression for hypothesis 4 130

Table of Contents

Abstract xi

Chapter-1: Introduction 1

1.1 Background of Study: 1

1.2 Rationale Behind the Study: 2

1.3 Problem Statement: 4

1.4 Scenario of IT sector in Pune 5

1.5 The Delimitations of the study: 8

1.6 Organization of Thesis 9

Chapter-2: Review of Literature 10

Chapter-3: Research Methodology 41

Chapter-4: Analysis of Data and Findings 48

Chapter-5: Conclusions, Recommendations and Scope for Future Research 136

5.1 Conclusions 136

5.2 Recommendations 140

5.3 Scope for future research 141

Appendix 142

Bibliography 152

Abstract

Effective management practices play a crucial role in driving organisational performance. This abstract explores the complex relationship between various management practices and their impact on organisational performance. The abstract emphasizes the importance of adopting a holistic approach to management, where different practices work in synergy to create an environment that fosters innovation, efficiency, and continuous improvement. It acknowledges the dynamic nature of the business landscape, highlighting the need for organisations to adapt their management practices to remain competitive and achieve sustainable success.

The research utilized a quantitative, descriptive approach and focused on using survey methods to investigate the issue. This study utilized a simple random sampling process. The approach is used to randomly choose respondents according to a certain procedure to create a sample of persons from a population for research purposes. The IT project manager selection process is entirely arbitrary, with each participant having an equal chance of being chosen for the survey. This allows us to freely experiment with samples. This is to ensure that respondents are chosen for the research in a way that is both precise and fair.

The study would be conducted in the urban areas of Pune, considering the time and cost factors involved in data gathering. The example frame was only obtained from the MCCIA directory. The researcher distributed 350 surveys and collected 300 completed responses. This has allowed the researchers to effectively carry out all the required sample surveys. The investigation was conducted using a sample size of 300. The interview process for all sample items took six months as the researcher needed this time to gather the relevant responses.

A structured questionnaire was created to gather responses from the sample respondents, which included a specific set of questions.

There were five different parts to the questionnaire:

1. Demographic Part: This part has covered information like the name of company, age, tenure, education and gender.
2. Tools Usage Part: This part has covered different management tools such as Total Quality Management, Strategic Management, Coaching and Mentoring, Balanced

Scorecards, Business Process Re-Engineering, Integrated Marketing Management and Enterprise Resource Planning (ERP).

3. Management Practice Part: This part has 20 Questions focusing on Leadership and strategic management, communication and decision making, employee engagement and development, culture, marketing communication, change and adaptability, market positioning and last customer satisfaction.
4. Organizational Performance: This part has 43 Questions focusing on subjective evaluation of performance using 6 questions and rest are for process problem documentation, company performance, dialogue, company targets, managing talent, rewarding high performance and attrition vs retention.
5. Obstacles to Management Practice: This part has 4 set of questions trying to identify the obstacles to management practice from macro view.

The researcher compiled the data collected using a set of questions and labeled it appropriately in SPSS version 29. The researcher has outlined three sets of actions for data analysis: comprehending demographics data, analyzing each variable item statement of the questionnaire using descriptive statistics, and testing various hypotheses using suitable statistical tests.

The study employed 4 assumptions to assess its objectives. The hypotheses were evaluated by the use of Friedman test, Pearson correlation test, and multiple linear regression test. The researcher has drawn specific conclusions after evaluating the hypothesis, as listed below:

1. After evaluating management practice, the researcher finds that respondents consistently value customer satisfaction, readiness to change, and innovation. This implies that improving communication, decision-making, culture, employee involvement, and leadership is necessary to attain these essentials. These elements promote innovation, market position, and consumer satisfaction.
2. Strategic management, coaching, and mentoring practices are more consistent than total quality management, integrated marketing management, and ERP, according to the researcher. To meet strategic management goals, quality management and marketing communication must be updated periodically. Also important is recognising these instruments' full potential. Strategic management, coaching, and mentoring offer a basis for using other tools to apply management principles.

3. The researcher concluded that management tools help organisations improve efficiency, productivity, and performance. These tools help managers make smart decisions, optimise operations, and achieve goals. Management tools can increase organisational performance in many ways when used properly.
4. The researcher concluded that management techniques affect almost every facet of organisational performance. Efficient management helps organisations overcome challenges, seize opportunities, and grow. An efficiently operated company has adaptability, customer service, creativity, and financial stability, which boosts performance and competitiveness.

In order to gain an understanding of the more organised approach, as well as the many methodology and data analysis practices that were utilised in the current study, as well as the perspective of the researchers on the various recommendations that were founded on the data and facts, the various chapters of the thesis contain thorough explanations.

Chapter-1: Introduction

1.1 Background of Study:

In the contemporary business landscape, characterized by rapid technological advancements, globalization, and increasing market volatility, the concept of management practices and their influence on organizational performance has gained paramount significance. As organizations strive to remain competitive, agile, and adaptable, the role of effective management practices has emerged as a critical determinant of their success.

The roots of modern management practices can be traced back to the early 20th century when pioneers like Frederick Taylor, Henri Fayol, and Max Weber laid the foundations of scientific management, administrative management, and bureaucratic organization. These early frameworks aimed to optimize efficiency, streamline processes, and create a structured approach to organizational management. Over time, these principles evolved, giving rise to various management theories and approaches, including human relations, systems theory, and total quality management, among others.

Today, management practices encompass a broad spectrum of strategies, methodologies, and philosophies, each tailored to meet the unique needs and challenges of diverse industries and organizational contexts. The effective implementation of these practices is not solely focused on achieving short-term objectives but rather on fostering sustainable growth, innovation, and long-term viability.

The relationship between management practices and organizational performance is multifaceted and dynamic. It involves a complex interplay of factors, including leadership styles, employee engagement, strategic planning, decision-making processes, and operational efficiency. Furthermore, the impact of management practices extends beyond financial metrics and encompasses aspects such as employee satisfaction, corporate culture, and social responsibility, all of which contribute to an organization's overall performance and reputation.

Numerous empirical studies and research efforts have sought to investigate and quantify the link between management practices and organizational outcomes. These studies have yielded valuable insights into the ways in which effective management practices can positively influence an organization's ability to achieve its objectives, increase market share, and adapt to changing market conditions. Conversely, poor management practices have been identified as a significant contributor to organizational inefficiencies, employee dissatisfaction, and, in some cases, business failure.

The importance of this study lies in its potential to provide a comprehensive understanding of how management practices impact organizational performance. By examining various aspects of management, including leadership, organizational culture, decision-making, and performance measurement, this research seeks to shed light on the strategies and principles that can empower organizations to thrive in today's dynamic and competitive business environment. Ultimately, this knowledge can serve as a valuable resource for both academics and practitioners, offering actionable insights to enhance management practices and drive organizational excellence in the 21st century.

1.2 Rationale Behind the Study:

The study of management practices and their impact on organizational performance is of paramount importance for several compelling reasons:

Enhanced Organizational Competitiveness: In today's hyper-competitive global marketplace, organizations must continuously seek ways to gain a competitive edge. Effective management practices can be a source of sustainable competitive advantage. Understanding how these practices influence performance is essential for organizations aiming to outperform their peers.

Resource Optimization: Management practices are instrumental in efficiently allocating and utilizing an organization's resources, including human capital, financial assets, and technology. Optimizing resource allocation through effective management practices can lead to cost reductions, improved productivity, and better financial performance.

Strategic Decision-Making: Management practices guide the decision-making processes within an organization. Strategic decisions regarding market entry, product development, and

resource allocation have a profound impact on an organization's long-term success. A study of management practices helps identify how these decisions are influenced and how they, in turn, shape performance outcomes.

Employee Engagement and Satisfaction: Management practices play a significant role in shaping the workplace environment and employee experiences. Engaged and satisfied employees tend to be more productive and innovative, leading to improved organizational performance. Understanding the link between management practices and employee outcomes is critical for talent management and retention.

Adaptation to Change: The business environment is constantly evolving, with new technologies, market dynamics, and regulatory changes. Organizations with adaptable management practices are better equipped to navigate these changes successfully. A study of management practices can uncover strategies that enable organizations to thrive amidst uncertainty.

Stakeholder Expectations: In an era of increased corporate social responsibility, stakeholders, including customers, investors, and regulatory bodies, have higher expectations regarding ethical and sustainable business practices. Management practices directly influence an organization's ability to meet these expectations and maintain a positive reputation.

Academic Contribution: Research into management practices contributes to the body of knowledge in management and organizational studies. It allows scholars to develop and refine theories, models, and frameworks that can guide both academic research and practical application.

Practical Insights: For practitioners, insights from studies on management practices provide actionable recommendations for improving leadership, organizational culture, and operational efficiency. This knowledge can lead to better decision-making and ultimately enhance performance.

Long-Term Viability: Organizations that neglect the study of management practices risk becoming stagnant or obsolete. By continuously evaluating and adapting their management practices based on research findings, they can position themselves for long-term viability and relevance.

In summary, the study of management practices and their impact on organizational performance is critical for organizations seeking to thrive in a complex and dynamic business environment. It provides valuable insights for academic advancement, strategic decision-making, resource allocation, and the cultivation of a positive workplace culture, ultimately contributing to enhanced competitiveness and long-term success.

1.3 Problem Statement:

Effective management practices have long been recognized as a cornerstone of organizational success. However, the precise mechanisms by which these practices influence organizational performance remain a topic of ongoing concern and inquiry. While it is widely acknowledged that management practices play a pivotal role in shaping the fortunes of organizations, there exists a need to delve deeper into the nuanced relationships between specific management practices and their impact on various dimensions of organizational performance.

The problem at hand revolves around the lack of comprehensive understanding regarding:

Causality and Specificity: There is a need to discern the causal relationships between distinct management practices (e.g., leadership styles, strategic planning, employee engagement, decision-making processes) and the different facets of organizational performance, including financial metrics, operational efficiency, employee satisfaction, and innovation. A clearer understanding of which practices have the most significant impact on specific outcomes is required.

Contextual Variations: Organizational performance is influenced by industry-specific dynamics, market conditions, and the unique culture and structure of each organization. The challenge lies in identifying which management practices are most effective in different contexts and under various circumstances. Recognizing these contextual variations is essential for tailored management strategies.

Longitudinal Impact: While some management practices may yield immediate results, others may have a more delayed impact on organizational performance. Understanding the temporal aspects of these effects is crucial for organizations planning for sustainable, long-term success. Moderating Factors: Numerous factors, such as organizational size, industry maturity, and external economic conditions, can moderate the relationship between management practices and performance outcomes. Identifying these moderating factors and their effects is essential for developing precise management strategies.

Interactions and Trade-Offs: Management practices often interact with one another, and there may be trade-offs between them. For example, a strict adherence to cost-cutting measures may negatively impact employee morale. Investigating these complex interactions and trade-offs is vital for crafting holistic management approaches.

Measurement and Evaluation: Developing reliable metrics and evaluation frameworks to assess the impact of management practices on organizational performance remains a challenge. The absence of standardized measurement tools can hinder organizations in gauging the effectiveness of their management strategies.

Addressing these issues is imperative for organizations seeking to optimize their management practices and maximize their impact on performance outcomes. Furthermore, such insights are invaluable for scholars and practitioners alike, as they can inform the development of evidence-based management strategies tailored to the unique needs and contexts of organizations. Ultimately, a deeper understanding of how management practices impact organizational performance can guide the pursuit of sustained excellence and competitive advantage in the ever-evolving business landscape.

1.4 Scenario of IT sector in Pune

Pune is a thriving hub for the Information Technology (IT) sector, often referred to as the "Oxford of the East" due to its numerous educational institutions and rapidly growing IT industry. The sector has been studied from following perspectives:

Boom in IT Infrastructure: Pune had witnessed a significant boom in IT infrastructure. The city was home to numerous IT parks and software development centers. Areas like Hinjewadi, Magarpatta City, and Kharadi had emerged as prominent IT hubs, hosting major IT companies and tech startups.

Start-up Ecosystem: Pune had a vibrant startup ecosystem, with a growing number of tech startups across various domains. Incubators, accelerators, and co-working spaces supported the growth of these startups, fostering innovation and entrepreneurship.

Tech Talent Pool: Pune's educational institutions, including prestigious engineering colleges and universities, continued to produce a steady stream of IT professionals. The city attracted talent from across India, making it a diverse and dynamic workforce.

Specializations: Pune's IT sector had diversified beyond traditional software development to include specialties like data analytics, artificial intelligence, cybersecurity, cloud computing, and IoT (Internet of Things). These specializations were in high demand, both domestically and globally.

Global and Domestic Companies: The city hosted offices of many multinational IT giants, as well as the presence of Indian IT giants like Infosys, Wipro, and Tech Mahindra. These companies contributed significantly to Pune's IT ecosystem.

Research and Development: Pune had started to gain recognition as a center for IT research and development. Several organizations and institutions were engaged in cutting-edge research, collaborating with international partners.

Infrastructure and Connectivity: The city had invested in improving infrastructure, including roads, public transportation, and IT-specific infrastructure like high-speed internet and data centers. This improved connectivity had attracted more IT companies to set up operations in Pune.

Challenges: The rapid growth of the IT sector in Pune also brought challenges, such as increased traffic congestion, rising real estate prices, and competition for talent. Companies were actively seeking solutions to these challenges.

COVID-19 Pandemic Impact: The COVID-19 pandemic had prompted a significant shift toward remote work and a renewed focus on digital transformation. Many IT companies in Pune adapted to remote work while reevaluating their workplace strategies.

The IT sector is highly dynamic and subject to change, influenced by factors such as economic conditions, technological advancements, and global trends.

The management practices and organizational performance of IT companies in Pune, India, have been a subject of significant interest due to the city's prominent position in the Indian IT landscape.

To understand the management practices and performance of these Pune based IT companies in the context of current trends is given below:

Management Practices:

Talent Acquisition and Retention: Pune-based IT companies focused on attracting and retaining top talent. They often engaged in campus recruitment from local engineering and management institutes, fostering a continuous influx of skilled professionals. Management practices included comprehensive training and development programs and competitive compensation packages.

Agile and DevOps Methodologies: Many IT companies in Pune adopted agile and DevOps methodologies to enhance project management and product development. These practices improved collaboration, reduced development cycles, and increased the responsiveness of IT organizations.

Innovation and Research Centers: Some IT companies established innovation and research centers in Pune to drive technology innovation and stay at the forefront of industry trends. These centers engaged in cutting-edge research and development activities.

Client-Centric Approaches: Pune IT companies emphasized client satisfaction and engagement. They followed client-centric management practices to ensure the delivery of high-quality solutions, which, in turn, led to repeat business and long-term partnerships.

Diversity and Inclusion: Many IT companies in Pune recognized the importance of diversity and inclusion. They implemented inclusive hiring practices and fostered a workplace culture that valued diversity, contributing to innovation and employee satisfaction.

Employee Engagement: Pune's IT companies invested in employee engagement initiatives, including wellness programs, skill development opportunities, and career growth paths. This contributed to higher employee morale and retention rates.

Collaborative Workspaces: The adoption of collaborative workspaces, open offices, and flexible work arrangements were increasingly common among IT companies. These practices aimed to promote collaboration, creativity, and a more agile work environment.

Organizational Performance:

Financial Growth: Many Pune-based IT companies experienced steady financial growth, driven by both domestic and international client contracts. The city's IT sector contributed significantly to Pune's economic development.

Market Expansion: Pune IT companies expanded their market reach, serving clients across various industries such as banking and finance, healthcare, manufacturing, and e-commerce. This diversification helped mitigate risks associated with sector-specific fluctuations.

Innovation and Productivity: Emphasis on innovation and the adoption of modern technologies improved productivity and competitiveness. IT companies developed innovative solutions and services, positioning themselves as market leaders.

Global Recognition: Several Pune IT companies gained global recognition for their excellence in software development, IT services, and product engineering. These accolades boosted their reputation and attracted more international clients.

Quality Assurance: Stringent quality assurance practices ensured that IT solutions met industry standards and client expectations. Quality management systems and certifications were implemented to maintain high levels of quality.

Employee Satisfaction: IT companies that prioritized employee well-being and satisfaction generally experienced lower attrition rates, better teamwork, and higher employee productivity, contributing to overall organizational performance.

1.5 The Delimitations of the study:

The delimitation of a study involves specifying the boundaries, scope, and constraints that define the research's focus and what it will not cover. When studying management practices and their impact on organizational performance in IT companies, it's crucial to establish clear delimitations to maintain the study's feasibility and relevance. Here are some potential delimitations for such a study:

Geographical Scope: Limit the study to a specific geographic region, such as Pune or a particular city or state in India. This narrows down the focus and provides a more localized perspective.

Industry Focus: Concentration will be exclusively on IT companies, excluding other sectors or industries. This ensures that the research remains relevant and applicable to the IT sector.

Size of Companies: Delimiting the study to IT companies who are multinational corporations (MNC's).

Cross-Sectional vs. Longitudinal: The study will be cross-sectional (examining a single point in time). A cross-sectional study offers a snapshot view.

Exclusion of Specific Companies: Foreign origin IT companies will be excluded from the study to understand the Indian context of using management practices and performance evaluations.

1.6 Organization of Thesis

The remainder of the thesis is set out as follows:

Chapter-1Introduction:

- Presents the background and context of research.
- Outlines the structure of the thesis.

Chapter-2 Literature Review:

- Surveys existing research relevant to your topic.
- Identifies gaps or areas where your research contributes.
- Analyzes and synthesizes relevant literature.

Chapter-3 Research Methodology:

- Explains the research methods and techniques used.
- Describes data collection and analysis procedures.
- Discusses the rationale behind chosen methods.

Chapter-4 Data Analysis and Findings:

- Presents raw data, charts, or graphs for readers to refer to.
- Analyzes the data collected.
- Presents the results of research.
- Relates findings to research questions or hypotheses.

Chapter-5 Conclusion and Recommendations:

- Summarizes the main findings of the thesis.
- Restates the research question and its importance.
- Provides recommendations or suggestions for future research.

Chapter-2: Review of Literature

This chapter provides a comprehensive assessment of the relevant literature pertaining to the specific field of research. It consolidates the findings of other scholars who have conducted research in the same area of study.

Implementing a more effective management practice at all levels of an organization is widely recognized as the most optimal option for enhancing performance. Enhancing performance to achieve superior outcomes is the paramount responsibility of all managers, irrespective of their hierarchical positions.[1]

This chapter intends to offer a concise theoretical foundation for the specific parts of management practices examined in this study and their correlations with performance. The key components of management practices explored in this chapter encompass employee training & development and engagement, organizational communication, culture, customer orientation, product excellence, and leadership within a competitive context. Additionally, it provides a concise overview of prior research pertaining to management practices and the performance of companies.

The atmosphere of the workplace:

The environment in which business organizations function is surrounded by and to a greater extent influenced by the continuous interaction of a myriad of controllable and uncontrollable forces. This interaction can take place both inside and outside of the organization. And the astute managers who maintain the equilibrium of these environmental interactions are typically the ones who are successful in accomplishing their goal of making a profit.
According to the explanation given by some past researchers, a manager's goal is to increase the profit performance the company by prudently allocating and utilizing those company resources that are under his or her control within a business environment that is influenced by a large number of elements that cannot be controlled.[2]

Management Practices and Performance:

1. **Leadership, Strategic Management and Performance:**

   In light of the idea that "the essence of leadership is influence", leadership can be seen of as " The skill of inspiring people to actively strive for common goals".[3] But it may be argued that in a business setting, all the " the ability to mobilize, the struggle, and the impact " in the world won't matter unless it leads to an outcome that satisfies the " desire held in common " of those in charge.[4]

   The phrase "When it comes to leadership, results are everything" by Peter Drucker encapsulates this idea.[5]

   A totally different form of leadership than what was studied in the past is required in order to produce outcomes in the world we live in today, which is constantly shifting and becoming more competitive. Although leaders in the past may have been responsible for managing complicated organizations, they did it in an environment that was relatively consistent and predictable. Leaders are confronted with a new reality in today's world, which is increasingly globalized and marked by settings that are subject to rapid change. Employees who are more mobile and who work in environments that allow for flexibility and who are connected by electronic communication that occurs in real time have become their organizations' most important resource.[6]

   What we need now are leaders who can act as pivot points and change agents, who can maintain an inward focus and make it possible for their teams and organizations to adapt and thrive, and who will never lose sight of the importance of their customers and the outside world.[7]

   Leadership has been widely discussed in literature from far before the development of scientific management and later management science by Fredric Taylor at the turn of the twentieth century. The old Norse Sagas provide a rich source of leadership descriptions in a Nordic context. We still do not have a clear concept of what leadership is and how it may be attained, despite a lengthy documented heritage and thousands of studies. The study of leadership in the 20th century has progressed through several eras and produced numerous theories. While there are a number of ideas that attempt to explain these connections, they tend to be inconsistent with one another (. Many purportedly "new" theories are, in reality, merely the expansion and synthesis of older

ones. In addition, the evolution of leadership theory has lagged behind the shifts in the nature of work and the implications for leadership that have occurred.[8]

New ideas have emerged over time, but according to researchers, these do not replace the old ones; rather, they simply provide other perspectives. Thus, leadership is " an ever-expanding imaginary buffet where everybody can help oneself to whichever viewpoint they prefer the most".

Planning strategically involves thinking further forward than what is immediately in front of a company in order to accomplish a predetermined list of objectives. It is not a healthy way to run a business because without this base, companies have a greater propensity to get caught up in a whirlwind of urgent activity that might not serve them for the long term. The process of strategic planning takes place in stages. It is located here:

1. Step one is to do an analysis of the business context.
2. The second step is to articulate the organization's mission, vision, and values.
3. Step three is to Develop Your Strategy on Three Different Levels.
4. Create a balanced scorecard as the fourth step.

The contextual analysis consists of several different types of analyses, such as PEST (Political, Economical, Social, and Technological), SWOT (Strengths, Weaknesses, Opportunities, and Threats), competitor's analysis, Porter 5 Forces analysis, and Consumer Behavior (CB) analysis. The term "contextual analysis" refers to the process by which a company gathers information about its environment, both internal and external. The second step in developing a plan is to articulate the organization's mission, vision, and values in light of what was learned in the context analysis. All activities inside an organization are directed toward realizing its mission, vision, and values. Formulating a three-level strategy, namely the corporate level, the business level, and the function level, to transform the corporate mission and vision into reality is another phase in strategic planning. The corporate office is responsible for formulating the company's overall direction. Decisions affecting the company's numerous vital operations are discussed. Strategies for competing in blue oceans are established at the business unit level to achieve cost leadership, distinctiveness, or oblivion. Strategy is produced at the functional level to connect it to the company strategy in order to strategically govern the organization's divisions. Making a balanced scorecard is the fourth stage of strategic planning.

A strategy map is a framework for translating an organization's mission, vision, and overarching three-level strategies into measurable goals across four dimensions (financial, customer, process, and people).

Organizational Performance (OP) is the intended outcome of strategic planning. Since the strategic plan aids in providing organizational direction, creates a company's strategy, makes the organization more systematic, and has both monetary and non-monetary benefits, it has an effect on Organizational Performance (OP). Companies that take the time to plan strategically out their future are more likely to see financial success. Using the principles of strategic planning, firms can significantly boost their sales, profits, and productivity compared to their non-planning counterparts. Successful businesses anticipate and prepare for future shifts in their internal and external environments.[9]

Leaders that practice organizational leadership (OL) employ strategic planning to align their companies around a shared vision. Do they condense complex ideas into a set of three that each tackle a different problem? One, what are our greatest assets? To what extent does our company's economic numerator contribute to its success? Thirdly, what problems truly motivate our key staff members? Even if others offer the answers, the leader's responsibility is to ask these questions. The leader of a company creates a set of attainable goals. Nothing can be gained by pursuing an aim or a target that cannot be evaluated. The leader ensures the attainment of measurable objectives by providing incentives for their completion.

Through the process of strategic planning, a company's organizational leadership (OL) looks into the history, puts assumptions to the test, gathers information from the present, and predicts the future environment in which the business will function.

2. Communication and decision making and Performance:

Communication is essential to the success of any company. Information regarding the organization's goals, values, policies, processes, roles, and activities can be disseminated to the public through many forms of communication. Despite how uncomplicated it may seem; studies have proven that poor communication may have devastating effects on a business. As a result, a company's success depends on its ability to effectively spread its message. Decision-

makers and employees are connected through open lines of communication. Interpersonal conflict in businesses has been linked to ineffective communication. What people hear or comprehend depends greatly on their prior exposure to similar situations. People anticipate what others will say and adjust their own beliefs if those beliefs don't line up with what they hear.[10]

In Latin, the word (Communis) means "to share, from which the English word "communication" is derived. This indicates that sharing is inherently social because it facilitates participation and cooperation among participants. However, if the transmission of symbols (verbal or non-verbal) does not lead to a shared understanding, there is no communication. Achieving organizational objectives relies heavily on strong lines of communication. However, doubt, worry, and unhappiness can be the outcome of bad communication in an organization, leading to low output. Therefore, it is crucial for managers to have open lines of communication with their staff. To what extent a manager achieves organizational goals is largely dependent on his communication skills). The reality remains, however, that many executives still do not fully grasp the significance of communication to the success of an organization.[11]

Organizational relationships are strengthened through open lines of communication and strikes and lockouts are reduced as a result. Organizational intentions and goals are sometimes defeated when communication is not effective. Lack of communication has led to unnecessary expenses and mistakes. In many workplaces, misunderstandings and sloppy preparation can be traced back to a failure to effectively communicate. This is because managers rely on communication to gather data for making important decisions that drive the business. A manager's Communication Skills are crucial in not just decision making but relaying the consequences and intention of the decisions to other individuals. Managers in most companies tend to focus on reaching goals and leave the task of effective communication to the human resources division. This hinders the smooth communication that is necessary to help employees absorb this data. Employees' contributions to their jobs are crucial to the success of an organization because, performance can be improved by providing employees with sufficient and accurate information about the company and their assigned tasks.[12]

Booth argues that the systems theory has a stronger connection to communication. It acknowledges the significance of communication in facilitating effective collaboration among

the many elements of the organizations. According to systems theory, the entirety of a system dictates the nature and operations of its individual components. This implies that the primary systems are structured as subsystems, constituting the entire system, which functions within a broader environment. The systems theory is based on fundamental ideas of interconnectedness and interdependence. It may be argued that these same principles serve as the foundation for conducting a communication audit. Each organization possesses a hierarchical framework in which different divisions operate as a cohesive structure, with all employees striving towards a shared objective. The systems theory is so suitable for our inquiry. Considering this, the researchers aim to assess the impact of efficient communication on the productivity of the company.[13]

Optimal communication occurs when a thought or idea is conveyed in such a way that the mental image perceived by the recipient aligns precisely with the one envisioned by the sender. Any concept, regardless of its brilliance, is rendered futile until it is effectively conveyed and comprehended by others. Employees are the most precious assets inside an organization, and enhancing performance in these entities can be achieved through the dissemination of knowledge pertaining to policy formulation. Hence, it is incumbent upon managers to foster the dissemination of knowledge to bolster the organization's performance and employee productivity. Effective communication is crucial for all parties as it encompasses several managerial objectives.[14]

Managers possess a range of communication tools that, when well utilized and comprehensible, can enhance communication. Employees in an organization establish teams and groups based on several projects. Teams and groups employ communication to address fundamental issues within their own groups. Leaders must provide personnel with the authority and resources to independently address issues and ensure high standards of quality. They play a crucial role in assigning tasks and preventing unnecessary disputes.[15]

Focusing on good communication can have a significant impact on enhancing the precision and efficiency of employees' task performance. This can be complemented by implementing structures that promote easy access and smooth flow of communication (Robert et al., 1957). Given the increasing complexity of duties in multicultural work environments, firms must prioritize good communication procedures in their existing organizational operations. Effective communication has a pivotal role in the overall performance of a business.

Effectively conveying and ensuring comprehension of the message is a necessary condition for advancement. Progressing further becomes futile if the fundamental message is obscured or if obstacles impede the process.

Organizations engage in several activities to achieve their organizational goals. The business must quantify these repetitive tasks that utilize procedures in order to determine the degree of performance and enable management to make educated judgments about initiating initiatives to improve performance, if necessary.

The primary aim of Kube's study project was to examine the impact of communication tactics on the performance of Kenya Ports Authority. The study aimed to investigate the impact of open communication policies on organizational performance, evaluate the contribution of group collaboration to organizational performance, analyze how organizational structure can enhance organizational performance, and identify the significance of formal communication channels in relation to organizational performance.

The primary inference derived from the study was that communication techniques exert a pivotal influence on achieving high levels of performance. The research findings indicate that in order for organizational performance to be optimal, it is crucial to establish an open communication environment. This entails creating a culture where all people of the company feel comfortable expressing their thoughts, providing feedback, sharing ideas, and even offering constructive criticism, regardless of their hierarchical position.

An inclusive environment is characterized by the implementation of specific measures to involve individuals in making decisions that impact their daily tasks. Organizations that maintain a clandestine communication environment exclude individuals, which can hinder participation and lead to missed ideas and possibilities.

Companies that effectively involve their management in discussions with employees regarding their work, ideas, and perspectives on matters pertaining to products, services, customers, and the business environment cultivate an inclusive culture that yields positive outcomes. Business communication that is result-driven should be focused on achieving measurable outcomes. Organizations must consider the knowledge and skills that employees require to perform their

job duties efficiently, engage with customers effectively, and represent the firm positively in external interactions.

Organizations should strive to integrate efficient communication tactics to improve organizational performance. In a case study conducted on the National Hospital Insurance Fund in Nairobi, it was found that inadequate communication poses a significant obstacle to organizational effectiveness. This was mostly observed in the context of efficient customer service. If information was not fully conveyed from one individual to another, it is probable that the customer would not receive satisfactory service, which serves as the metric for assessing employee effectiveness and overall organizational performance.[16]

The success or failure of any organization can be directly attributed to its ability to communicate effectively. The performance of an organization is likely to decline if there is insufficient effective communication. According to the past research, the most significant obstacles to communication are the different management styles and the conflict that might arise in the workplace. Additionally, it was discovered that the performance of an organization is influenced by the quality of its communication.

3. Employee Engagement and Development and Performance:

Employee engagement is defined as "an approach to the workplace that ensures that employees are committed to, and motivated to give extra effort toward, the success of the organization".[17]

It's become a hot topic of discussion among HR professionals. It refers to the extent to which individuals feel passionate and committed toward their profession. It motivates them to go above and beyond the call of duty. It's now a major focus for the company's upper management.[18]

Employee engagement is defined as a metric that evaluates an individual's connection to an organization and the strategies employed to attract, develop, and retain talented employees. employee’s engagement contributes to the elevation of employees morale. In order to achieve organizational success, it is imperative for the Human Resource manager to ensure employee

satisfaction, engagement, and motivation, thereby encouraging them to contribute their knowledge, skills, and abilities.

An engaged workforce is characterized by their commitment and dedication to their job, resulting in increased productivity and eventually enhancing organizational success.

It is not sufficient in today's highly competitive business world to focus one's attention just on the pleasure and motivation of one's workforce. Organizations need to place a primary emphasis on the idea of employee engagement to establish a link between individual performance and beneficial business results. Therefore, both individuals and businesses enjoy increased levels of success. Companies engage in numerous HRM programs to achieve employee engagement. These HRM programs often concentrate on the tasks of arranging work and managing people to accomplish corporate goals. However, HR professionals and managers are still continually faced with the task of trying to engage the workforce.[19]

According to Kumar and Swetha, employee engagement plays a vital part in ensuring customer satisfaction and the development of a positive image for the company. Employee engagement also promotes employee loyalty, retention, and productivity. Disengaged employees, on the other hand, have a negative impact on organizational performance (particularly in absenteeism, attrition, and low productivity) and pull the business in the wrong direction. Also, engaged employees examine the business environment and develop positive relationships with their peers to boost organizational performance.[20]

In the current business landscape, employee engagement has emerged as a crucial notion for harnessing the potential of people. Contemporary human resource managers face a significant task of enhancing employee involvement and commitment. By examining varied literature on employee engagement, researchers have identified different factors that drive engagement. Each driver in question measures the degree to which a workplace characteristic affects employee engagement. Several factors contribute to employee engagement:

The level of employee engagement is significantly influenced by career development. Career progression possibilities are seen as the organization's way of rewarding employees for their performance. The training is considered as a crucial element for developing inherent abilities and knowledge to facilitate employee engagement.[21]

Compensation ranked as the second crucial determinant in influencing employee engagement. The significance of rewarding employees' exertion as a crucial element in fostering their engagement. When individuals are rewarded within the organization, they are more likely to be actively involved and committed. It was discovered that employees' level of engagement rises in correlation with their perceptions of the benefits they receive. Therefore, it is evident that an individual's level of involvement is determined by the quantity or quality of rewards they receive.[22]

The work environment of a business plays a crucial role in determining the level of employee engagement. Likewise, organizations that prioritize employee well-being establish a policy that fosters a friendly work environment. Employers implement a bilateral communication and feedback system to accomplish company goals and objectives. Enhancing confidence and fostering a sense of ownership within employees will lead to increased engagement and thus improve organizational performance.

The relationship between teams and coworkers in the workplace is seen as a significant component that influences employee engagement. An efficient team aids in fostering and enhancing employee engagement within a firm. A nurturing work environment fosters a sense of ease and commitment among employees in fulfilling their jobs, obligations, and tasks. The impact of co-worker relationships on engagement level is substantial.

Schneider examined the significance of authentic, transformative, and supportive leadership in promoting engagement. Transformational leadership involves training, developing, and elevating the interests of subordinates. It will enhance the organization's reputation and contribute effectively to its growth and progress. Engagement is a natural outcome when individuals are influenced by outstanding leaders. Effective leaders recognize the significance of employees' contributions to the overall achievement of the firm.[23]

Organizational policies also determine the level of employee engagement within the company. According to Armstrong, organizational policies related to selection and recruitment have an impact on employee engagement. The organization's strong working environment is fostered by the implementation of fair and equal policies. It enhances organizational performance. The recruitment of family links and contacts violates the principle of justice and equity. The

negative effects of this include a lack of knowledge, skills, and aptitude, which in turn leads to decreased productivity and disengagement among employees.[24]

Enhancing workplace health fosters collaboration and supportive work environments. Wellbeing is encompassed by the various aspects that hold significance in our perception and lived experiences of our life. According to Robertson, a higher level of productivity can be attained by combining employee engagement and workplace health. Work-related attitudes and psychological wellbeing have a robust and favorable link with employee engagement, hence enhancing organizational performance.[25]

Employee development refers to a wide range of programs that are implemented over a period of time to guarantee that all employees possess the necessary skills to perform at their highest level in order to achieve their goals. Employee development programs offer a systematic approach for individuals to enhance their skills, regardless of whether those improved skills are utilized in their present or future employment. Employee development and performance are intricately interconnected. Enhanced job satisfaction and increased job dedication will result in improved employee performance, as their skill set expands. Enhancements in employee performance directly correlate with an increase in the effectiveness of the organization.[26]

Employee development has a significant impact on Organizational Performance (OP) in multiple ways. This suggests that having a more substantial beneficial effect on Organizational Performance (OP) in both the present and future work may be achieved by enhancing individual employees' skills, organizational productivity, and employee competency. Enhancing employee development is a crucial approach to enhance Organizational Performance (OP). To optimize cost-efficiency and accomplish its goals, the company needs allocate additional resources and make substantial investments in staff.

4. Organizational Culture and Performance:

When considering the impact of organizational culture on performance, it is crucial to recognize that certain firms strongly enforce their culture, while others do not acknowledge its existence. To thoroughly analyze the connection between organizational culture and

performance, it is crucial to comprehend the characteristics of organizational culture, as they serve as the foundation through which managers optimize the impact of organizational culture on performance. Research examining the inherent characteristics of organizational culture identified four distinct traits:

- The involvement and adaptability traits are indicative of flexibility, openness, and responsiveness.
- On the other hand, the consistency and mission traits are indicative of integration, direction, and vision. These traits are typically better predictors of an organization's profitability.

Individually and, each of the four characteristics of organizational culture are important indicators of other measures of effectiveness, such as quality, employee satisfaction, and overall performance. Therefore, the extent to which an organization's performance is influenced by its culture depends greatly on the combination of traits present in its culture.

There is a strong correlation between organizational culture and performance. Brown argues that by leveraging organizational culture, businesses can enhance their performance and acquire a competitive edge over their rivals.

The potential benefits of organizational culture, as emphasized by Hellriegel, include the enhancement of organizational performance, individual satisfaction, and problem-solving abilities. This is particularly evident in situations where minimal supervision is required, as members of the organization are consistently aware of their expected roles and responsibilities.[27]

According to Martins, the following functions of organizational culture are important to the many processes that occur inside an organization:

- The members of an organization develop a sense of belonging when they are exposed to the organization's culture.
- The ability of new members of a company to comprehend what constitutes appropriate behavior and the stability of social systems is one of the ways in which organizational culture generates a competitive advantage.[28]

If members of an organization are to be held accountable for achieving their full potential, the development of the organization as a whole as well as the culture of the organization should be closely monitored.

Additional emphasis was placed on the significant impact that organizational culture has on employee motivation, employee morale and 'goodwill,' employee productivity and efficiency, the quality of work produced by employees, the attitude of employees in the workplace, as well as innovation and creativity in the organization.

According to Sun, organizational culture has the potential to serve as a tool for management control. In this model, managers make use of certain rituals, tales, symbols, and shared values in order to influence and steer the behavior of their employees, thereby increasing their level of commitment to the business and its objectives.[29]

Human resource management in businesses has been shown to be crucial to the success of modern businesses in realizing their strategic goals. Companies must properly manage their personnel if they are to reap the benefits of having such important resources on staff. Most studies testing organizational theories have been conducted in rich countries, even though the environment in developing countries is much more volatile. Culture has long been acknowledged as a primary source of variance in performance management approaches, and several experts have questioned the applicability of western management practices in developing nations. The phenomena of organizational culture have been called for study in a variety of cultural contexts, especially in non-Western countries.[30]

Kandula argues that a powerful culture is the driving force behind successful performance. He goes on to say that even if two companies are in the same industry and geographical region, they will not have the same results from using the same strategy. While a strong and positive culture can encourage even an ordinary person to great heights, a weak and negative culture can demotivate even the most talented worker to mediocrity. As a result, the influence of corporate culture on performance management is both direct and active.[31]

Performance management and other organizational strategies can backfire if they are implemented without taking organizational culture into account.

5. Innovation and Market Competitiveness and Performance

Market competition is an external aspect that makes up an organization's environment. Companies are often challenged with varied degrees of market competitiveness. Companies in developing countries now face stiff competition because of globalization. Many have seen their market share decline, and others have been driven out of business entirely.[32]

In the current highly competitive business landscape, firms must strategically outline their plans to maintain their business performance, preserve their competitive advantage, and enhance their likelihood of success. According to Thompson, the primary goal of organizational strategy is to enhance financial performance, bolster competitive position, and surpass competitors. Organizations must prioritize decisions on the development of competitive strategies to achieve lasting competitive advantage and enhance company performance. The development and execution of effective business strategies that enhance performance are considered a key approach to attaining a sustainable competitive advantage for a company. Consequently, the impact of competitive strategies on firm performance is a significant concern for policymakers and has long been instrumental in enhancing overall company performance.[33]

Organizational effectiveness is impacted by the competitive environment, which is shaped by the moves and retorts of other businesses going after the same customers. The nature and level of competition varies from sector to sector. Product differentiation, entry barriers, rivalry among established firms, and a balance of bargaining power tipping either way are all indicators of fierce competition in an industry. Competition within an industry change over time and depends on a number of interacting elements such as number and size of competing firms; industry development rate; immobility of resources and exit obstacles. Competition intensity is affected by the strength of these components and by the interactions between them.

Barnett defines competitive intensity as "the degree to which one company reduces the prospects for survival of other companies." Rivalry related literature reveals that intensity of competition can influence the strength and efficacy of marketing initiatives resulting to positive or unfavorable performance results. Market orientation can be improved by competition, but performance can suffer because of squeezed margins and lost market share.

Every company that competes in a given market does so with some sort of strategy, whether it be overt or covert. Managers, according to Barnet's argument, try to control the effects of competition by gaining a strategic foothold in the market. Managers make strategic decisions in the context of the underlying industry competitiveness. Although strategy is developed to combat the impact of competition on business performance, strategic decisions are typically determined on hunches rather than solid evidence of the extent to which competition impacts results. Although the impact of strategy on business performance is undeniable, putting that strategy into action presents a number of challenges, especially in highly competitive and turbulent industries. The adaptability of a company's strategy to deal with new risks and achieve the desired performance outcomes is another indicator of its viability. Previous research has documented important findings about the impact of industry competition on performance, but the results have varied widely in terms of the direction and size of this impact.[34]

The efficiency with which an organization operates is a key measure of its prosperity. Organizational success depends not only on the efficiency with which a company operates, but also on the quality of its strategic planning, its grasp of the nuances of its operating environment, and the growth and development of its employees. Organizational performance, on the other hand, is a key measure of a company's prosperity and a major factor in management studies.

It has been shown through studies that creative thinking can boost business results. Researching these concepts is crucial for businesses, as managers need to understand how many factors affect company performance to optimize operations. Yen, for example, believes that the promotion of innovation is an important management function that can be directly connected to organizational performance.

Given the time gap between innovation activities and the outcome that follows, the consideration of time is a key part in evaluating innovation efforts and organizational performance. According to O'Connor, it takes anywhere from three to six years for an innovation to have a noticeable effect on an organization's productivity. It's crucial to keep this in mind, as focusing on short-term measures (including return on investment [ROI], sales growth, and operational income) may be misguided and provide the false impression that innovation strategies are failing before their full impact is fully realized. [35]

6. Adaptation to Change and Performance

In the current corporate landscape, there is constant movement and change. The rate of change that business organizations encounter has been steadily increasing over the past five decades. This phenomenon can be attributed to the progress made in information and communication technology, which has led to a greater democratization and liberalization of economies worldwide.

The concept of "change" has now become unavoidable and has become a recurring aspect of business life. Therefore, it is crucial that management gives it the appropriate attention to ensure a sustained improvement in corporate performance.[36]

In his work, Warrrilow argued that in order to successfully navigate change in a dynamic environment, it is necessary to implement techniques for managing these changes. This will enable individuals to accept and channel change in a way that positively impacts the company. Consequently, he proposed the methods for effectively handling change. He additionally asserted that when selecting a strategy, it is important to consider both the circumstances at hand and the preferred managerial approach.

It is only through adaptability and responsiveness to change that businesses can thrive in today's increasingly unstable economic and political climate, shifting social attitudes, intense competition, mergers and acquisitions, rapid technological advancements, and intervention by the government.

For a business to thrive, succeed and remain competitive in today’s highly volatile and continuously evolving business environment, it must be able to successfully manage the change which is as a matter of fact a necessity. There is general agreement that change, whether it is initiated from within or beyond, can take many different forms (Balogun and Hailey, 2004), but there is less agreement on the framework for managing organizational change.[37]

The employees of a company are its most significant resource when it comes to executing changes and enhancing public confidence in the company’s operations. Organizations undergoing change require teams that facilitate the transition. This requires the commitment

of all employee members, with particular emphasis on the company's leadership, to the process of transformation.

A discussion among multiple scholars has taken place on the potential beneficial correlation between change and a company's performance. While several research suggest that Change practices can lead to improved performance, this simple cause-and-effect relationship is not considered sufficient.

Organizations must promptly adjust and react to relevant changes to enhance organizational effectiveness. Merely discussing change can evoke sensations of anxiety and stress, and as the change materializes, individuals within the company may experience a state of ambiguity and bewilderment. This could be attributed to the apprehension about unfamiliar circumstances. Considering these circumstances, it seems improbable that important executives within an organization would underestimate the consequences associated with change projects.

Change is a common occurrence in organizations and is an integral part of nature. Resistance, in turn, is an inherent facet of change. This is mostly due to individuals' discomfort with novelty, unfamiliarity, and uncertainty. They tend to favor stability, even though development is never achieved by being stagnant. This study is necessary due to the significance attributed to the concept of change and change management.

Organizations face several demands for change as a result of the intricate nature of events and the swift advancements in technology in their surroundings. Organizations are compelled to undertake change initiatives due to ongoing advancements and a variety of catalysts. These forces for organizational transformation arise from both the external and internal environments of the organizations. The external sources may arise due to advancements in technology or external pressures exerted by interest groups, such as government entities or industry competitors.[38]

The content of organizational change is widely recognized to be extensive. Literature analysis reveals that the typology of organizational changes encompasses various aspects, including changes in management structure, organizational culture, employee culture, and management culture. It also includes strategic changes, changes in the human resource management process

aimed at enhancing labor productivity and efficiency, the development of skills and competences, operational environment reformation changes associated with the implementation of new technologies in business processes, and systemic changes.

Organizational transformation encompasses both rational and emotional aspects, as it confronts ingrained human anxieties and ignites human optimism. According to Kotter, transformation primarily involves emotions rather than rational thinking. Organizations can function in a mechanistic manner, but they also consist of sentient individuals who desire fulfilling employment that affords them a work-life balance. Therefore, if we assume that all organizational change is driven by rational and logical factors, it becomes perplexing to see how any change endeavor might be successful, given the presence of fear, political maneuvering, and conflicts over territory.[39]

For numerous businesses, change arrives with the force and unpredictability of a hurricane season. It is widely acknowledged that it is approaching. It remains consistent annually. The only remaining uncertainty is "Whom will it impact on this occasion?" For some companies, change arrives abruptly and disruptively, much like an earthquake. Although it may catch us off guard, we have a persistent intuition that it exists. Organizations must proactively prepare for potential environmental disruptions rather than simply reacting to them when they occur. Organizational capacity for change refers to the act of preparing in advance. Organizations that possess a considerable capacity for change can effectively navigate through challenging situations such as turbulent waters, severe storms, or even catastrophic earthquakes, and still manage to function both during and after these events. Organizations that have limited flexibility to adapt to change are highly vulnerable to their external environment and are more reliant on luck and random events.

Research has shown that there is a positive correlation between the level of aggregate organizational capacity for change and subsequent environmental and financial performance. Put simply, the ability of an organization to adapt and change is directly tied to, and is likely to result in, better financial and environmental outcomes. Empirical studies and common sense indicate that as the level of environmental change or anticipated change increases, the significance of an organization's capacity for change also increases.

7. Market Positioning and Performance

In the 21st Century, companies have been engaged in a complicated and demanding business landscape due to various variables stemming from globalization and the unpredictable and developing nature of information technologies. Therefore, top executives in highly competitive and slow-growing industries, which represent the majority of contemporary trades, have been actively working towards achieving the necessary level of performance. Additionally, researchers and professionals have expressed significant worries regarding the factors that contribute to the competitive edge of these enterprises. Most firms strategize to solidify their market position by developing optimal approaches.

Consistently implementing effective strategies and being competitive are crucial for a corporation to sustain its presence in the market and achieve favorable performance outcomes. Amid increasing competition, numerous companies consistently seek lucrative methods to distinguish themselves from rivals.[40]

Competitiveness is a complex notion that encompasses shareholder profit, customer value, and the firm's capacity to adapt and respond in a dynamic and unpredictable business environment. It is important to consider each of these dimensions in relation to each other, rather than alone. According to Smarta, the recent liberalization and competitive business climate have compelled firms to break free from stagnation and adopt a fresh mindset to evaluate both the external and internal environment. The future of businesses hinges on organizations' ability to acquire new skills in order to build strategic visions.

Several companies have implemented different strategies, such as strategic partnerships, diversification, mergers, and acquisitions. Positioning plays a crucial role by integrating market information, competition analysis, and segment analysis into internal business analysis. The Independent Power Producers in Rwanda have implemented several solutions to address difficulties resulting from globalization and trade liberalization. Positioning in the energy sector refers to how consumers perceive the performance of a good, service, or organization in relation to its competitors. Therefore, Independent Power Producers must either strengthen or modify clients' perception or image.

Strategic positioning is a managerial activity that aims to effectively differentiate a company from its competitors. Its objective is to establish a firm's degree of positioning strategy. According to Hooley, positioning can occur at three distinct levels: the firm's level, the level of goods or services, and the level of the brand. A positioning approach is a crucial component of strategic marketing planning. It is also aligned with the firm's objectives, internal resource capabilities, and external market prospects. Strategic positioning, from an organizational perspective, emphasizes the external factors and considers the competitive and market environment in which the firm operates.[41]

Organizational performance refers to the actual results achieved by a company, measured in relation to its intended goals, particularly in terms of financial gains. Organizational performance encompasses various activities that aid in establishing the goals of the company and monitoring progress towards those objectives. It is employed to make modifications in order to effectively attain objectives at the highest degree of production. The firm's performance is a source of frustration for business executives and stockholders. In order for any firm to thrive, it is imperative that roles and obligations are explicitly defined and successfully fulfilled. A company must build strategies that are specifically tailored to enhance the organizational performance by focusing on the talents required.[42]

Swanson defines company performance as the measurable output of a system in terms of commodities or services. The performance of a firm can be categorized into three groups: financial performance (profit), internal non-financial performance (productivity), and external non-financial performance (such as customer satisfaction). Multiple indicators are utilized to analyze the success of a corporation. The balanced scorecard proposes a combination of qualitative and quantitative indicators that acknowledge the expectations of different stakeholders and are relevant to evaluating performance in strategic decision-making. As a result, the performance is linked to both the management of processes and the immediate outcomes.

The primary objective of positioning is to ascertain and establish a strong foundation for making purchases, so providing the buyer with a tangible advantage. Positioning is a dual process that involves identifying the competitors of a brand and their distinctive characteristics. Therefore, positioning theory offers a structure for examining the dynamic elements of small-scale social interactions as they are being discussed and negotiated. The theory of Industrial

Organization attributes competitiveness to the impact of factors within the industry or sector to which a firm belongs. Specifically, Porter's five-forces model is crucial in analyzing and elucidating competitiveness from this perspective.

Moreover, in order for a company to achieve ongoing success in the market and sustain a competitive advantage over its competitors (referred to as strategic positioning), it must be supported by the appropriate combination of superior resources and capabilities.

8. Customer Satisfaction and Performance

The level of consumer satisfaction with a company's products and services is often discussed in academic and professional contexts. How well a business provides goods and services that match or surpass consumer expectations is a key indicator of customer satisfaction. Satisfaction levels of consumers are directly correlated with the quality of their total purchasing experience.

Oliver identifies various dimensions of the customer satisfaction:

- Satisfaction with ultimate results.
- Satisfaction with occurrences that transpire during the act of consumption. Satisfaction with the degree of fulfillment experienced.

As stated by Oliver, satisfaction refers to the consumers' response of feeling fulfilled. The statement refers to the assessment of whether a particular aspect of a product or service, or the product or service as a whole, has successfully supplied a satisfying level of fulfillment in relation to consumption. This includes both instances when the fulfillment exceeds expectations and instances where it falls short.[43]

Customer satisfaction has a significant impact on a company's bottom line. Many businesses use customer satisfaction as a key performance indicator. Consequently, it became central to the business strategies of a number of firms. They elaborated that "customer satisfaction is a measure of how your organization's total product performs in relation to a set of customer requirements." Profits and revenues, as argued by Cochran, are merely the byproducts of satisfying customers' wants and requirements. If clients are happy with your service, they may

be more ready to pay a higher price, make positive recommendations, and not shop around for a better deal.[44]

Several scholars have emphasized that customer satisfaction is based on perceptions and that detailed information about satisfaction is not readily accessible. Therefore, it is imperative to exert extra endeavors in gathering, quantifying, and scrutinizing the perspectives regarding consumer pleasure. According to Vavra, customer satisfaction can be achieved through various factors such as the quality of the product and services offered by the company, the performance of specific departments and representatives, the effectiveness of organizational transactions such as sales presentations, delivery of goods, post-purchase visits, and the company's ability to handle customer complaints. Additionally, the pre-purchase and post-purchase interactions between the company and its customers also play a crucial role in ensuring customer satisfaction.[45]

According to a study by B2B International, the majority of organizations see a customer attrition rate of 45% to 50% over a five-year period. Acquiring new customers can be up to twenty times more expensive than retaining existing ones. Greater client satisfaction leads to increased trust and confidence. According to Castiglione, a rise in trust and confidence may result in a small percentage of clients potentially switching from the business company. Numerous organizations have designated a secure method for assessing client satisfaction. Assessing customer satisfaction is a crucial method employed by successful rivals in the present global economy. Retaining existing customers can be achieved by accomplishing this and comprehending how to attract additional customers in a competitive marketplace.[46]

Chen suggests that gaining insight into customer satisfaction levels can assist a company in improving their customer services. It is widely acknowledged that contented customers tend to endorse the services and products to their acquaintances and family members. Therefore, the marketing efforts should be directed on enhancing client pleasure. Customer satisfaction refers to the assessment made by customers after purchasing a product or service, based on how well it aligns with their expectations. However, customer satisfaction extends beyond the appraisal of their purchase and encompasses the complete experience of acquiring and utilizing the services and goods provided by the respective organizations.[47]

According to Dr. Schneider, fostering employees' comprehension and acceptance of a company's rules and practices can contribute to both employee and customer satisfaction. Furthermore, the success of a corporation largely hinges on its ability to retain consumers and maximize their lifetime value. In addition, he asserts that satisfied customers have the potential to become loyal customers and they spread positive word-of-mouth to their acquaintances about the products and services offered by organizations. This ultimately results in increased revenue for the organization that has provided them with the greatest satisfaction.

Customer engagement is a critical factor that influences the effectiveness of an organization. Multiple studies have demonstrated a notable and favorable impact of customer participation on enhancing service delivery or the overall quality of service. Extensive literature exists that illustrates a clear correlation between an employee's engagement and a customer's pleasure. According to Patro's study, there is a correlation between high engagement and improved financial performance, productivity, customer happiness, and reduced personnel turnover. Additional research demonstrates that the organization's use of employee engagement methods and initiatives results in good outcomes.

The setting up a business organization must target a specific target market that tends to be the target audience/market. It is much easier to produce goods and services that suit the needs of the target market and turn a profit if one has a thorough understanding of those needs. However, a company's profitability is directly proportional to the level of consumer happiness they provide through their products. Management must prioritize customer happiness because of intense competition, particularly in the service sector. Every business must consequently prioritize the level of satisfaction felt by its clientele.
Profitability will follow large sales, which in turn will be the result of satisfied customers. Organizational success depends on keeping its current clientele happy (Morgan et al., 1994). Therefore, it is crucial that businesses that provide satisfaction not only accommodate their current clientele, but also expand their clientele. Customer satisfaction is a valuable tool that businesses should provide to customers in order to achieve their primary business objective, which is to make a profit. This is because businesses focus on the target market to provide the expected and necessary satisfaction to that market. Therefore, it's important to stress the connection between happy customers and healthy bottom lines.

Organizational Performance

Over the past few decades, there has been a significant uptick in focus placed on the idea of performance, which can be found permeating virtually every aspect of human endeavor. Because performance is an individual's interpretation of reality, there has been a plethora of critical reflections on the idea and the measuring devices that are used to evaluate it.

The global financial crisis that swept the economy in its wake has also been a contributing factor in the proliferation of studies at the international level in the field of performance. This is because the crisis has led to a continued need for improvement in performance of organizations. Although the idea of a company's performance is discussed quite frequently in the academic literature, the term itself is rarely defined. It is increasingly being acknowledged that there may be some degree of ambiguity surrounding the concept of performance because of the enormous number of different ideas that are considered when attempting to define performance. As a result, the concept of organizational performance is often confused with other concepts, such as productivity, efficiency, effectiveness, economy, earning capacity, profitability, competitiveness, and so on. As a result of this, there is a growing demand for a precise and unambiguous articulation of the meaning behind the term "performance."

The term "performance" first appeared in the middle of the nineteenth century and was initially utilized in the context of defining the outcomes of sporting competitions. Throughout the course of the twentieth century, the idea progressed and underwent the formulation of several definitions that were intended to cover the broadest possible meaning of what is understood through performance.

The concept of performance, as described in French, English, and Romanian dictionaries, primarily refers to the accomplishment of goals and the quality of outcomes, rather than focusing on the economic aspects of efficiency and effectiveness. According to the Explanatory Dictionary of the Romanian Language, performance is defined as "a particularly good result achieved by an individual in a sporting competition; a notable accomplishment in a specific area of activity; the highest achievement obtained by a technical system, machine, device, etc." The term "performance" was initially derived from mechanics and athletics, and then adopted to describe exceptional achievements in several domains. Consequently,

performance is exclusively achieved by a select few entities who attain the most favorable outcomes. Performance cannot be attributed to any achieved result, but rather to a unique one.

Due to its subjective nature, the concept of performance is currently associated with a range of definitions. Within the literature, numerous papers and research exist that provide definitions of performance that are directly linked to environmental conditions.

According to Didier, performance is defined as the successful accomplishment of the objectives set for an individual or organization, aligned with the overall strategic direction of the firm. According to him, performance is not simply the discovery of a result, but rather it is the product of a comparison between the result and the target. In contrast to other authors, Didier contends that this idea entails a direct juxtaposition of the resultant output and the intended purpose. The author's definition lacks clarity, as both outcomes and aims frequently differ across different fields of activity.[48]

The performance is described as being future-oriented by the author Michel. It is also said to be meant to reflect the particularities of each organization or individual, and it is founded on a causal model that links components and products. He considers a company to be "successful" if it is on track to reach the objectives that have been established by the management coalition, but not necessarily if it has already done so. Consequently, performance is highly dependent on both capabilities and the future. Michel, in contrast to a number of other authors, made a distinction between the terms "a performance," "performance," and "being performant." "A performance" is often subject to a measurable outcome that is more than that which was allowed for or that arises from the results of the prior performances. Therefore, the connotation that comes along with the phrase "a performance" is always good. The term "performance" refers to the outcomes of the past, and it is possible for it to be both positive and negative.[49]

Rolstadas posits that the performance of an organizational system is a multifaceted connection encompassing seven performance criteria that must be adhered to: effectiveness, efficiency, quality, productivity, quality of work, innovation, and profitability. Performance is intricately linked to the attainment of the aforementioned criteria, which can be seen as performance targets. According to Rolstadas, a precise definition of performance cannot be developed due to its dependence on seven characteristics that cannot be properly described.[50]

Within the realm of business performance research, Folan has identified three key priorities or objectives that govern performance:

- First and foremost, it is crucial to analyze the performance of each entity within the confines of the environment in which they choose to function. For instance, it is necessary to analyze a company's performance in the areas where it conducts its operations, rather than in places that are not pertinent to its activities.
- Additionally, performance is consistently associated with one or multiple objectives established by the entity undergoing performance analysis. Hence, a corporation evaluates its performance based on internally developed and recognized objectives and targets, rather than relying on those set by external entities.
- Additionally, performance is limited to the pertinent and identifiable characteristics.

The surroundings, the goals that need to be accomplished, as well as the significant and recognized qualities, are all factors that can have an effect on performance, according to Folan's theory. Folan employs a number of different definitions for the idea of performance because he believes that it should be evaluated and assessed from a variety of perspectives.[51]

According to Neely, performance evaluations should take into account a quantitative assessment of how efficient and successful actions are. Both subjectively and quantitatively accurate expressions of this quantification are possible. According to the definition of performance offered by Neely and other authors, performance has a close relationship with both effectiveness and efficiency.[52]

According to Kane, a performance can be thought of as "something that a person leaves behind and which exists outside the said purpose." Performance can be defined either at the level of each individual working for the company or at the level of the organization itself, according to Kane. It is understood to be a comprehension of the results that were accomplished. The author places a strong emphasis on the specific aspect of the term, as well as the impossibility of providing a broad definition. As a result, we can speak of the definition as being accurate at a particular level, while simultaneously referring to it as being ambiguous at a general level.

Bernadin argues that "performance should be defined as the sum of the effects of work," since these have the "strongest relationship" to things like the goals of the company, the satisfaction

of its customers, and the bottom line. As the author explains, performance must consider both inputs and outputs. This definition connects performance with the ″sum of the effects of work″. When goals are clearly defined and all resources are allocated to ensuring that those goals are met to the satisfaction of the customer, performance is achieved. However, it is impossible to gauge success in terms of goals or consumer pleasure.

Bates and Holton provide a definition of performance as a complex and abstract term that is influenced by several factors and requires a multifaceted approach for its measurement. Performance can encompass two distinct concepts: "organizational performance" in the context of a business, and the individual performance of an activity, department, management, or performer. According to the authors, it is crucial to ascertain whether the measuring goal is to evaluate the impact of performance or the actual behavior during performance. A limitation of this definition is its lack of a grade that may be applied in a downward manner. The overall definition provided by Bates and Holton for performance emphasizes its inherent ambiguity, as its assessment is contingent upon a multitude of elements.[53]

Annick Bourguignon does not provide a specific definition for the concept of performance. Instead, she recognizes three primary meanings of the term performance:[54]

- The key to success is performance. Performance is not something that exists on its own. It differs depending on how the "success" of various enterprises or actors is represented.
- The end consequence of an action is known as performance. Only value is contained inside this meaning. In the context of a procedure or an activity, performance measurement is understood to refer to an evaluation of the outcomes that have been achieved.
- Action is what performance is. In this sense, performance refers to an ongoing procedure rather than an event that takes place at a certain point in time.

According to the definition offered by Annick Bourguignon, performance is defined as the accomplishment of organizational goals. This term is utilized in many facets of management, including management control, general politics, and management of human resources. The one who does well is the one who achieves their goals. Therefore, performance is contingent upon the target or the purpose. Performance is multidimensional when goals are manifold;

performance is a subset of action; performance is subjective since it is the outcome of operation, which, by its subjective nature, consists of approaching a reality to a wish. Performance is a subset of action. Performance is multidimensional when goals are manifold. Performance is a subset of action. Performance is subjective.

According to Annick Bourguignon's definition of the term, performance is inextricably tied to the objectives, which renders it impossible to isolating a single description that best fits this notion. Therefore, achieving a specific degree of performance is required in order to successfully complete any target or purpose. It is important to point out that because there is no default classification of the objectives, the idea of performance cannot be precisely stated in a straightforward manner. Bourguignon maintains that the only way to acquire performance is to first accomplish the goals that have been set for it.

Management Practices as Capabilities Leading to Superior Performance:

Does the implementation of modernized management practices result in enhanced company performance? The ongoing discourse over this matter takes place on both empirical and theoretical fronts. Empirically, while most data supports a positive correlation, there are some uncertainties due to a few research that have identified a negative association between practices and performance, while others have found no clear link. The diverse results can likely be attributed to variations in how practices, performance, and contextual factors are defined and measured. Therefore, further empirical study with a more specific emphasis is needed. The ongoing theoretical discourse is intensifying, questioning the efficacy of the Resource-based Theory (RBT) in elucidating the diversity of performance at the organizational level. Practices are believed to be easily replicated and accessible to all companies, thus lacking the fundamental attributes of resources that contribute to long-term performance disparities.

Management practices is an often used term in the literature on management. It pertains to collections of overarching strategies employed by companies to attain improved outcomes. Illustrations include quality management, market orientation, and strategic management, which are comprehensive collections of information that gather and record organizations' expertise and research in the subject. When a particular company tries to implement these principles, it is not simply replicating current information. Instead, it requires adaptation, acquiring new knowledge, and introducing new ideas.

The execution of a management practice is a complex procedure that is impacted by the surrounding circumstances. An illustrative instance is the endeavors of American companies to adopt Japanese production processes during the 1980s. The term practices should be appropriately employed when referring to these procedures that exist outside the firm, within the external realm of knowledge. When a company utilizes them, it is more suitable to regard them as capabilities in the early stages of development with differing degrees of specialization.

These skills have the potential to improve and become more effective and specialized as time goes on. An applied management practice possesses all the attributes of a capability. A program is typically a set of high-level procedures or a group of routines that serve a certain purpose. Management practices are typically initiated by top-level management in pursuit of improved outcomes, and they commonly engage with other resources or input streams.

Figure mentioned below facilitates the incorporation of this comprehension of management practices as capabilities in the broader literature on general capabilities. The x-axis of Figure represents the frequency of a particular ability within a population of rival companies. We would place a unique capacity possessed by a single organization in this group on the far-right side. As we go towards the left, an increasing number of enterprises would possess the same level of capability. The midpoint signifies a capability that is not uncommon, as it is found in half of the population. On the far left, we would have a capability that is universally present in all organizations. The vertical axis depicts the degree of advancement of the specific capacity being considered. The uppermost point of this axis corresponds to the utmost level achievable and represents the position of the most exceptional performance within the population. As we descend, we can adapt to lesser levels, acknowledging that abilities vary in intensity and progress along distinct paths with varying endpoints.[55]

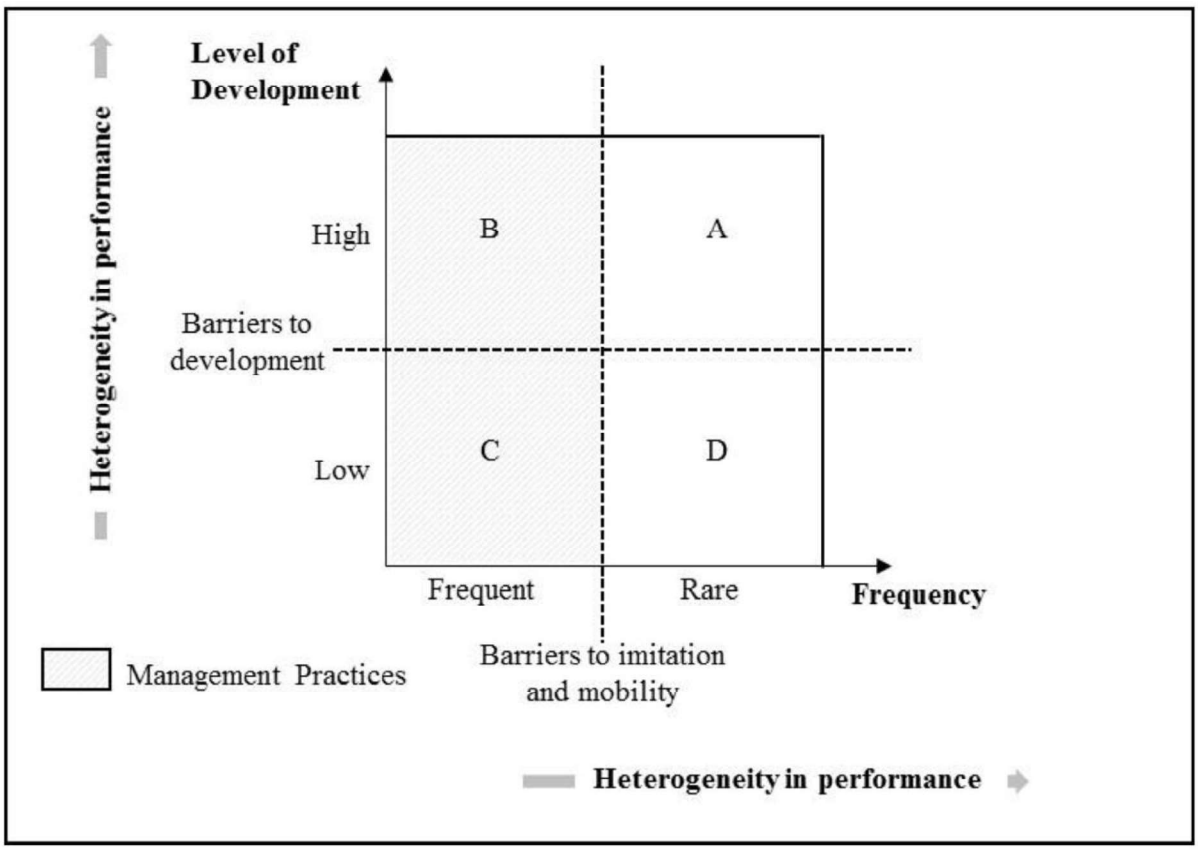


Figure 1: Management Practices as Capabilities

Both axes can contribute to variability in performance. The heterogeneity arising from the horizontal axis has been extensively studied in the field, but the heterogeneity resulting from the vertical axis also exists and may be significant.

The literature on capabilities within strategic management mostly focuses on Quadrant A in Figure. These qualities provide enduring diversity, which can serve as potential sources of long-lasting competitive advantage. The remaining three quadrants have gotten far less focus. Management techniques are encompassed by quadrants B and C. The capabilities inside quadrant B have the potential to provide a competitive advantage and superior performance over a significant duration. This approach facilitates the theoretical understanding of findings derived from empirical research.

The efficacy of management practices is eventually assessed based on their impact on business performance. Firm performance is a component of organizational success that encompasses

both operational and financial results. Organizational effectiveness is a core concept in the field of strategic management. Organizational effectiveness refers to the assessment of an organization's performance, including internal factors like productivity, as well as external factors such as corporate social responsibility. It provides a comprehensive evaluation that goes beyond economic measures.[56]

A substantial quantity of articles have been written on the investigation of management methods and performance. Despite the abundance of scholarly literature on the subject, the empirical findings are not entirely consistent and occasionally inconsistent. For instance, research has shown that a greater level of supplier integration has a beneficial impact on various performance measures. These include shorter development cycle time, enhanced cost, quality flexibility, and delivery performance, increased sales growth (Song & Di Benedetto, 2008), and improved profitability. Conversely, certain authors have discovered that there is a detrimental effect on the quality performance, product innovation, and even no noteworthy correlation on operational performance. Furthermore, there is empirical data suggesting that this particular practice may not have a direct impact on operational performance. However, it does have the potential to interact with other practices, ultimately leading to an improvement in operational performance.[57]

While there may be some discrepancies in certain results, it is logical to anticipate that implementing management practices will enhance the general efficiency of organizations, hence aiding in the improvement of operational and financial outcomes. Companies that implement advanced operational strategies, such as lean manufacturing, just-in-time production, and quality management, can enhance their capacity flexibility, delivery speed, and product diversity. These companies have the potential to enhance productivity, customer happiness, safety, and market share. Implementing market oriented methods can increase profitability. Implementing human resource management strategies, such as offering competitive salary and internal promotions, can improve a company's capacity to attract, select, and retain highly skilled and knowledgeable personnel, while also boosting their motivation. Implementing management accounting methods, such as cost control budgeting, product profitability analysis, and strategic planning, can offer useful insights into aligning operational activities with a company's plans and objectives.[58]

Chapter-3: Research Methodology

The research design serves as the plan for gathering, measuring, and analyzing data. This section presents the methods employed in performing the research, along with the underlying rationale.

This section encompasses the demographic characteristics of the research's participants, the specific variables under investigation and the methods employed to quantify them, the survey instrument utilized to gather data, the techniques employed to collect data, and the approaches used to analyze the collected data. The objective of this study is to assess the extent to which management practices are influencing the organizational performance of IT companies. Its objective is to analyze the association between management practices (independent variable) and organizational performance (dependent variable).

Study population:

The phrase "population" denotes the whole count of individuals, things, or occurrences that are pertinent to the specific research inquiry. The research encompasses all private IT companies within the IT hubs of Pune city.

The researcher selected the IT companies of Pune city for the following reasons:

a. It is a high-priority area for development according to the NASSCOM.
b. It has the potential to make a substantial contribution to the national economy.
c. The researcher has a personal connection to the city as it will be easier for collecting the data.
d. The industry's spread across different part of pune city such as Hinjewadi, Baner, Aundh, Magarpatta, Viman nagar, Koregaon Park allows for comprehensive study coverage and outcomes.

Sample Size:

The sample size was determined using sample size determination by the following method.

Sample Size = $(\text{Z-score})^2 * \text{StdDev}*(1-\text{StdDev}) / (\text{margin of error})^2$

Here is how the it works assuming 95% confidence level, .5 standard deviation, and a margin of error (confidence interval) of +/- 6%.

$((1.96)^2 \times .5(.5)) / (.06)^2$

$(3.8416 \times .25) / .0036$

267 respondents are needed

The researcher circulated 350 surveys and received 300 completed questionnaires. This has enabled the researchers to successfully conduct all the necessary sample surveys. The final research utilized a sample size of 300.

Sampling Criteria

The sampling criterion comprised the following factors.

- The company must be a technology company with a workforce of over 100 employees.
- The organization must be situated in the Pune city area.

Sampling Procedure

The sampling methodology employed in this study is a type of simple random sampling. Therefore, the technique is utilized to randomly choose respondents, following a certain procedure, in order to choose a subset of individuals (a sample) for research purposes from a wider set (a population). The selection of the IT project manager is completely random, and every participant has an equal opportunity to be included in the survey. This provides us with an opportunity to experiment unrestrictedly with samples. This is to guarantee that respondents are selected for the research in a manner that is both accurate and equitable.

Sampling Frame

The study would be undertaken in the city regions of Pune, taking into account the time and cost implications of data collection. Consequently, the sample frame was only derived from the MCCIA directory.

Sample Duration

The duration required to finish the interview procedure for all the necessary sample elements was six months, since the researcher took this amount of time to collect the required responses.

Variables:

Variable as an aspect of the entity serving as the analytic focus. In common use, a variable might mean the same thing as the property under investigation. Assigning numerical or other values to symbols called "variables" is a common practice in quantitative analysis.

There are two types of variables in this investigation: independent variable and dependent variable. The chosen management practice serve as the independent variable and organizational performance as the dependent variable.

Measuring instrument

This research consisted of two sources of data:

1. Secondary Data: The literature survey encompasses the secondary search for material and data related to the issue.
2. Primary Data: Data was collected using questionnaires and personal interviews. The questionnaire was formulated, revised, and subsequently disseminated to all personnel holding managerial positions (namely, project managers). Managers were asked to identify their level of agreement or disagreement with each statement using a five-point Likert scale.

Questionnaire:

A questionnaire is a meticulously designed set of questions, selected after extensive testing, with the aim of obtaining dependable replies from a certain population. The objective is to ascertain the actions, thoughts, or emotions of a certain cohort of individuals. When constructing a questionnaire, it is important to keep in mind the following essential factors:

- Utilize straightforward and succinct vocabulary.
- Each question should inquire about a single aspect alone.
- Communicate directly and avoid ambiguity.
- Ensure the correct sequencing of the questions.
- Ensure the layout is clear and intuitive to navigate.

• Provide explicit directions.

The questions were arranged strategically to elicit the most comprehensive responses from each participant, leveraging their knowledge and expertise to the fullest extent. The questions were organized into sections to ensure a coherent and logical progression of information.

There were five different parts to the questionnaire:

6. Demographic Part: This part has covered information like the name of company, age, tenure, education and gender.
7. Tools Usage Part: This part has covered different management tools such as Total Quality Management, Strategic Management, Coaching and Mentoring, Balanced Scorecards, Business Process Re-Engineering, Integrated Marketing Management and Enterprise Resource Planning (ERP).
8. Management Practice Part: This part has 20 Questions focusing on Leadership and strategic management, communication and decision making, employee engagement and development, culture, marketing communication, change and adaptability, market positioning and last customer satisfaction.
9. Organizational Performance: This part has 43 Questions focusing on subjective evaluation of performance using 6 questions and rest are for process problem documentation, company performance, dialogue, company targets, managing talent, rewarding high performance and attrition vs retention.
10. Obstacles to Management Practice: This part has 4 set of questions trying to identify the obstacles to management practice from macro view.

Validity of Instrument:

The content validity of a measuring instrument refers to the degree to which it sufficiently covers the subject being investigated. This study made a deliberate attempt to ensure that the questionnaire included a representative sample of the topic matter being studied. The questionnaire's validity was established through ongoing conversations with the respondents throughout pilot study and also with research supervisor. The format of the questionnaire was adjusted, with certain things being removed.

Reliability:

Content validity is primarily based on logical reasoning rather than empirical evidence. However, an item analysis is highly valuable as it provides a range of statistical information, such as proportions, percentages, item-total correlations, mean, standard deviation, reliability, and median. This data helps to understand how subjects responded to each item and how each item contributes to overall performance of survey instrument.

Reliability of Instruments:

1. Management Tool usage

Reliability Statistics	
Cronbach's Alpha	N of Items
.712	6

2. Management Practice

Reliability Statistics	
Cronbach's Alpha	N of Items
.841	20

3. Organizational Performance

Reliability Statistics	
Cronbach's Alpha	N of Items
.746	43

Pilot Study:

Prior to commencing the main survey for the thesis, the researcher conducted a pilot survey including 30 respondents, primarily project managers. These individuals were questioned near a park in order to assess the validity and reliability of the questionnaire. Upon analyzing the data collected during the pilot process, the researcher discovered that the instrument used was valid. However, there were reliability issues with certain items in the management practices

questionnaire. Consequently, the researcher decided to remove three items from this section. As a result, the final survey questionnaire consisted of 20 questions related to management practices, while all other items remained unchanged due to their satisfactory reliability. We are now examining three management practices that have been eliminated. Our focus is on the future prospects of IT firms, namely the opportunities and challenges they anticipate in the near future, and their main goals derived from those projections.

Methods of data analysis:

By employing the SPSS Statistical program, a comprehensive examination of survey responses was conducted to provide an objective understanding of the data. Descriptive and inferential statistics were utilized for this purpose.

Statistics studies often differentiate between descriptive statistics, which are employed to summarize or present quantitative data, and inferential statistics, which include utilizing quantitative data gathered from a sample to make inferences about an entire population. The former entails the computation of frequencies, cumulative sums, as well as minimum and maximum values. Conversely, the latter entails doing Friedman test, Pearson correlation and, and regression analysis.

Ethical Considerations in the Research:

Ethical considerations have paramount significance in social science research. Significant ethical issues in social science research. Address topics such as voluntary participation, respect for participant integrity, anonymity and confidentiality, avoidance of deception, and fair reporting. Below is a concise analysis of the ethical considerations involved in the current research investigation.

Engaging in voluntary participation- The primary concern in social science research is ensuring the voluntary involvement of respondents, without any coercion or compulsion to take part in the research. The survey participants were provided with a detailed questionnaire and were given an explanation of the study aims. They were also guaranteed that their data would be kept anonymous in order to encourage their voluntary participation. The data was acquired through in-person interviews with the respondents, excluding those who declined to participate.

Ensuring the preservation of participants' integrity- The respondents were not asked any personal questions. The research prioritized inquiries related to the organization itself rather than inquiries concerning the personal affairs of the respondents. The research instrument did not contain any questions that may potentially cause shame or injury to the participants.

Ensuring anonymity and confidentiality- In the present study, the participants were guaranteed the anonymity of the data they submitted. However, due to the requirement of collecting data through personal interviews conducted at the respondents' company rather than using alternative survey methods, the name of the respondent was disclosed to the researcher, so compromising anonymity. The participants were guaranteed that the data would just be utilized for the purpose of making generalizations about the observations, and no explicit reference to their firm name or brand would be disclosed in the study report or findings.

Deception

The researcher has disclosed the identity and connections of the relevant university and area of study when meeting with respondents from IT companies, in order to clarify the aim of the visit. The university in question is Tilak Maharashtra Vidyapeeth. The data was gathered exclusively following a comprehensive explanation provided to the respondents on the specific data needed for the study and the intended utilization of such data.

Objectives of Research Study:

1. To understand the different components of Management Practice
2. To understand the usage of different management tools.
3. To explore the relationship between the usage of management tools and organizational performance.
4. To explore the impact of management practice on organizational performance of IT companies.

Chapter-4: Analysis of Data and Findings

The chapter encompasses the presentation, analysis, and discussion of the data that was gathered by the researcher throughout the data collection process.

The frequency tables present the results obtained from the participants' responses to the several questions included in the survey, followed by further discussions.

The results were categorized based on the themes and sub-themes that were developed from the objectives and research questions.

Demographic Profile of the Respondents

The breakup classification of the gender of respondents participated into the study is given below:

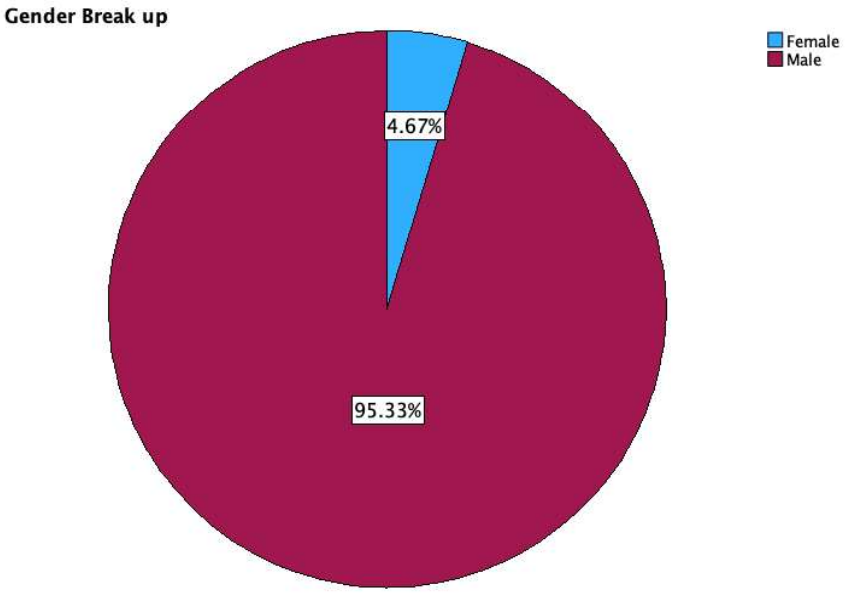


Figure 2: Gender Breakup of Respondents

Finding: According to the data presented in the pie chart that is located above, the overall male presence is higher on management levels that normally deal with management practices than the female representation. In this circumstance, male respondents account for 95% of the total, whereas female respondents account for only 5% of the total.

The breakup classification of the level of education of respondents participated into the study is given below:

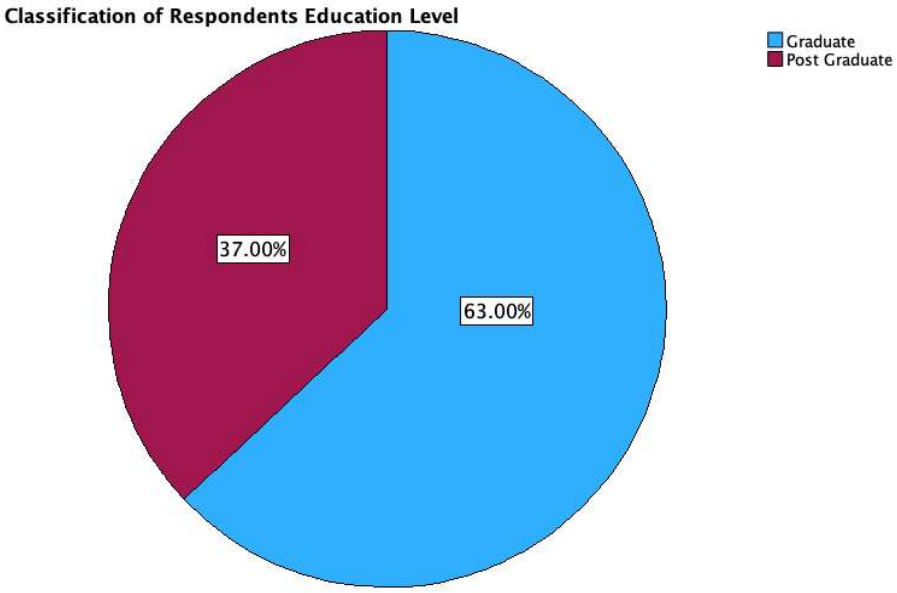


Figure 3: Education Level Classification of Respondents

Finding: The accompanying diagram provides a breakdown of the educational backgrounds of the respondents, showing that over **37% of participants have a master's** degree or higher, while nearly **63% are graduates**.

The categories of the age group show the composition of respondents and the particular age group they belong to; this is discussed further down in the following chart:

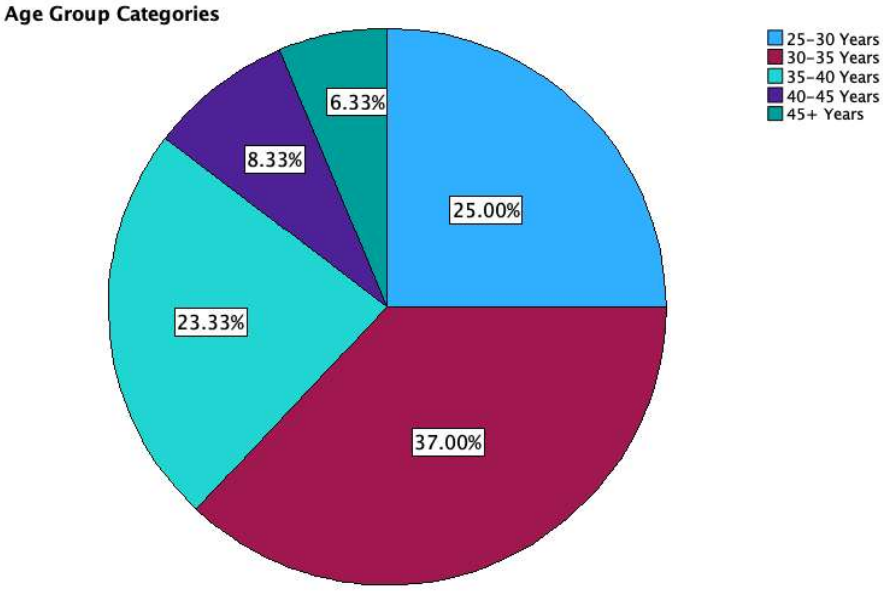


Figure 4: Categories of Age Groups

Finding: According to the distribution of the sample population shown in the preceding pie chart, **37% of the sample population is comprised of respondents aged 30–35 years old**, 25% of the sample population is aged 25–30 years old, **23% of the sample population is aged 35–40 years old, 8% of the sample population is aged 40–45 years old**, and **6% of the sample population is aged 45 years or older.**

The following is a list of the lengths of time that respondents have worked for the organization or firm in question:

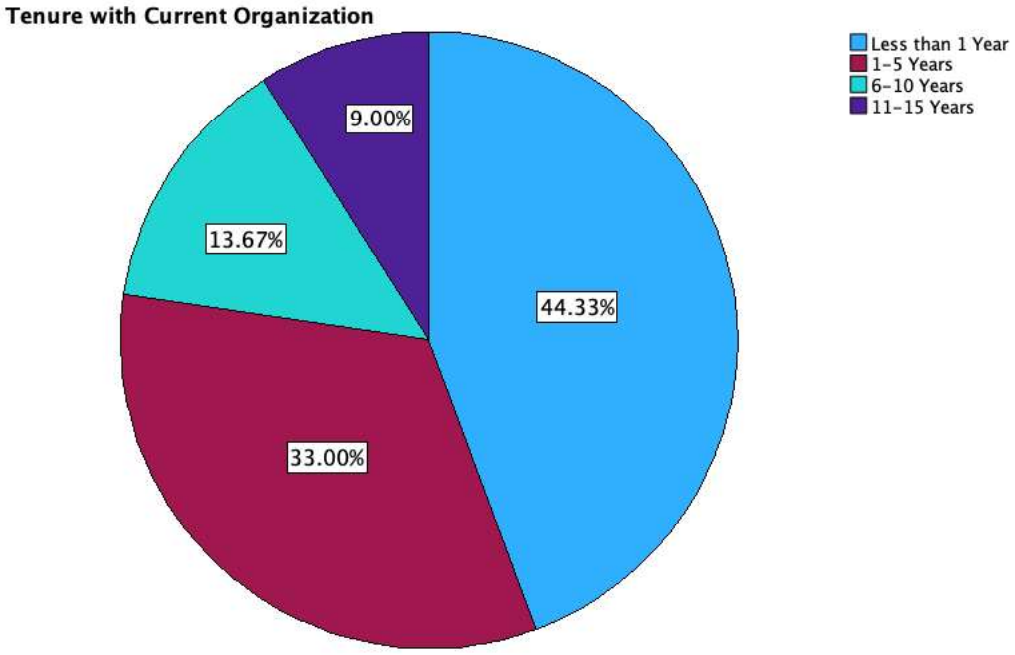


Figure 5: Tenure of Respondents with Current Organization

Finding: According to the data presented above, nearly half of all respondents have been with their current organization for a year or less, while another third have been there for the past five, and yet another third have been there for the past six to ten. Finally, only nine percent of all respondents have been with their current organization for more than ten years.

Descriptive Analysis of the Survey Items

The following tools highlight their application across the company's management practices.

1. Total Quality Management Tool

Total Quality Management		
	N	%
Never	8	2.7%
Infrequently	5	1.7%
Occasionally / Sometimes	12	4.0%
Often	36	12.0%
Always	239	79.7%

Table 1: Frequency table of Usage of TQM in Management Practices

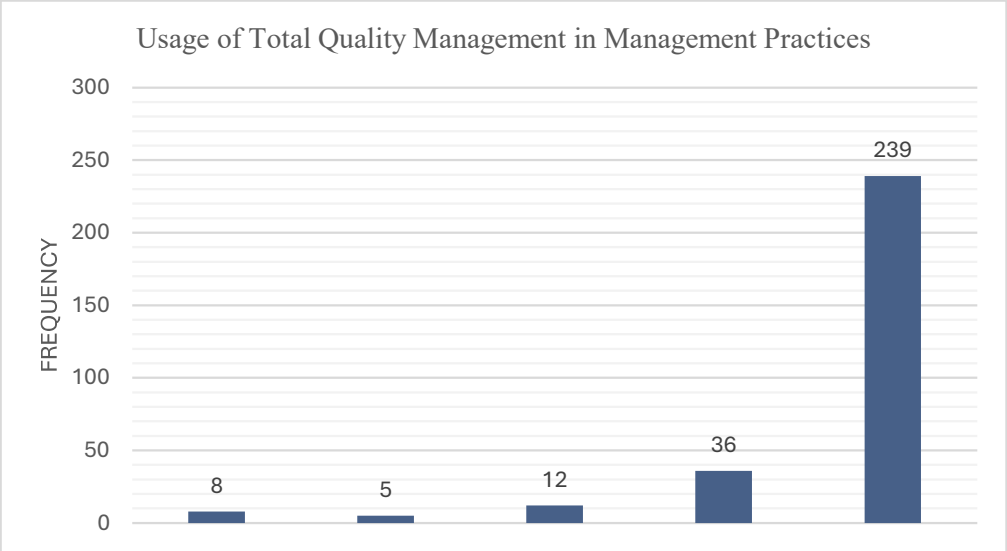


Figure 6: Bar chart for Usage of TQM in Management Practices

Finding: Total Quality Management (TQM) is a comprehensive management approach that focuses on continuous improvement, customer satisfaction, and employee involvement. TQM principles and practices are widely used in various industries to enhance organizational

effectiveness and deliver high-quality products and services. According to the frequency chart and bar graph presented above, it is possible for us to deduce that approximately eighty percent of the total sample of respondents hold the belief that their organization makes use of total quality management as a tool to execute various management practices throughout the entire organization. This composition represents almost all of the respondents who participated in the survey.

2. Strategic Management Tool

Strategic Management		
	N	%
Never	11	3.7%
Infrequently	3	1.0%
Occasionally / Sometimes	11	3.7%
Often	79	26.3%
Always	196	65.3%

Table 2: Frequency table of Usage of Strategic Management tool in Management Practices

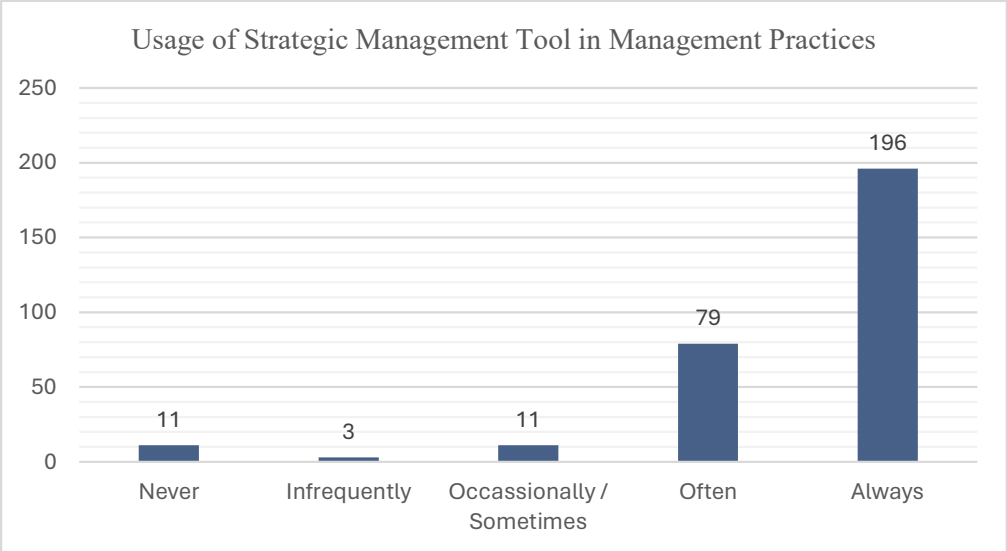


Figure 7: Bar chart for Usage of Strategic Management tool in Management Practices

Finding: A company's long-term performance depends on its ability to define its goals, make strategic decisions, and implement those decisions using strategic management tools. Competitive analysis, goal-setting, strategy development, and effective execution are all aided by these tools. The preceding bar chart and frequency table allow us to draw the conclusion that almost 90% of the total sample respondents believe that their organization uses strategic management as a tool to deploy or implement various management practices across the organization. Very few, or almost less than 10%, are of the opinion that their organization does not use or uses it very infrequently.

3. Coaching and Mentoring Tool

Coaching and Mentoring		
	N	%
Never	2	0.7%
Infrequently	1	0.3%
Occasionally / Sometimes	6	2.0%
Often	36	12.0%
Always	255	85.0%

Table 3: Frequency table of Usage of Coaching and Mentoring Tool in Management Practices

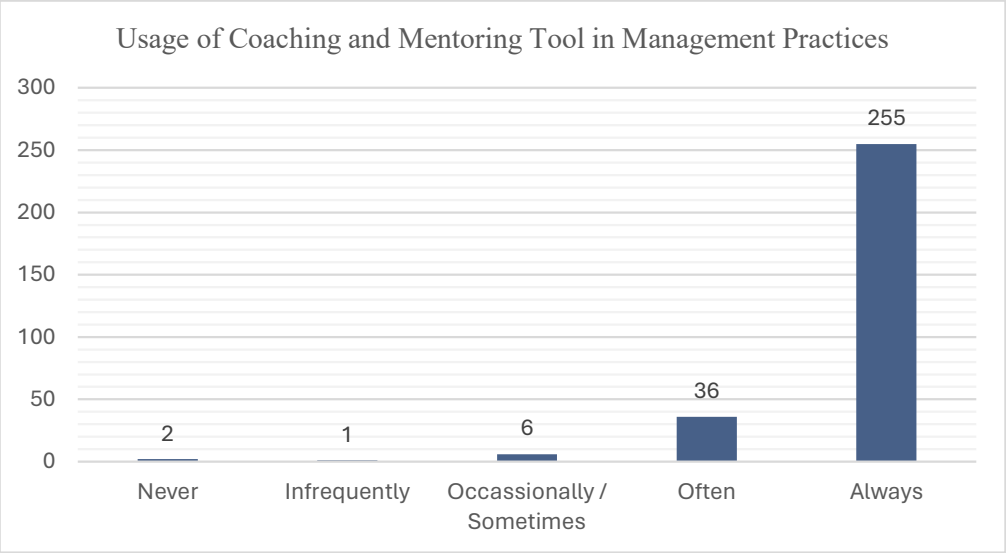


Figure 8: Bar chart for Usage of Coaching and Mentoring Tool in Management Practices

Finding: Coaching and mentoring are important tools in management practices that support professional development, enhance skills, and promote a positive organizational culture. These goals can be achieved through management tools such as coaching and mentoring. The bar chart and the frequency table that are displayed above give us an idea that almost more than 97% of the respondents are of the belief that coaching and mentoring is a very effective tool in managing the management practices throughout the organization. The percentage of respondents who believe that this could be an ineffective tool in management practices is almost negligible, according to the bar chart and the frequency table.

4. Balanced Scorecards Tools

Balanced Scorecards		
	N	%
Infrequently	1	0.3%
Occasionally / Sometimes	7	2.3%
Often	85	28.3%
Always	207	69.0%

Table 4: Frequency table of Usage of Balanced Scorecards tool in Management Practices

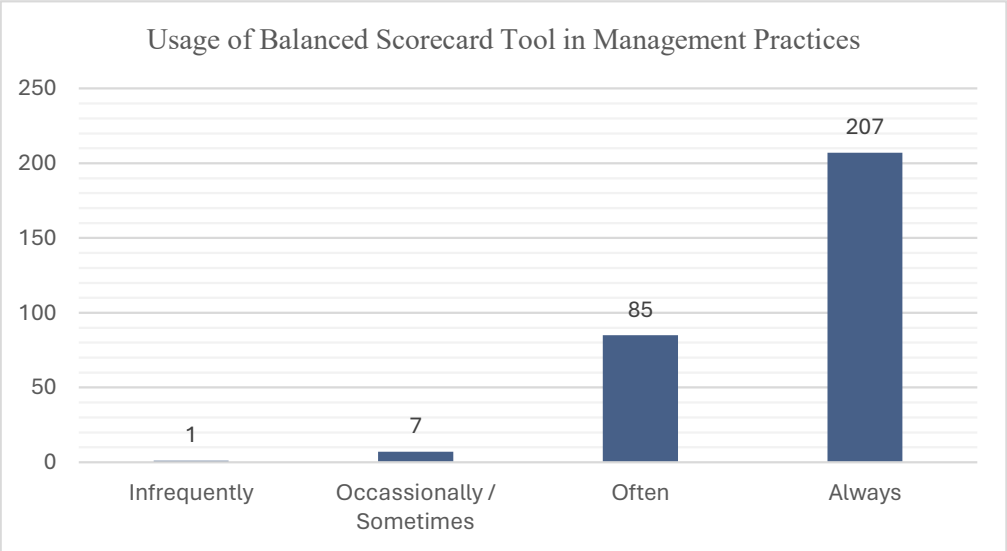


Figure 9: Bar chart for Usage of Balanced Scorecards tool in Management Practices

Finding: The Balanced Scorecard (BSC) is an effective management tool for translating an organization's strategy into observable goals and KPIs. The financial, customer, internal process, and learning and growth perspectives are all considered, giving a more complete picture of the company's performance. It is important to know that almost no respondents think that they don't use the balanced scorecard as a tool for managing their practices of the organization, since the above bar chart and frequency table suggest that 97% of the respondents are of the belief that balanced scorecards are an important tool in the management practices of the organizations.

5. Business Process Re-engineering Tool

Business Process Re-Engineering		
	N	%
Infrequently	1	0.3%
Occasionally / Sometimes	22	7.3%
Often	45	15.0%
Always	232	77.3%

Table 5: Frequency table of Usage of Business Process Re-engineering Tool in Management Practice

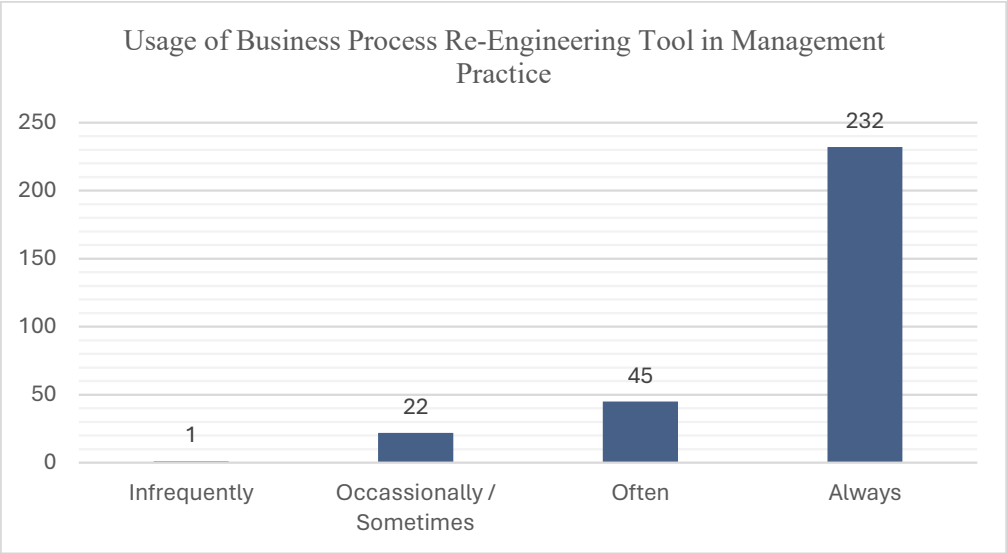


Figure 10: Bar chart for Usage of Business Process Re-engineering Tool in Management Practice

Finding: Redesigning and restructuring company processes in a fundamental way is the focus of the management strategy known as business process re-engineering (BPR). Workflows, processes, and organizational structures are all examined and redesigned during a BPR. According to the data presented in the bar graph and the frequency table, nearly 90% of the total sample agrees that their organizations use the business process reengineering tool when putting into practice different management practices. This tool is crucial because it aids in redesigning the established processes of the business.

6. Integrated Marketing Management Tool

Integrated Marketing Management		
	N	%
Infrequently	7	2.3%
Occasionally / Sometimes	11	3.7%
Often	51	17.0%
Always	231	77.0%

Table 6: Frequency table of Usage of Integrated Marketing Management tool in Management Practice



Figure 11: Bar chart for Usage of Integrated Marketing Management tool in Management Practice

Finding: Integrated Marketing Management (IMM) solutions play an important part in the management practices of modern businesses because they offer a centralized hub from which marketing operations can be planned, carried out, measured, and optimized across several channels. As a result, close to 94% of the total respondents in the sample are of the opinion that their company is making highly effective use of this tool.

7. Enterprise Resource Planning Tool

Enterprise Resource Planning (ERP)		
	N	%
Infrequently	4	1.3%
Occasionally / Sometimes	13	4.3%
Often	35	11.7%
Always	248	82.7%

Table 7: Frequency table of Usage of ERP tool in Management Practice

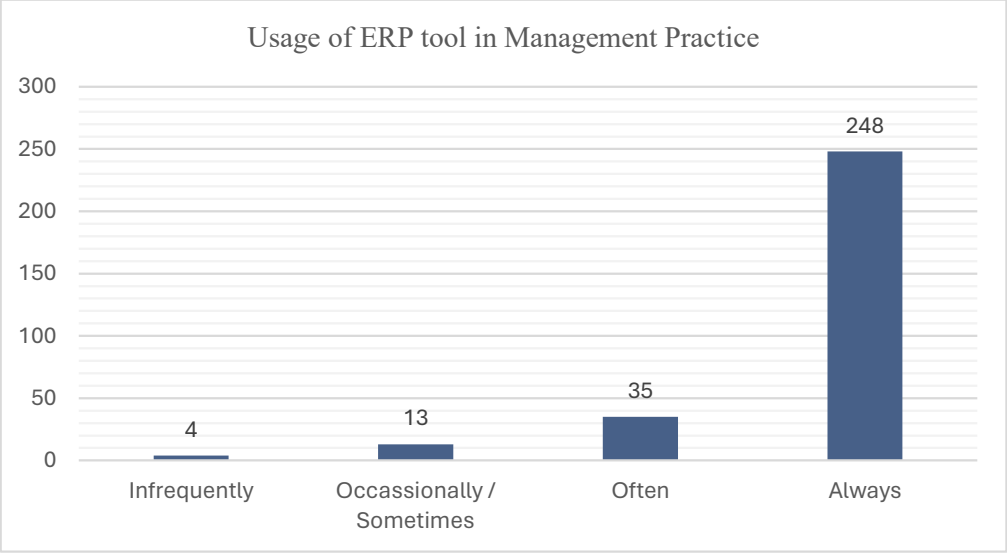


Figure 12: Bar chart for Usage of ERP tool in Management Practice

Finding: Tools for enterprise resource planning (ERP) are comprehensive software solutions that integrate several business processes and functions from throughout an organization into a

single system. ERP stands for "enterprise resource planning." In management practice, the application of ERP tools is widespread and has a revolutionary effect. Nearly 93% of the total respondents in the sample are under the impression that the management practices at their individual firms make use of some kind of enterprise resource planning (ERP) tools.

Different Management Practices Considered by the Organizations and the Opinions of IT Managers Regarding Those Management Practices

1. How effectively does your organization communicate and reinforce its mission and vision?

	N	%
Very Ineffectively	8	2.7%
Ineffectively	5	1.7%
Neutral	12	4.0%
Effectively	36	12.0%
Very Effectively	239	79.7%

Table 8: Frequency table for effective communication and reinforcement of mission and vision of organization

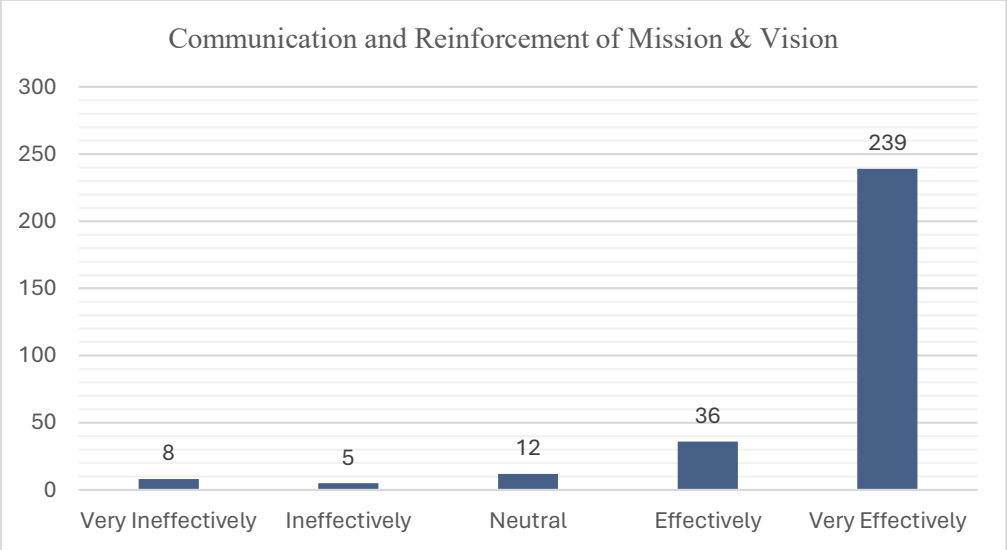


Figure 13: Bar chart for effective communication and reinforcement of mission and vision of organization

Finding: Ensuring the efficient communication and strengthening of an organization's mission and vision is vital to align employees, stakeholders, and partners with the company's aims and principles. The data presented in the bar chart and frequency table indicates that approximately 91% of the respondents in the sample believe that their organization consistently reinforces and communicates its mission and vision to them. However, 9% of the respondents feel that their organization does not do this regularly.

2. To what extent does respondent's organization engage in strategic planning and goal setting?

	N	%
Rarely	11	3.7%
Occasionally	3	1.0%
Annually	11	3.7%
Quarterly	79	26.3%
On-going process	196	65.3%

Table 9: Frequency table for understanding engagement in strategic planning and goal setting

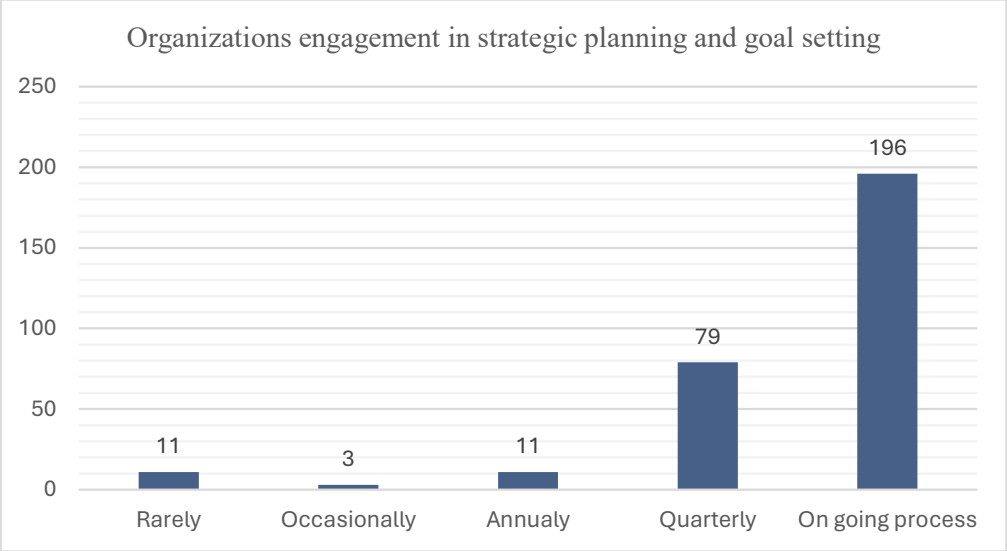


Figure 14: Bar chart for understanding engagement in strategic planning and goal setting

Finding: Organizations employ strategic planning and goal setting as a systematic method to establish their objectives, delineate strategies, and synchronize their resources and endeavors

to attain long-term success. According to the bar chart and frequency table provided, it can be inferred that 65% of the total samples believe that this activity is continuous for their organization, whereas 26% believe that such involvement occurs just once every quarter in their organization. Approximately 4% believe that their organization engages in such activities of strategic planning and goal formulation on an annual basis, while another 4% believe that their organizations rarely or never participate in such activities.

3. How would you rate the leadership within your organization in terms of fostering a culture of innovation and adaptability?

	N	%
Poor	2	0.7%
Fair	1	0.3%
Good	6	2.0%
Very Good	36	12.0%
Excellent	255	85.0%

Table 10: Frequency table for leadership fostering a culture of innovation and adaptability

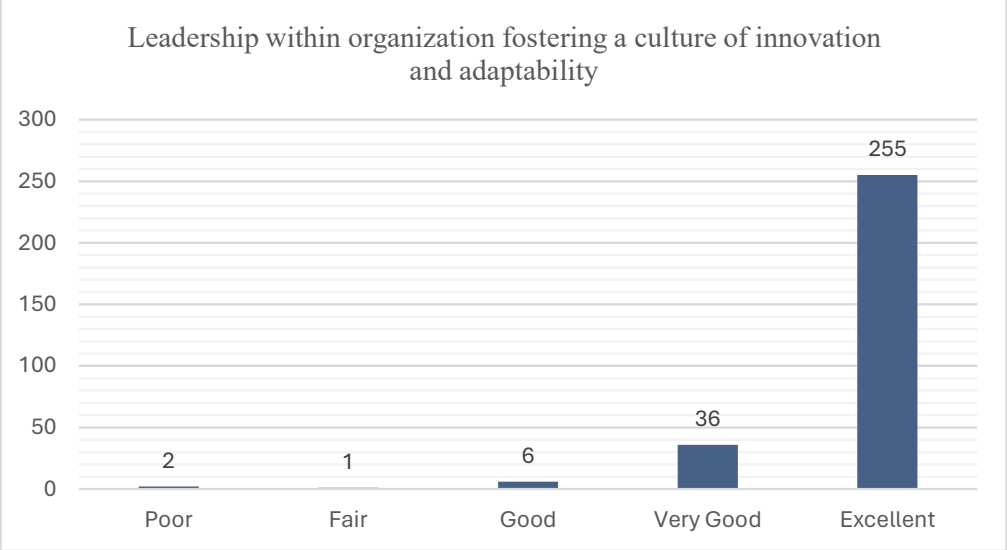


Figure 15: Bar chart for leadership fostering a culture of innovation and adaptability

Finding: Cultivating a culture that promotes creativity and flexibility is essential for firms to flourish in the dynamic and ever-evolving business environment of today. Leaders have a

crucial influence on shaping this culture. The bar chart and frequency table indicate that nearly 99% of the surveyed participants believe that their organizations have leadership that promotes adaptation and fosters innovation.

4. How well does the respondent's organization align its strategic objectives with its daily operations and decision-making processes?

	N	%
To a limited extent	1	0.3%
Moderately	7	2.3%
To a great extent	85	28.3%
Fully	207	69.0%

Table 11: Frequency table for organizations alignment of its strategic objectives with its daily operations and decision-making processes

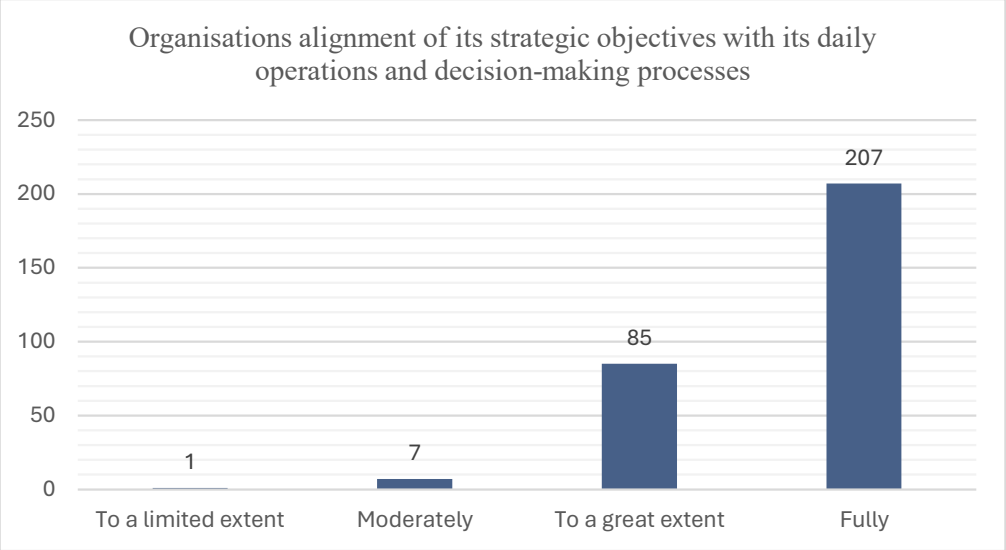


Figure 16: Bar Chart for organizations alignment of its strategic objectives with its daily operations and decision-making processes

Finding: Ensuring the alignment of an organization's strategic objectives with its everyday operations and decision-making processes is crucial to maintain consistency between the company's actions and its long-term goals. This alignment guarantees that each department, team, and individual is actively working towards the overarching strategic vision. The chart

and frequency table indicate that about 97% of the organizations represented in the sample align their strategic objectives with their day-to-day operations and decision-making process.

5. Are communication channels within your organization effective in facilitating information sharing?

	N	%
Ineffective	1	0.3%
Neutral	22	7.3%
Effective	45	15.0%
Very Effective	232	77.3%

Table 12: Frequency table for effectiveness of communication channels in facilitating information sharing within organization

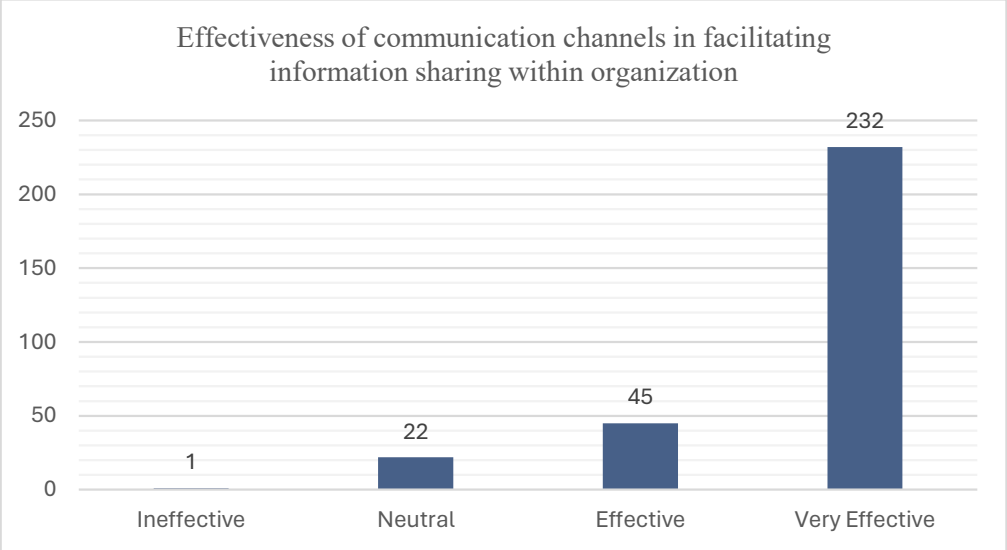


Figure 17: Bar chart for effectiveness of communication channels in facilitating information sharing within organization

Finding: The efficacy of communication channels inside an organization has a substantial impact on the dissemination of information, collaboration, and overall productivity. Optimal selection of communication channels is crucial to ensure efficient and targeted dissemination of information. The data from the bar chart and frequency table indicates that approximately 92% of the respondents in the sample believe that their organization possesses a suitable

communication channel for sharing and collaborating. Conversely, 8% of the sample respondents are uncertain about the appropriateness of the communication channels.

6. How transparent and inclusive are the decision-making processes in your organization?

	N	%
To a limited extent	7	2.3%
Moderately	11	3.7%
To a great extent	51	17.0%
Fully	231	77.0%

Table 13: Frequency table for transparency and inclusiveness of the decision making process of organization

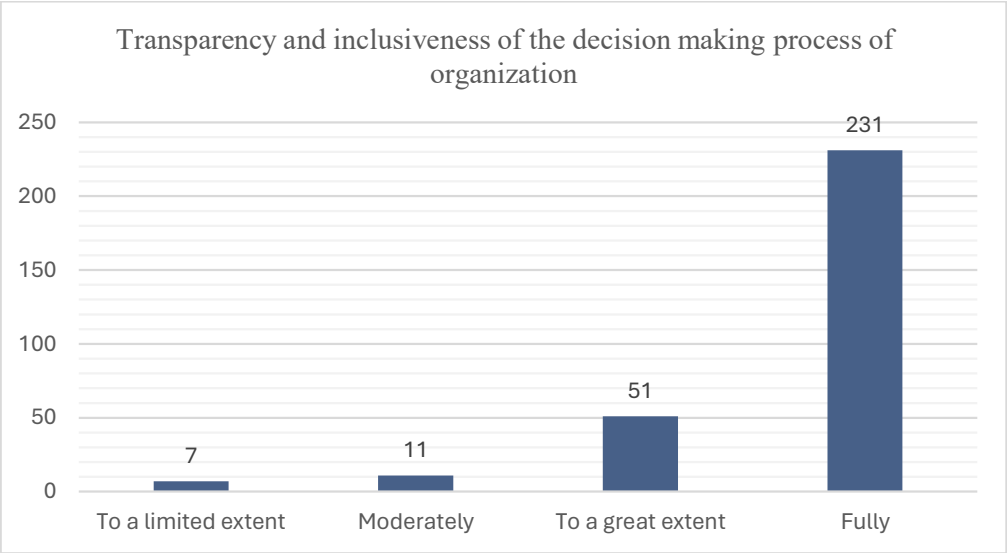


Figure 18: Bar chart for transparency and inclusiveness of the decision making process of organization

Finding: Transparency and inclusivity are crucial concepts for promoting trust, employee involvement, and a positive organizational culture in the decision-making process. Transparent and inclusive decision-making fosters a sense of value and connection among employees to the organization's mission. The bar chart and frequency table indicate that 94%

of the respondents in the sample believe that their organizations are highly transparent and inclusive in decision making, while 6% of the respondents have a different opinion.

7. Does your organization use data and analytics to make informed decision-making?

	N	%
To a limited extent	4	1.3%
Moderately	13	4.3%
To a great extent	35	11.7%
Fully	248	82.7%

Table 14: Frequency table for usage of data analytics to make informed decision making

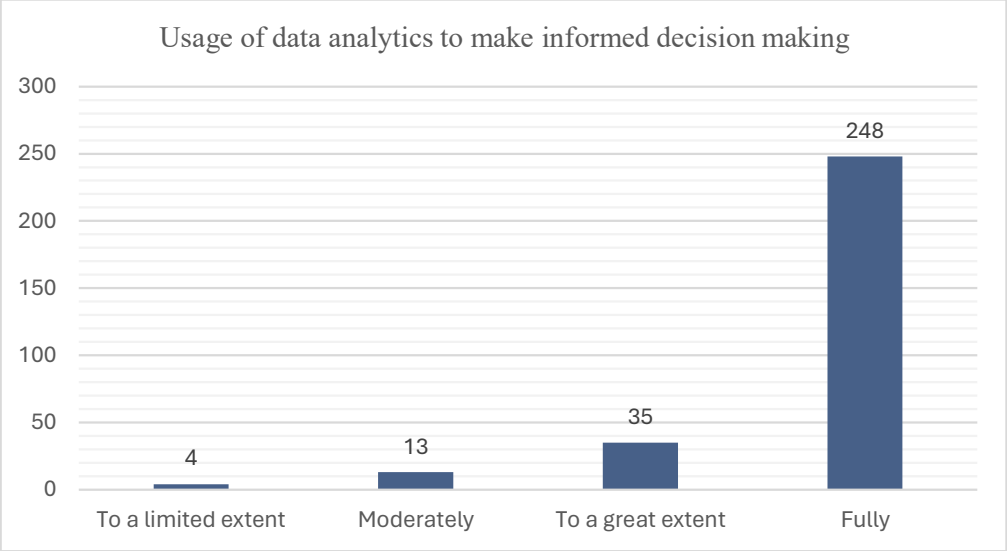


Figure 19: Bar chart for usage of data analytics to make informed decision making

Finding: Data analytics is essential for organizations to make informed decisions by extracting important insights from extensive datasets. These insights assist organizations in comprehending patterns, trends, and correlations, empowering them to formulate strategic and data-driven decisions. The analysis of the bar chart and frequency table indicates that approximately 94% of the respondents in the sample believe that their organization utilizes data analytics to make informed decisions. Conversely, the remaining 6% of respondents believe that their organization does not employ data-driven practices.

8. Does your organization offer opportunities for skill development and training for its employees?

	N	%
Not at all	1	0.3%
Moderately	2	0.7%
To a great extent	42	14.0%
Fully	255	85.0%

Table 15: Frequency table of opportunities for skill development and training of employees

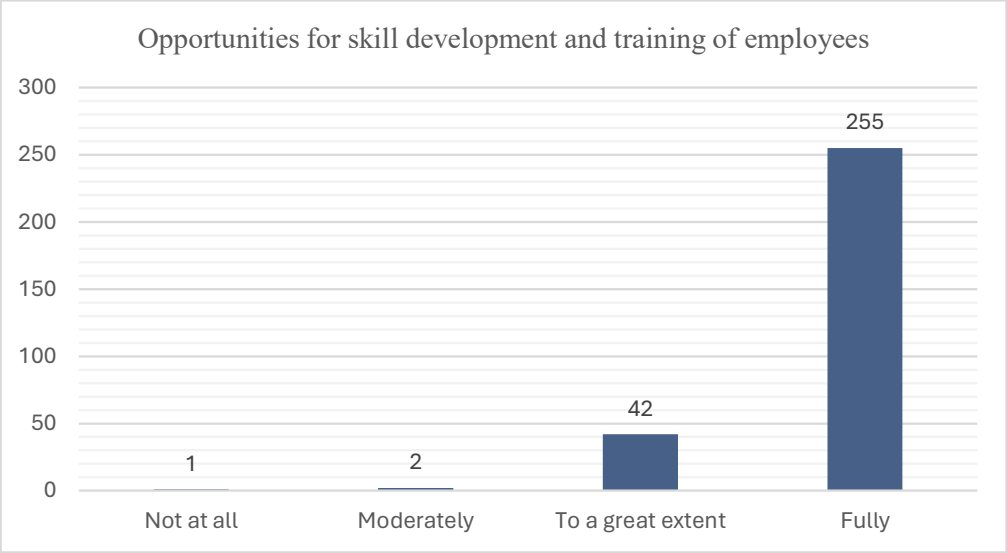


Figure 20: Bar chart of opportunities for skill development and training of employees

Finding: Organizations can offer diverse possibilities for skill enhancement and training to augment the skills of their employees. Allocating resources towards the ongoing education and advancement of employees not only enhances their expertise, but also fosters enhanced efficiency, contentment, and overall expansion of the company. The frequency table and bar chart indicate that nearly 99% of the respondents in the survey believe that their employer offers possibilities for training and skill development, which they consider to be essential.

9. How satisfied are you with your organization's efforts to promote employee engagement and motivation?

	N	%
Very Dissatisfied	1	0.3%
Neutral	6	2.0%
Satisfied	34	11.3%
Very Satisfied	259	86.3%

Table 16: Frequency table for satisfaction of employees on employers engagement and motivation part

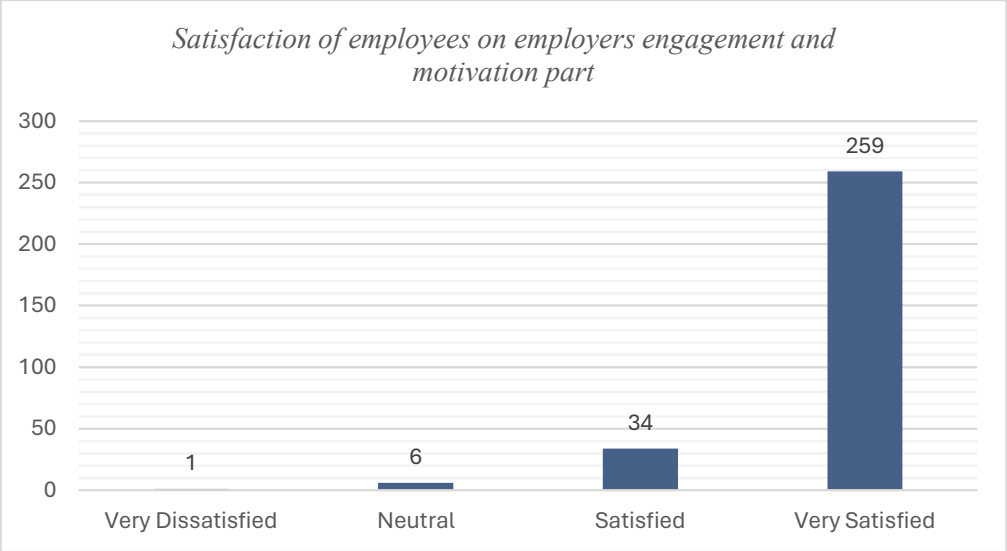


Figure 21: Bar chart of satisfaction of employees on employers engagement and motivation part

Finding: Ensuring employee engagement with employer involvement and stimulation is essential for upholding a favorable workplace atmosphere and retaining skilled employees. The respondents hold the view that 98% of them believe their company offers employee engagement programs that inspire them to perform at their highest potential. This assertion is further supported by the bar chart presented above.

10. Are employees in your organization encouraged to participate in decision-making processes that affect their work?

	N	%
Neutral	5	1.7%
Encouraged	57	19.0%
Strongly Encouraged	238	79.3%

Table 17: Frequency table for employers encouragement to employees to participate in decision making process which affect their work

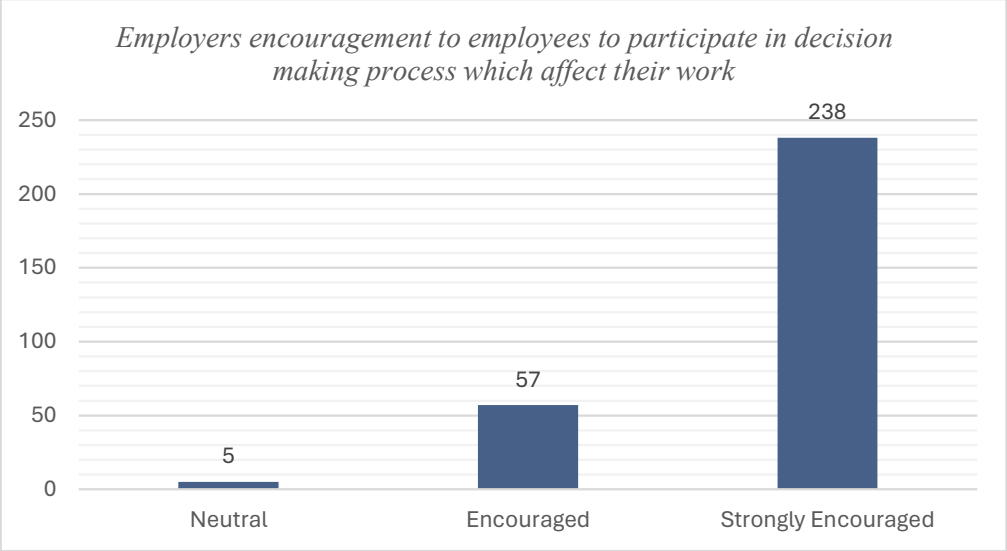


Figure 22: Bar chart for employers encouragement to employees to participate in decision making process which affect their work

Finding: Not only does encouraging employees to take an active role in the decision-making process that affects their work enhance their morale, but it also results in better-informed decisions and an employee that is more interested in their work. Since these are senior managers who look after management practices, it is true that their employers encourage them to participate in the decision-making process; however, at the junior level, we cannot say the same. The bar chart and frequency table that you saw earlier suggest that almost 98% of the respondents hold the opinion that their employers encourage them to participate in the decision-making process.

11. How would you describe the overall organizational culture within your IT company?

	N	%
Hierarchical	3	1.0%
Collaborative	5	1.7%
Innovative	21	7.0%
Inclusive & Diverse	271	90.3%

Table 18: Frequency table for culture within company

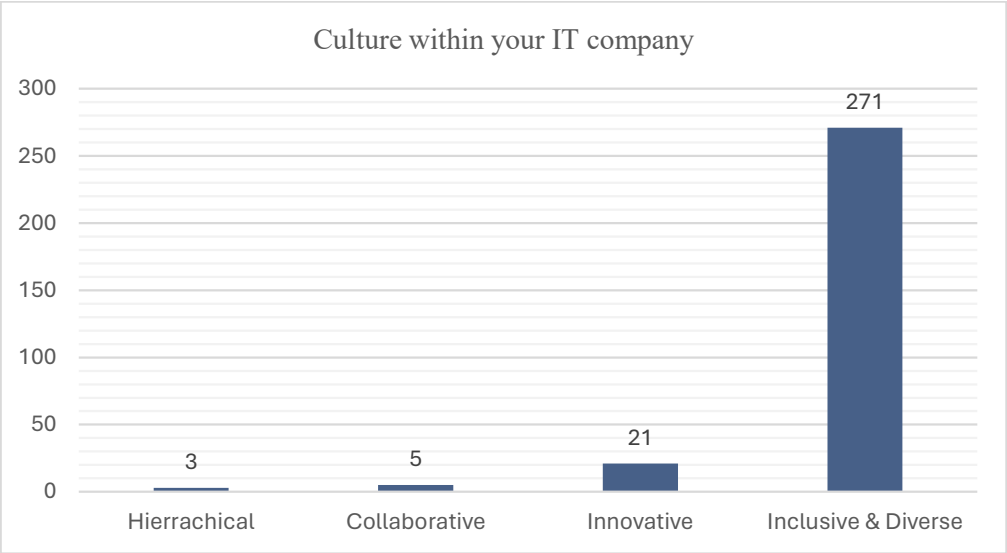


Figure 23: Bar chart for culture within company

Finding: The data presented in the bar chart and frequency table indicates that 90% of the samples believe that their organization has an inclusive and diverse culture. In contrast, 7% of the respondents perceive their organization as being focused on innovation. Only 2% of the participants report having a collaborative culture, while 1% indicate a hierarchical culture. The organizational culture of a company encompasses the collective values, beliefs, behaviors, and norms that establish the way individuals inside the organization engage with one another and with external stakeholders. It is an essential element of every workplace, influencing the work atmosphere, employee conduct, and overall organizational performance.

12. To what extent does your organization prioritize diversity, equity, and inclusion (DEI) in its culture and practices?

	N	%
Moderately	12	4.0%
To a great extent	53	17.7%
Fully	235	78.3%

Table 19: Frequency table for prioritizing the DEI in company culture and practice

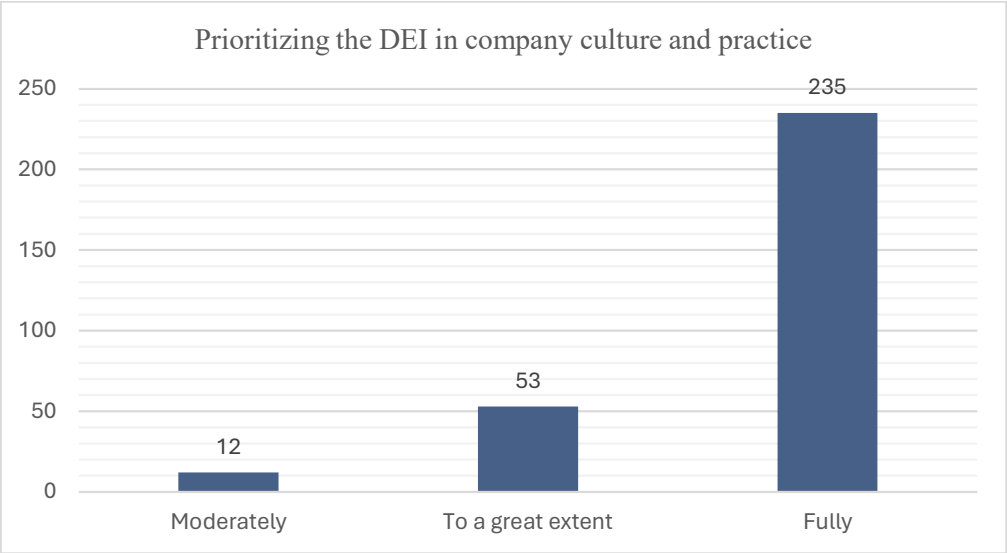


Figure 24: Bar chart for prioritizing the DEI in company culture and practice

Finding: Emphasizing the importance of Diversity, Equity, and Inclusion (DEI) in organizational culture and practice is crucial for establishing a work environment where every person is treated with respect, appreciated, and provided with equal opportunities for success. Upon analyzing the aforementioned bar chart and frequency table, it is evident that 78% of the sample population believes that their organization is fully dedicated to incorporating Diversity, Equity, and Inclusion (DEI) into its culture. In contrast, 18% of the sample population believes that their organization is implementing DEI to a certain extent, while only 4% of the samples believe that their organization is moderately interested in implementing DEI.

13. How innovative is your organization in terms of new product or service development?

	N	%
Slightly Innovative	14	4.7%
Moderately Innovative	32	10.7%
Highly Innovative	254	84.7%

Table 20: Frequency table for organizations innovativeness in introducing new product or service

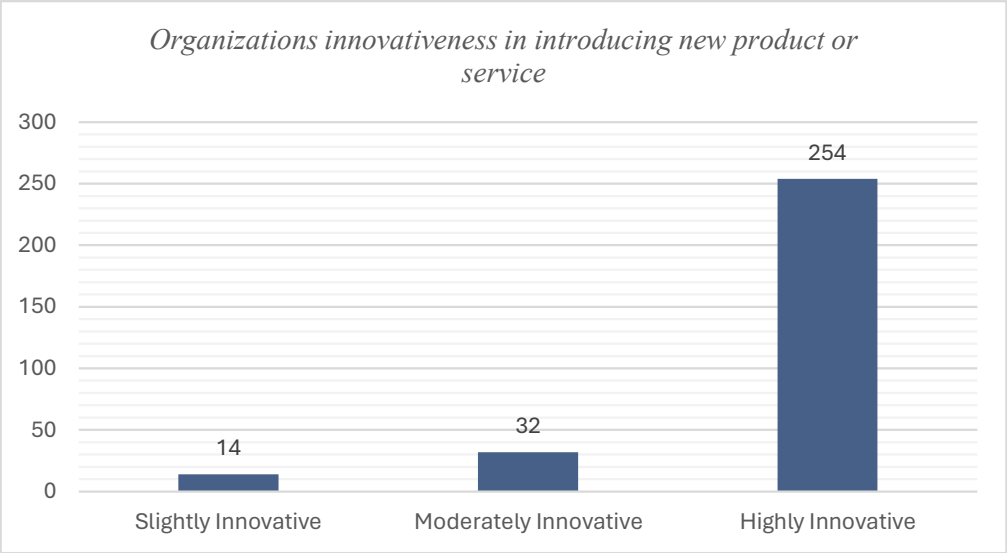


Figure 25: Bar chart for organizations innovativeness in introducing new product or service

Finding: The data presented in the bar chart and frequency table indicates that 84.7% of the sample group believes that their organization is highly innovative in introducing new products or services. Additionally, 10.7% of respondents consider their organization to be moderately innovative, while 4.7% perceive their organization as being too conservative to introduce new products or services. The ability of an organization to introduce new products or services is crucial for maintaining competitiveness and addressing the changing demands of customers.

14. How competitive is your organization in the IT industry in India?

	N	%
Slightly Competitive	18	6.0%
Moderately Competitive	72	24.0%
Highly Competitive	210	70.0%

Table 21: Frequency table for competitiveness of the organization within IT industry

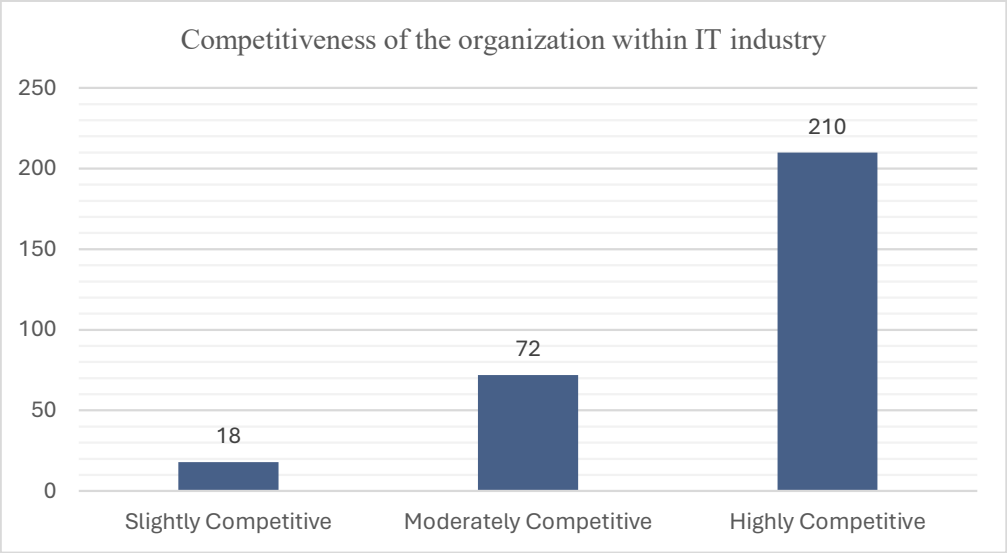


Figure 26: Bar chart for competitiveness of the organization within IT industry

Finding: The above pie chart and table of frequencies suggest that 70% of respondents think their company is highly competitive, 24% think it is moderately competitive, and only 6% think it is actively trying to become competitive in the IT sector. For businesses to thrive and excel in today's highly dynamic and frequently shifting market, it is vital for them to be competitive in the information technology industry.

15. To what extent has your organization successfully adapted to changes in the IT industry in India?

	N	%
To a limited extent	24	8.0%
Moderately	58	19.3%
To a great extent	218	72.7%

Table 22: Frequency table for adaptation to the changes in IT industry in India

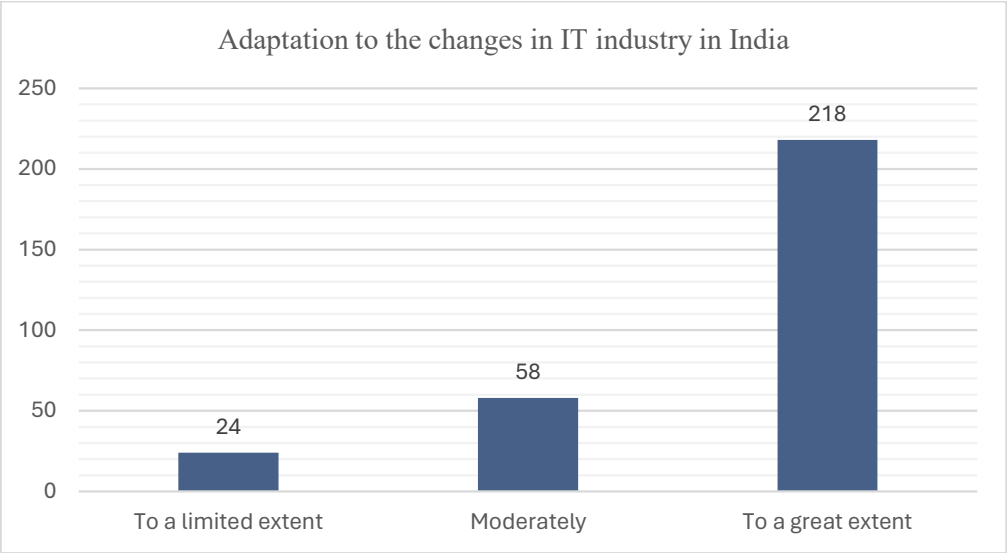


Figure 27: Bar chart for adaptation to the changes in IT industry in India

Finding: The frequency table and bar chart above indicate that 73% of the samples perceive their organization as highly adaptable to the changes in the Indian IT industry. In contrast, 19% of the samples view their organization as moderately adaptable, while 8% believe their organization has a very limited inclination to adapt to these changes. Organizations must prioritize adapting to the dynamic and progressive IT industry in India, characterized by rapid advancements and emerging technology, in order to maintain competitiveness and relevance.

16. How responsive is your organization to emerging technologies and market trends?

	N	%
Unresponsive	14	4.7%
Neutral	29	9.7%
Responsive	257	85.7%

Table 23: Frequency chart for responsiveness of the organization towards emerging technologies and market trends

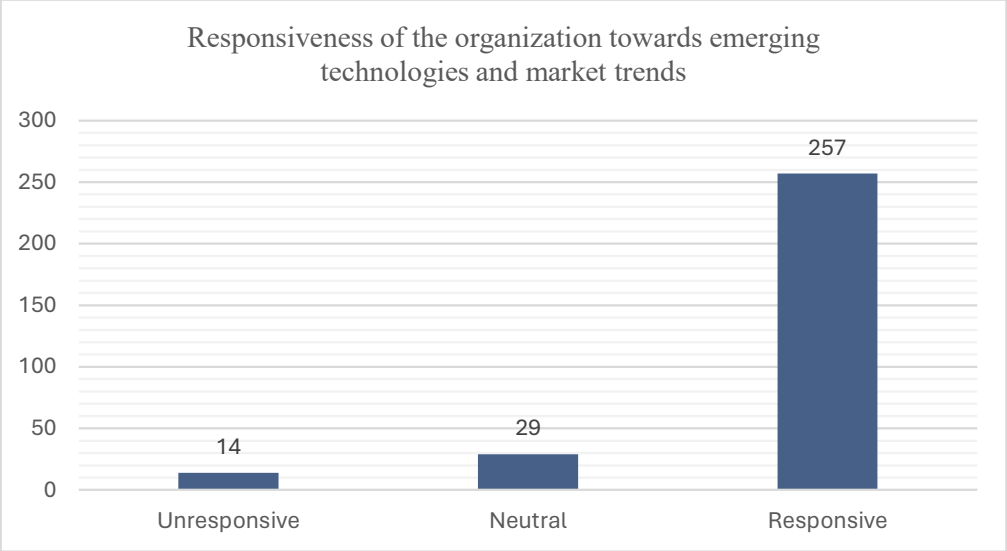


Figure 28: Bar chart for responsiveness of the organization towards emerging technologies and market trends

Finding: Based on the provided bar chart and frequency table, it is apparent that 85% of the samples indicate that their organizations are highly responsive to emerging technology and market trends. Meanwhile, 10% explicitly state that they are unsure about their organization's responsiveness, and 5% claim that their organization does not respond at all to emerging technologies and market trends. An organization's ability to promptly adapt to evolving technology and market trends is essential for maintaining competitiveness and fostering innovation.

17. How would you describe the organization's current market position in the IT industry in India?

	N	%
Market Follower	1	0.3%
Market Challenger	5	1.7%
Market Leader	36	12.0%
Niche Player	258	86.0%

Table 24: Frequency table for organizations current position in the IT industry of India

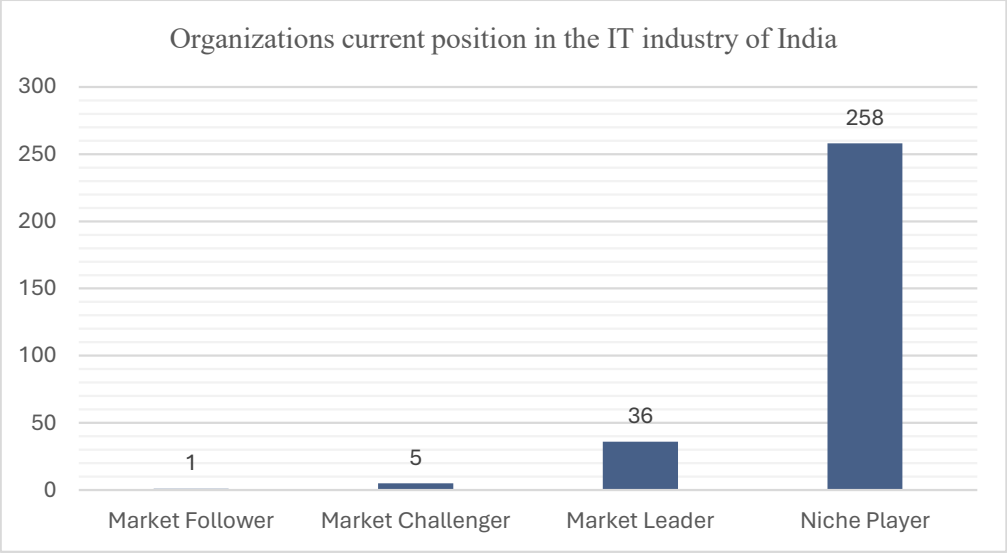


Figure 29: Bar chart for organizations current position in the IT industry of India

Finding: According to the bar chart and frequency table that were presented earlier, 86 percent of respondents believe that their company is a niche player in the industry, while 12 percent believe that they are the market leaders, close to 2 percent believe that they are the challengers of the industry, and less than 1 percent believe that they are market followers.

18. How does your organization differentiate itself from competitors in the market?

	N	%
Pricing	2	0.7%
Quality	12	4.0%
Innovation	49	16.3%
Customer Service	237	79.0%

Table 25: Frequency table for differentiation from the competitors in the market

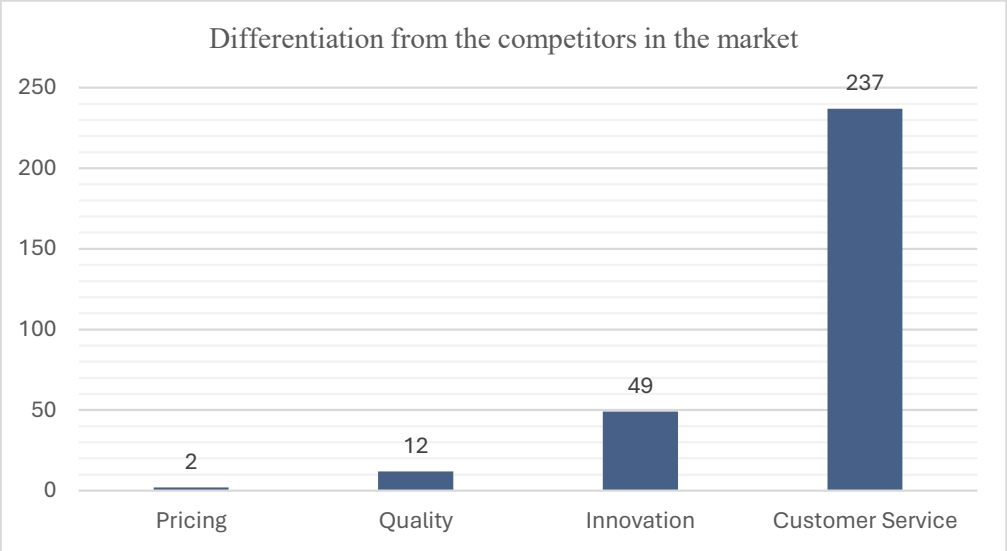


Figure 30: Bar chart for differentiation from the competitors in the market

Finding: According to the bar chart and frequency table that was presented earlier, we are able to conclude that the majority 79% of the sample respondents' organizations are concentrating on customer service as their primary differentiating factor. On the other hand, 16% of the sample respondents' organizations believe that innovation is their primary differentiating factor, 4% of the sample respondents' organizations believe that quality is their primary differentiating factor, and less than 1% of the sample respondents' organizations believe that pricing is their primary differentiating factor. It is crucial for the success of your company to differentiate itself from its rivals in order to draw in customers, develop brand loyalty, and ensure its continued growth over time.

19. How satisfied are your organization's customers with the products or services provided?

	N	%
Dissatisfied	44	14.7%
Neutral	123	41.0%
Satisfied	133	44.3%

Table 26: Frequency table for satisfaction of customers with respect to company's product and service

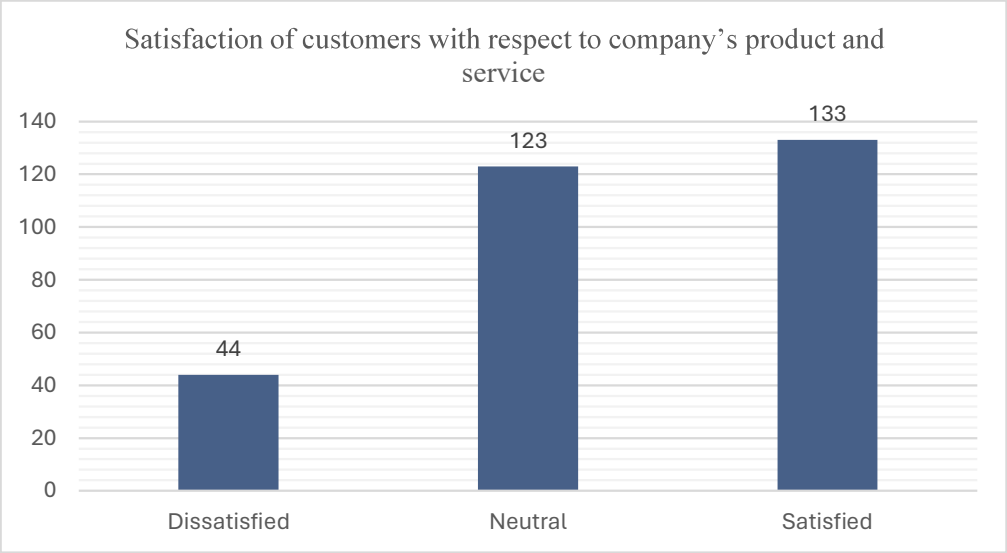


Figure 31: Bar chart for satisfaction of customers with respect to company's product and service

Finding: According to the bar chart and frequency table presented above, 44% of the samples believe that their customers are pleased with the products or services they provide, while 41% of the samples are uncertain as to whether or not their customers are pleased, and 15% of the samples are of the opinion that their customers are not pleased with the products and services they provide. Building client loyalty and encouraging positive word-of-mouth referrals from satisfied customers is crucial to a successful business. This may be accomplished by ensuring consumer happiness with the products and services offered by your firm.

20. Does your organization actively seek and act on customer feedback?

	N	%
Rarely	4	1.3%
Never	21	7.0%
Occasionally	59	19.7%
Frequently	216	72.0%

Table 27: Frequency table for seeking customer feedback

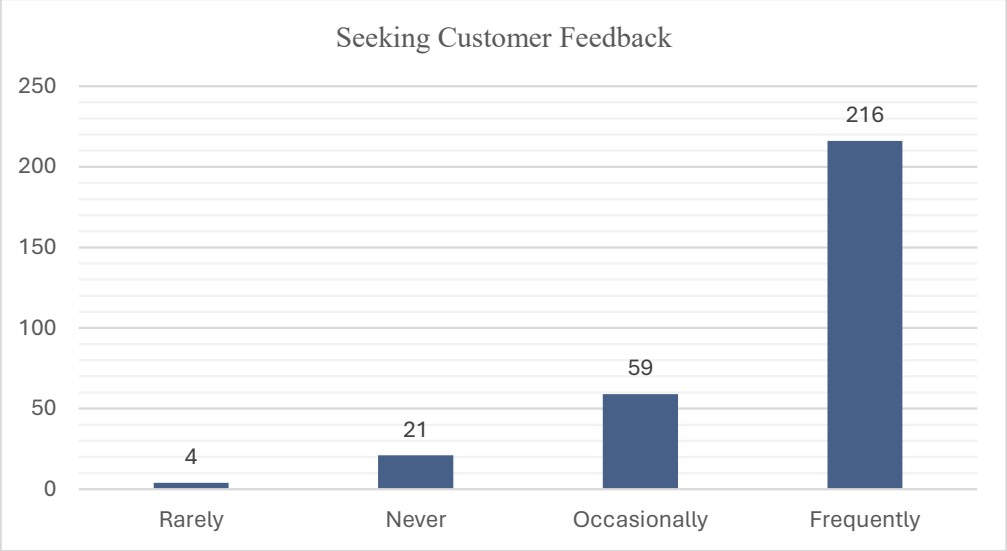


Figure 32: Bar chart for seeking customer feedback

Finding: According to the bar chart and frequency table that was presented earlier, 72% of respondents believe that their organization seeks customer feedback on a regular basis, 21% of respondents believe that their organization only occasionally seeks customer feedback, and 7% of respondents believe that their organization never engages in taking customer feedback. It is essential to collect feedback from consumers in order to have a better understanding of the experiences they have had with your company, locate areas in which improvements can be made, and increase overall customer happiness.

Effect of the mentioned techniques on respondent's organizational performance in terms of the following criteria.

21. Market share has increased.

	N	%
Strongly Disagree	3	1.0%
Disagree	3	1.0%
Neutral	12	4.0%
Agree	48	16.0%
Strongly Agree	234	78.0%

Table 28: Frequency table for market share status

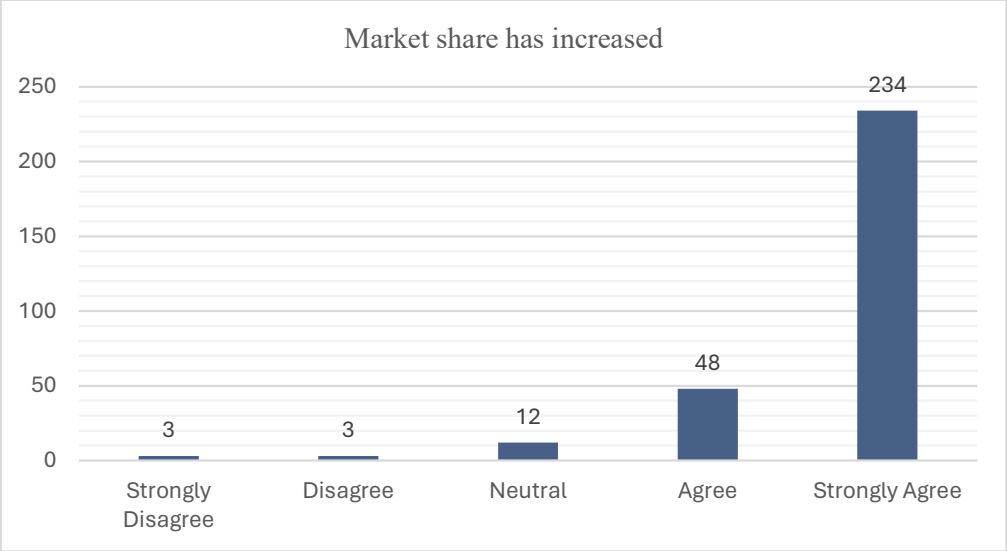


Figure 33: Bar chart for market share status

Finding: The data presented in the bar chart and frequency table indicates that 95% of the respondents in the sample believe that organizations' management practices have an influence on market share. These respondents support their opinion by referring to the market share status of organizations over the past five years. Conversely, 6% of the respondents do not share this belief. A company's market share is heavily influenced by management methods. Management

decisions and strategies can affect many facets of a company, including its capacity to attract and retain a sizable portion of the market.

22. Profitability has increased.

	N	%
Strongly Disagree	3	1.0%
Neutral	30	10.0%
Agree	60	20.0%
Strongly Agree	207	69.0%

Table 29: Frequency table for organizations profitability status

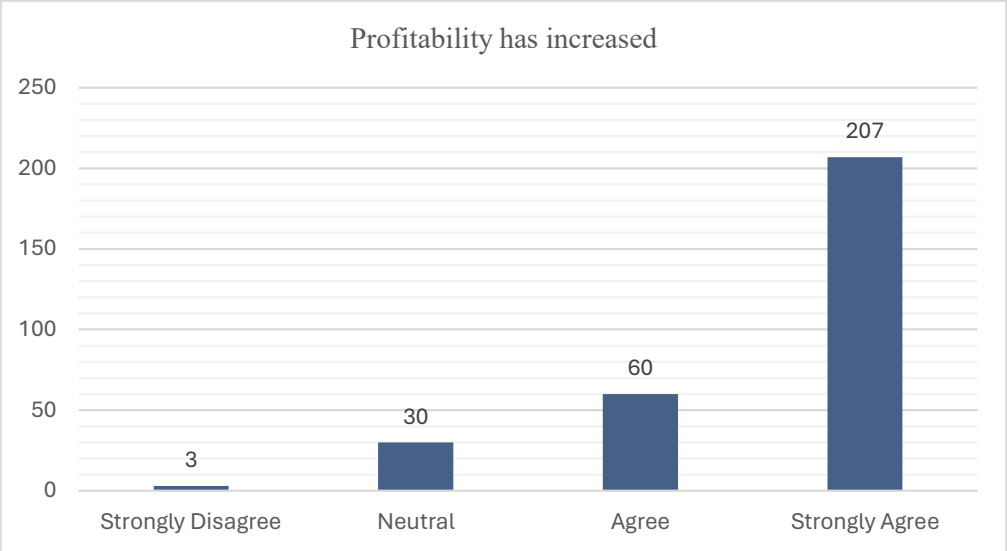


Figure 34: Bar chart for organizations profitability status

Finding: According to the above bar chart and frequency table, over 89% of the sample agrees that their company's management practices have improved profitability. Only 11% of respondents either disagree or are unsure that improved organizational management practices have enhanced profitability. Profitability is directly related to management practices. A company's bottom line can benefit from smart management practices and actions that boost productivity, cut expenses, and boost earnings.

23. Sales volume has increased.

	N	%
Strongly Disagree	3	1.0%
Disagree	3	1.0%
Neutral	33	11.0%
Agree	69	23.0%
Strongly Agree	192	64.0%

Table 30: Frequency table for organizations sales volume status

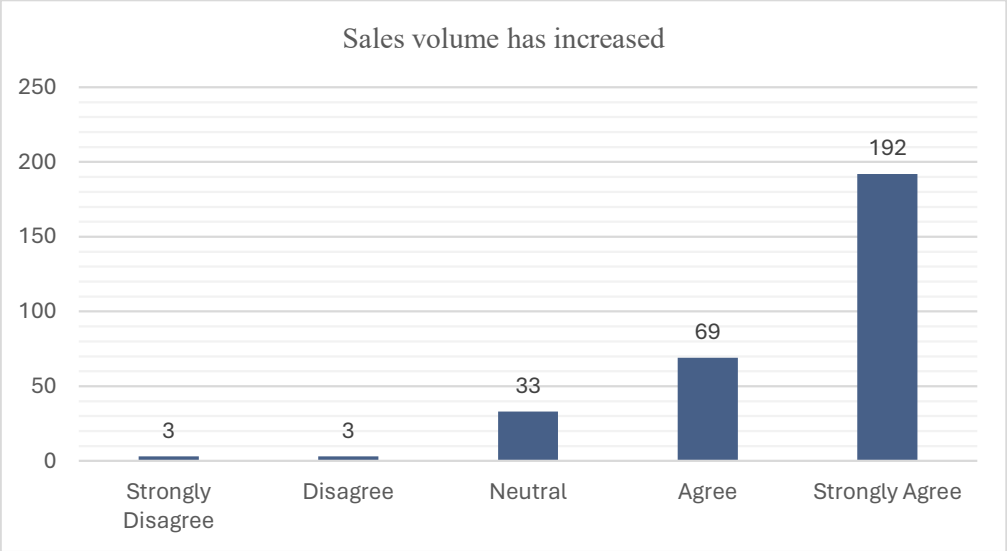


Figure 35: Bar chart for organizations sales volume status

Finding: Both the bar chart and the frequency table show that the vast majority of respondents 87% believe that sales have increased over the past five years thanks to the efforts of the company's management practices, while only 13% hold the contrary view. The sales of a company can be greatly increased by employing good management practices. Business processes, customer relationship, and sales results can all benefit from management practices.

24. Process efficiency has improved.

	N	%
Disagree	3	1.0%
Neutral	15	5.0%
Agree	51	17.0%
Strongly Agree	231	77.0%

Table 31: Frequency table for organization process efficiency

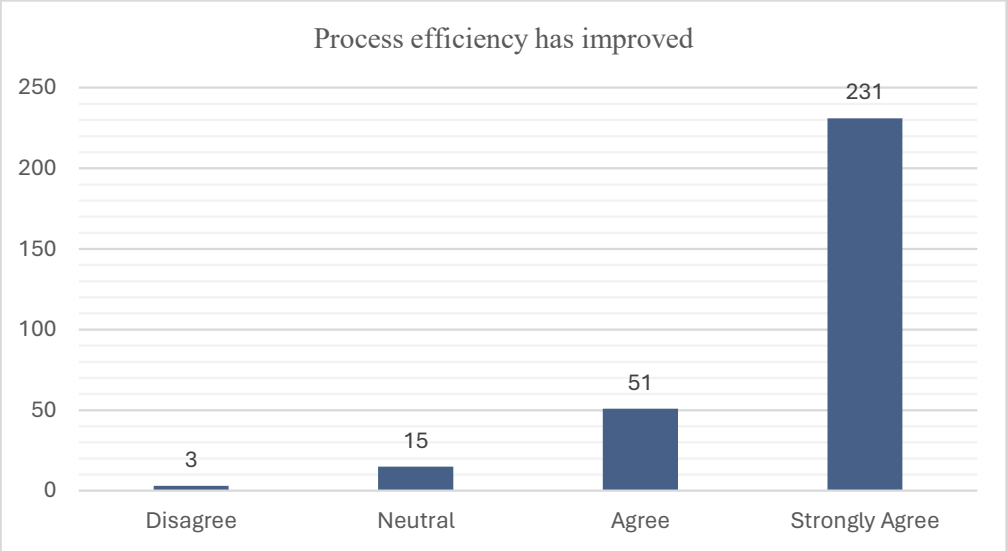


Figure 36: Bar chart for organizations process efficiency

Finding: The frequency table and bar chart show that 94% of respondents in the sample agree that their organization's processes have gotten more efficient as a result of management practices, while 6% disagree. Improving the effectiveness of an organization's processes relies heavily on good management practices. Significant gains in process efficiency are possible when management gives attention to improving workflows, simplifying operations, and raising productivity.

25. Employee motivation has increased.

	N	%
Disagree	6	2.0%
Neutral	27	9.0%
Agree	84	28.0%
Strongly Agree	183	61.0%

Table 32: Frequency table for employee motivation status

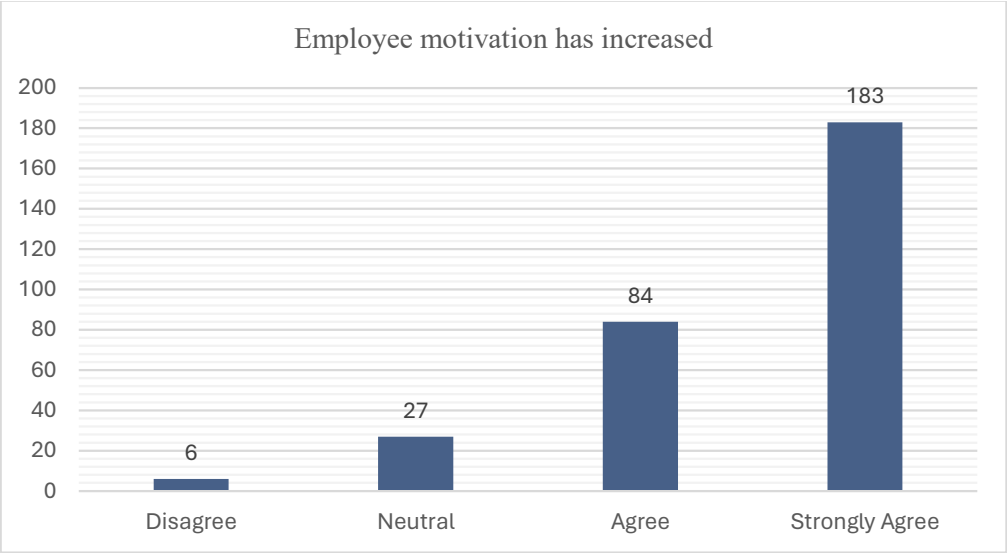


Figure 37: Bar chart for employee motivation status

Finding: According to the bar chart and frequency table that were discussed earlier, nearly 89% of the total samples are of the opinion that the motivation level of the employees has increased over the course of the past five years as a direct result of the management practices. On the other hand, 11% of the samples do not believe that the motivation level of the employees has increased as a direct result of the management practices that are in place today. An organization's level of employee motivation and engagement can be significantly improved by using management practices that are effective.

26. Overall organizational performance has increased.

	N	%
Strongly Disagree	3	1.0%
Neutral	54	18.0%
Agree	63	21.0%
Strongly Agree	180	60.0%

Table 33: Frequency table for organizational performance

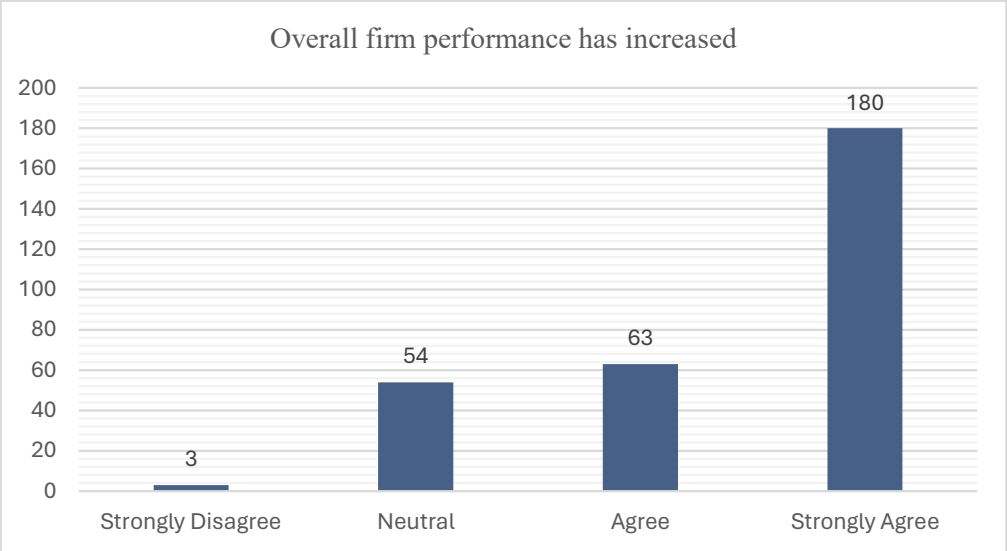


Figure 38: Bar chart for organizational performance

Finding: The frequency table and bar chart demonstrate that about 81% of the sample population believes that their overall organizational performance has improved due to management practices, while only 19% of the samples hold a contrasting viewpoint. The implementation of efficient management practices is crucial in influencing the overall performance and achievement of a business. Efficient management results in increased productivity, elevated employee's morale, optimal resource allocation, and greater customer satisfaction.

Process problem documentation:

27. Process improvements are made only when problems arise.

	N	%
Strongly Disagree	1	0.3%
Disagree	5	1.7%
Neutral	15	5.0%
Agree	65	21.7%
Strongly Agree	214	71.3%

Table 34: Frequency table for process improvement in case of problem arise

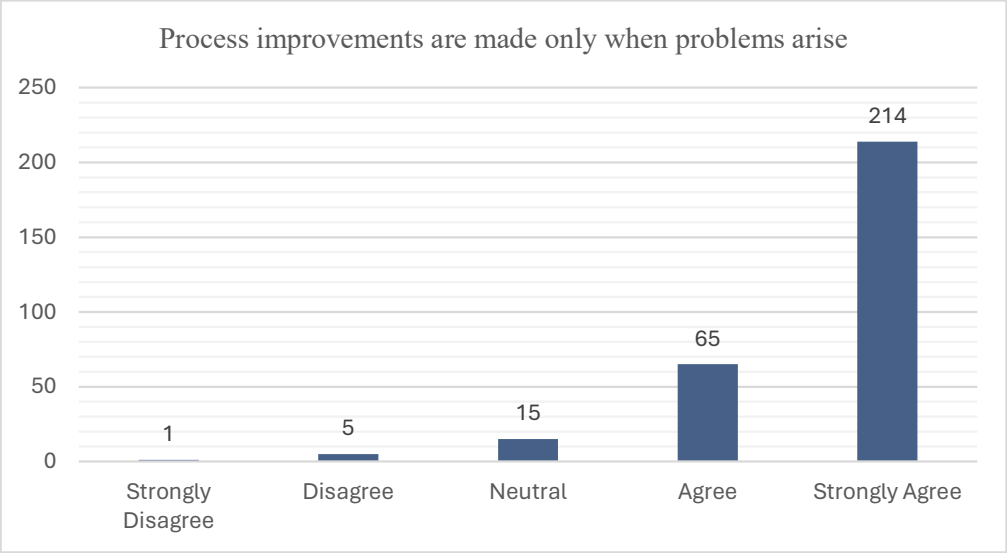


Figure 39: Bar chart for process improvement in case of problem arise

Finding: The bar chart and frequency table demonstrate that around 93% of the surveyed participants believe that their businesses only make process improvements when specific problems develop. However, this is not the case for the remaining 7% of the participants. Process optimization is crucial when issues or inefficiencies occur inside an organization. By tackling these concerns, firms can optimize efficiency, minimize errors, and guarantee that processes are aligned with their goals and objectives.

28. Process improvements are actively sought out for continuous improvement.

	N	%
Strongly Disagree	241	80.3%
Disagree	53	17.7%
Neutral	5	1.7%
Strongly Agree	1	0.3%

Table 35: Frequency table for process improvement as a continuous process

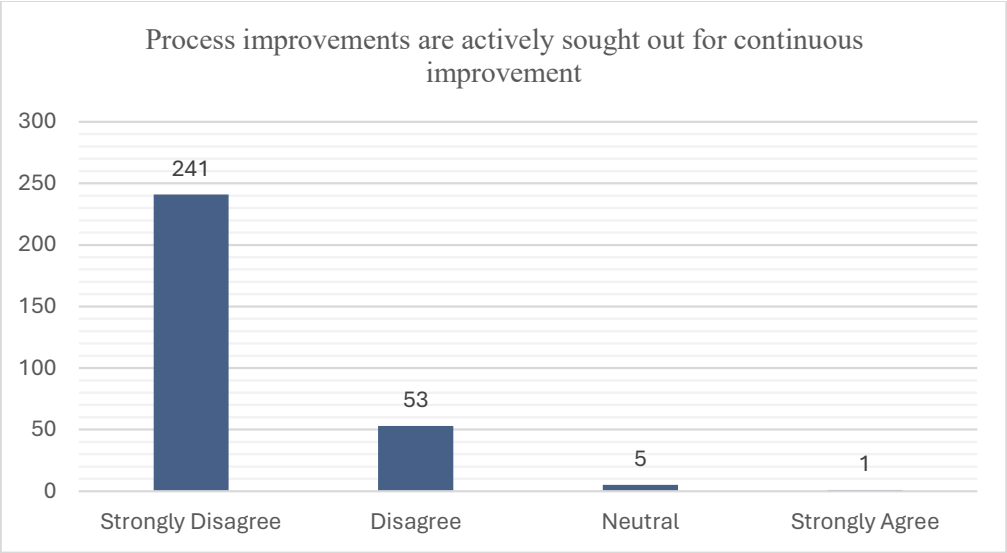


Figure 40: Bar chart for process improvement as a continuous process

Finding: The above-mentioned frequency table and bar chart show that 98% of samples agree that process improvement does not occur as part of continuous improvement, while only 2% agree that process improvement does occur on a continuous basis. The best results can be achieved when a company treats process improvement as an ongoing initiative. An organization's productivity, finances, and customer satisfaction can all benefit from instilling a culture of continual process improvement.

29. Process improvements are a part of normal business processes.

	N	%
Strongly Disagree	4	1.3%
Neutral	10	3.3%
Agree	57	19.0%
Strongly Agree	229	76.3%

Table 36: Frequency table for process improvement as a part of routine business process

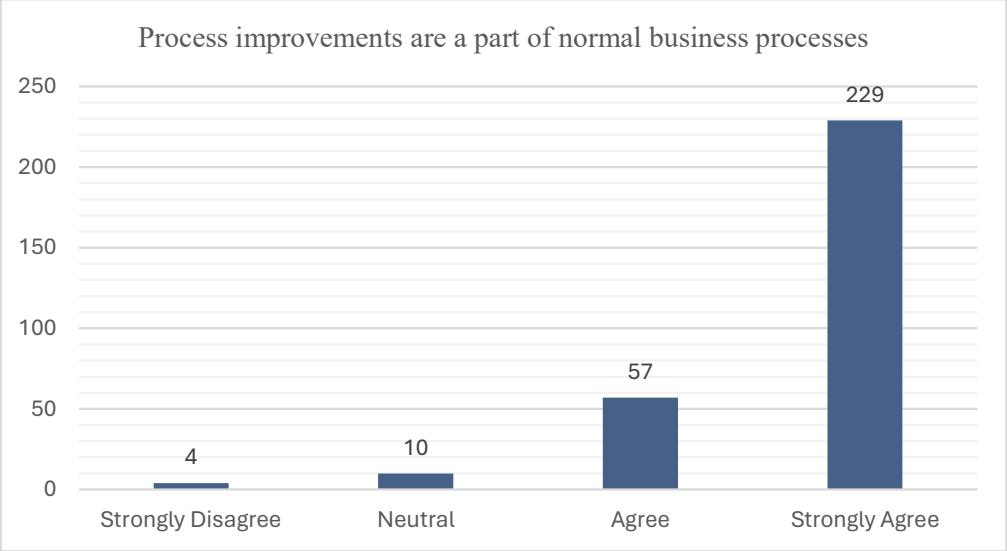


Figure 41: Bar chart for process improvement as a part of routine business process

Finding: According to the bar chart and frequency table presented earlier, approximately ninety-five percent of the samples are of the view that the process improvement is considered to be a part of the normal business process and that no special attention is given to that, whereas five percent of the samples are of the opinion that this is not the case. It is necessary for businesses that want to retain their efficiency, improve their productivity, and respond to the changing demands of the market to make process improvement a routine part of their business practices.

Tracking Company Performance:

30. Key Performance Indicators (KPIs) are used for tracking company performance.

	N	%
Strongly Disagree	1	0.3%
Disagree	4	1.3%
Neutral	5	1.7%
Agree	51	17.0%
Strongly Agree	239	79.7%

Table 37: Frequency table for tracking company performance using KPI

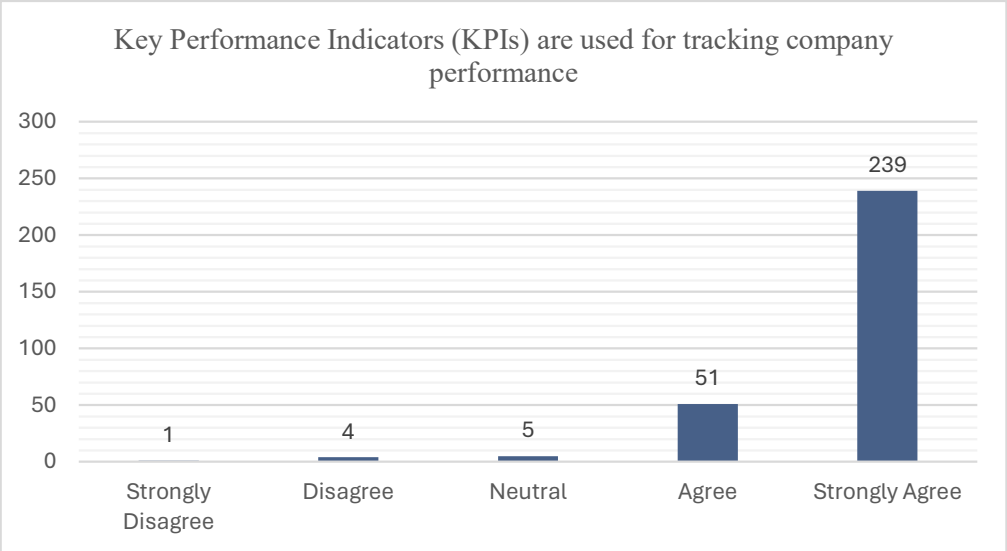


Figure 42: Bar chart for tracking company performance using KPI

Finding: According to the bar chart and frequency table that can be found above, nearly all of the people in the sample (97%) believe that their organization makes use of key performance indicators in order to monitor and analyze the performance of the organization. KPIs, which stands for key performance indicators, are crucial metrics that assist companies in tracking both their performance and their progress toward achieving strategic goals. They offer insightful knowledge about the company's activities in a variety of areas, which enables management to make decisions based on accurate information.

31. KPIs are measured frequently.

	N	%
Disagree	1	0.3%
Neutral	7	2.3%
Agree	57	19.0%
Strongly Agree	235	78.3%

Table 38: Frequency table for measuring KPI's

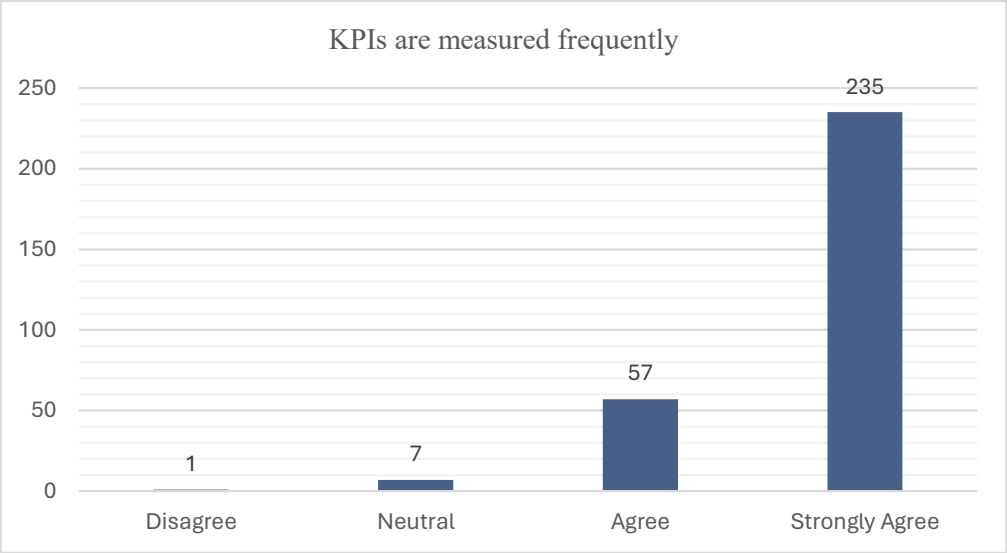


Figure 43: Bar chart for measuring KPI's

Finding: According to the bar chart and frequency table described above, over 97% of the sample respondents think that their organization regularly measures the necessary KPIs, while just 3% don't consider this to be the case. This information is readily apparent from the aforementioned charts. It is essential for your firm to measure its Key Performance Indicators (KPIs) on a regular basis in order to maintain its current course, quickly adjust to new circumstances, and achieve its strategic goals.

32. KPI data is shared widely.

	N	%
Strongly Disagree	1	0.3%
Neutral	2	0.7%
Agree	43	14.3%
Strongly Agree	254	84.7%

Table 39: Frequency table for sharing KPI data widely

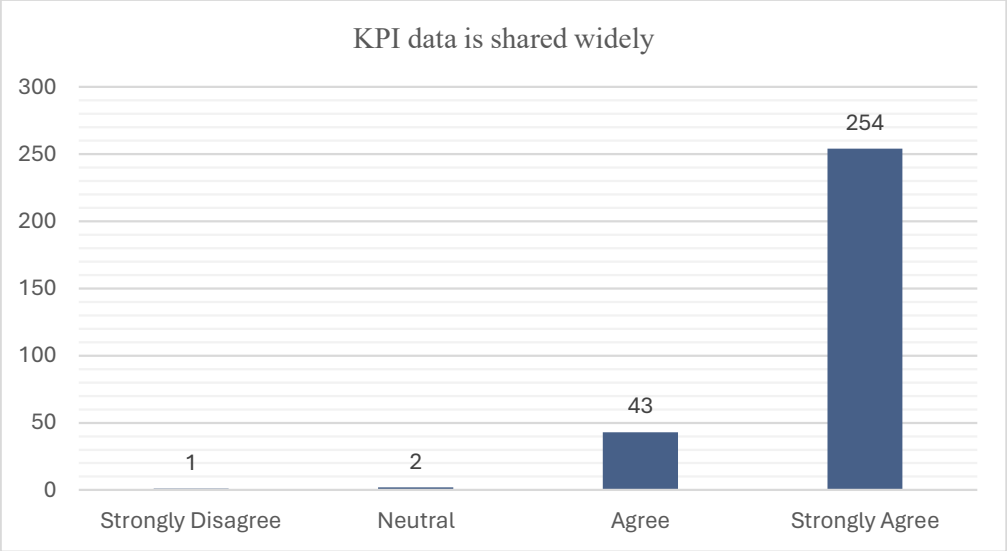


Figure 44: Bar chart for sharing KPI data widely

Finding: The practice of sharing data on key performance indicators (KPI) across an organization is an important one that encourages openness, aligns employees with strategic goals, and builds a culture that is data-driven. According to the frequency table and bar chart presented above, almost all of the samples, or 99%, have the opinion that their organizations share the KPI data across the entire organization.

33. KPI measures indicate directly if overall business objectives are being met.

	N	%
Strongly Disagree	16	5.3%
Disagree	3	1.0%
Neutral	4	1.3%
Agree	29	9.7%
Strongly Agree	248	82.7%

Table 40: Frequency table for indication of KPI measurements that objectives of business are met

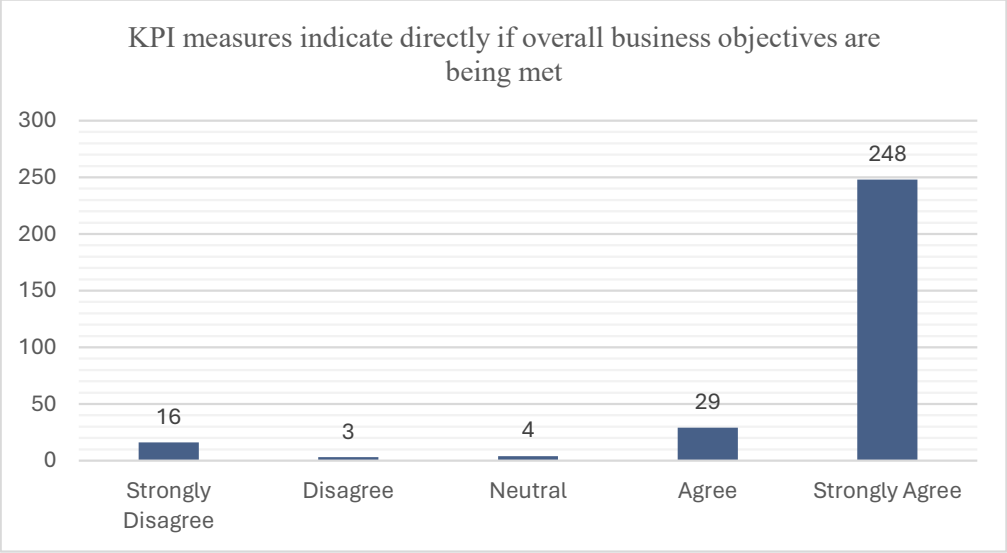


Figure 45: Bar chart for indication of KPI measurements that objectives of business are met

Finding: The term "Key Performance Indicators," or KPIs for short, refers to specific measures that are utilized to analyze how well a business achieves its goals. Even though key performance indicators are necessary for monitoring a variety of areas of performance, they may not always provide a direct indication of whether or not overall business objectives are being fulfilled. A little less than 91% of the samples are of the opinion that the KPI measures suggesting that the overall business objective are fulfilled, whilst 9% of the sample population is of the opinion that it does not indicate that the overall business objectives are fulfilled.

34. The performance of certain processes is not tracked at all.

	N	%
Strongly Disagree	13	4.3%
Disagree	2	0.7%
Neutral	17	5.7%
Agree	58	19.3%
Strongly Agree	210	70.0%

Table 41: Frequency table for performance of certain processes is not being tracked

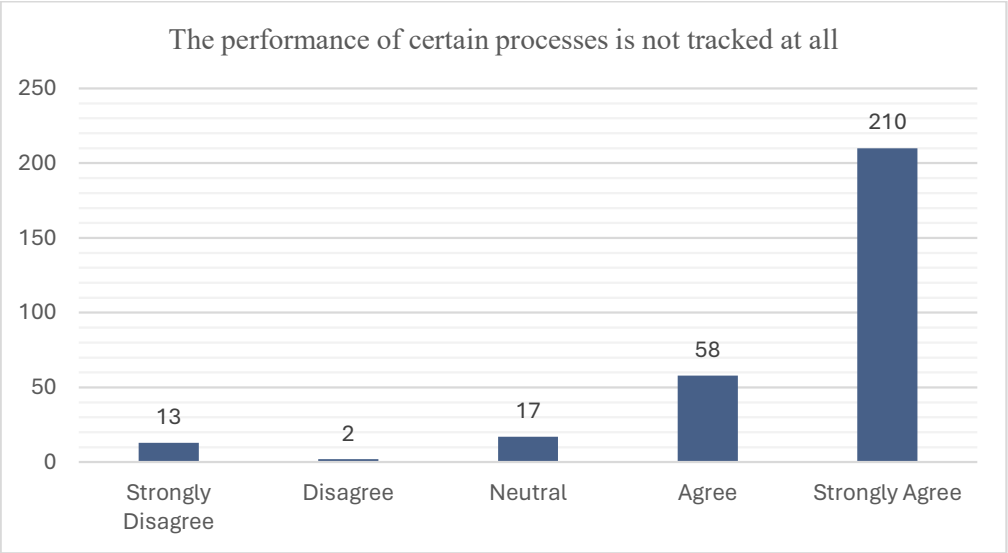


Figure 46: Bar chart for performance of certain processes is not being tracked

Finding: According to the bar chart and frequency table shown above, 89% of the sample respondents believe that their organization does not track the performance of certain processes, while only 11% of the samples believe that this is not the case and that their organization does track the performance of each required process in a diligent manner. It is possible that not tracking key activities inside a company will result in inefficiencies, missed opportunities, and slowed progress toward strategic goals.

35. KPI tracking is overseen by senior management.

	N	%
Strongly Disagree	15	5.0%
Disagree	6	2.0%
Neutral	13	4.3%
Agree	20	6.7%
Strongly Agree	246	82.0%

Table 42: Frequency table for Senior management looking after KPI tracking

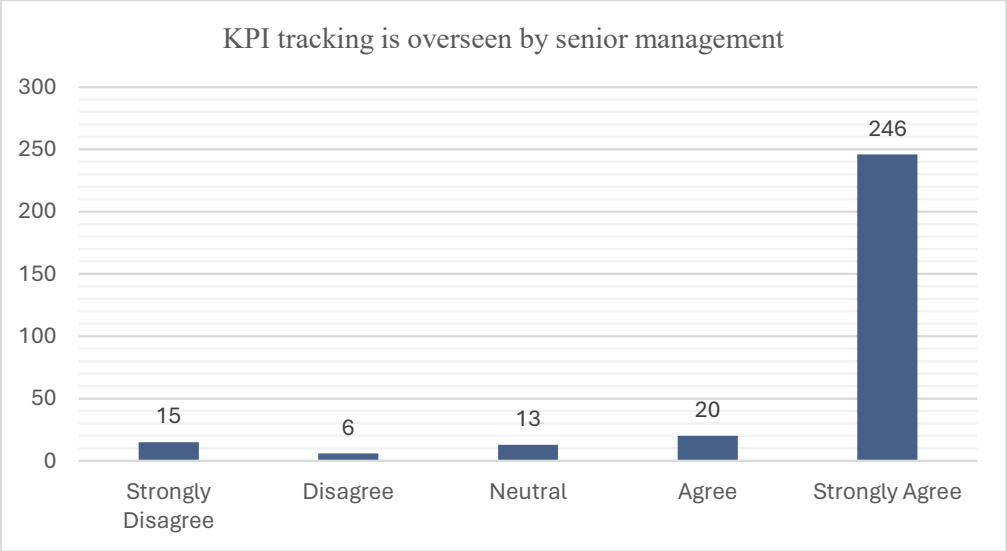


Figure 47: Bar chart for Senior management looking after KPI tracking

Finding: According to the frequency table and bar chart that can be found up top, 88.7% of the samples have the opinion that their senior management is looking after the KPI and tracking them, whilst 11.3% of the samples have the opinion that their senior management is not looking after the KPI and is therefore not tracking them. It is a step in the right direction toward assuring organizational alignment, accountability, and strategic focus if the tracking of key performance indicators is supervised by senior management.

36. Company performance is continually tracked.

	N	%
Strongly Disagree	7	2.3%
Disagree	3	1.0%
Neutral	7	2.3%
Agree	40	13.3%
Strongly Agree	243	81.0%

Table 43: Frequency table for tracking company performance on continuous basis

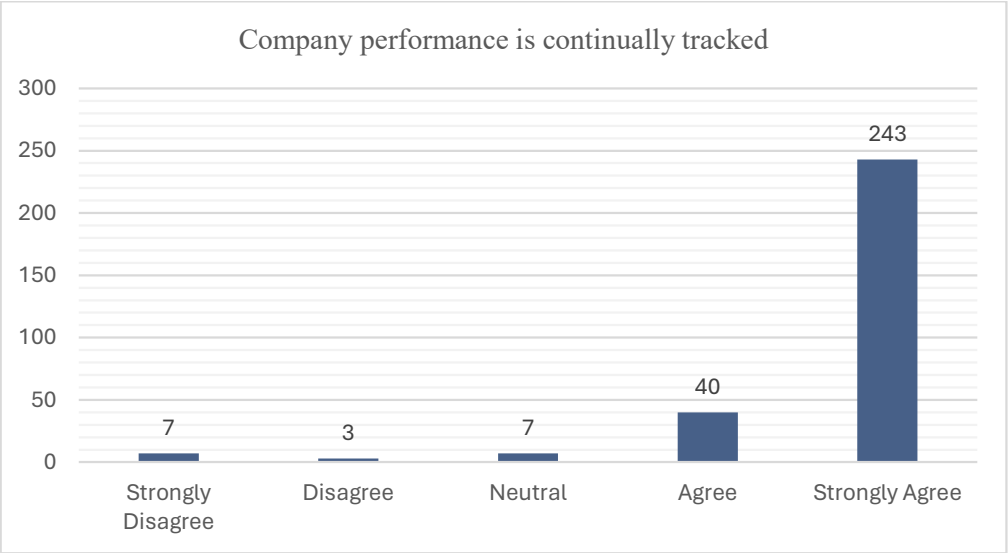


Figure 48: Bar chart for tracking company performance on continuous basis

Finding: As can be seen in the above bar chart and frequency table, the company's performance is monitored on a frequent basis. Almost 94% of the sample population agrees, whereas only 6% of the sample believes that the company's performance is not monitored in real time. Monitoring corporate performance on a consistent basis is crucial for guaranteeing long-term growth, meeting strategic goals, and remaining competitive.

37. Company performance is communicated to all employees.

	N	%
Strongly Disagree	3	1.0%
Neutral	14	4.7%
Agree	64	21.3%
Strongly Agree	219	73.0%

Table 44: Frequency table for communicating company performance to employees

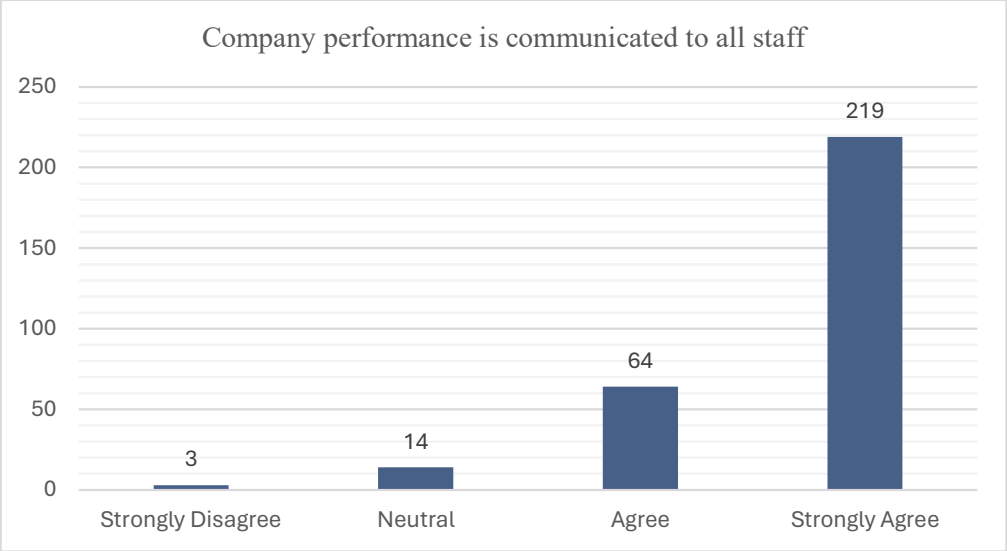


Figure 49: Bar chart for communicating company performance to employees

Finding: According to the bar chart and frequency table that were discussed earlier, nearly 94% of the samples are of the opinion that companies should tell all of their employees about the performance of the company, while only 6% of the samples do not feel the same way. It is essential to keep all employees informed about the performance of the firm in order to promote transparency, construct trust, and better align the workforce with the objectives of the organization.

38. In review/performance meetings the right data or information is often not present.

	N	%
Strongly Disagree	187	62.3%
Disagree	92	30.7%
Neutral	17	5.7%
Agree	4	1.3%

Table 45: Frequency table for missing information in the performance review meetings

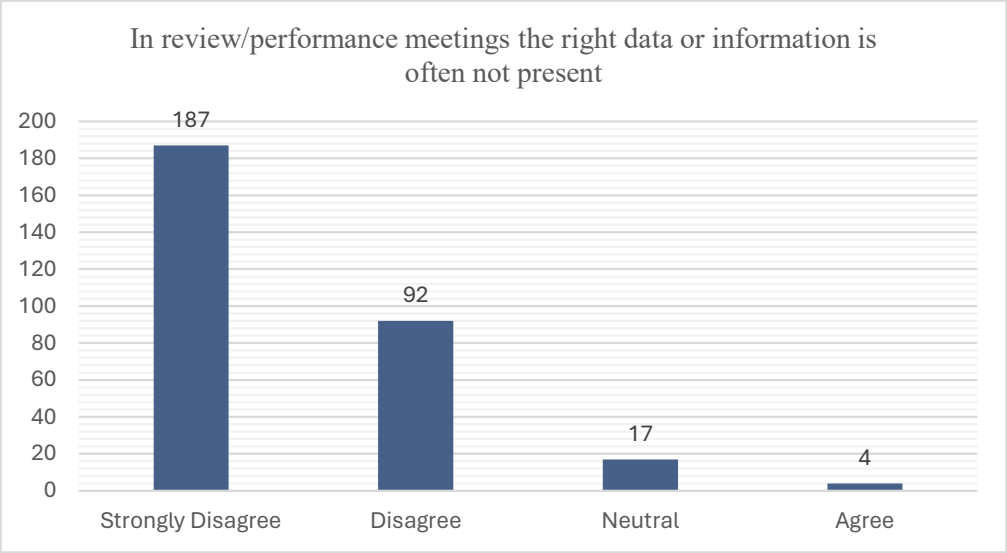


Figure 50: Bar chart for missing information in the performance review meetings

Finding: According to the bar chart and frequency table that were presented earlier, the majority of the sample responses (93%) believe that the appropriate data or information is present during performance review meetings, while just a small minority (7%) of the samples believe that such data or information is not present during performance review meetings. It is absolutely essential for successful review and performance meetings inside a company to have access to the appropriate data and information. When this vital information is lacking, it can lead to discussions that are unproductive, decisions that are not based on accurate information, and possibilities for growth that are lost.

39. In review/performance meetings discussion overly focuses on data that is not meaningful.

	N	%
Disagree	4	1.3%
Neutral	12	4.0%
Agree	27	9.0%
Strongly Agree	257	85.7%

Table 46: Frequency table for over focused on unmeaningful data in performance review meetings

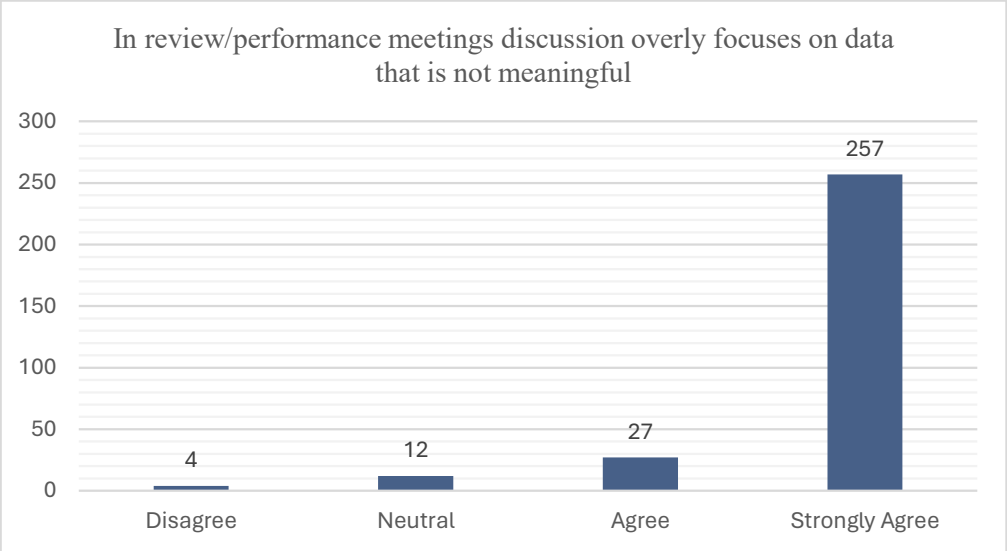


Figure 51: Bar chart for over focused on unmeaningful data in performance review meetings

Finding: According to the bar chart and frequency table that can be found above, almost 95 percent of the samples are of the opinion that performance review sessions tend to focus needlessly on meaningless data the majority of the time. Only five percent of people surveyed believe that the only significant info has been delivered in meetings. It is crucial to have useful data front and center during performance review and discussion meetings in order to generate intelligent conversation and make decisions based on accurate information. It is possible for meetings to result in confusion, disengagement, and conversations that are not productive if they place an excessive emphasis on data that is irrelevant or lacks context.

40. In review/performance meetings there is often no clear agenda and the objectives of the meeting are not clear.

	N	%
Strongly Disagree	106	35.3%
Disagree	172	57.3%
Neutral	18	6.0%
Agree	1	0.3%
Strongly Agree	3	1.0%

Table 47: Frequency table for holding performance review meetings with no clear agenda

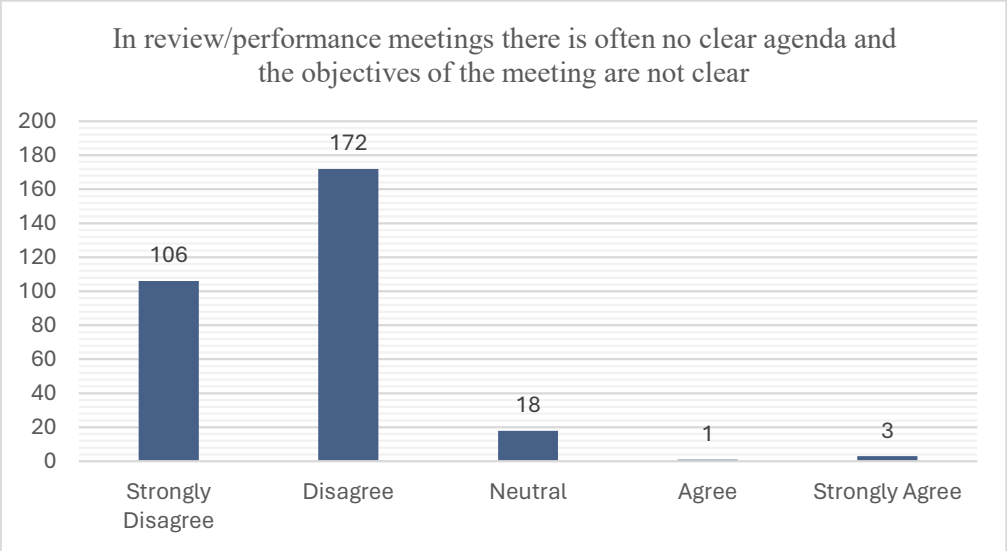


Figure 52: Bar chart for holding performance review meetings with no clear agenda

Finding: The frequency table and bar chart that was discussed earlier imply that 93% of the sample respondents are of the opinion that performance review meetings are frequently held with clear agendas, and the objectives of the meeting are very clear, while the remaining 7% of respondents do not believe that this is the case. It is absolutely necessary, in order to successfully carry out review and performance meetings, to be in possession of a well-defined agenda as well as objectives. When these components are missing, it might result in talks that are not well organized, time that is squandered, and a lack of focus.

41. In review/performance meetings discussion drives to the root cause of problems.

	N	%
Disagree	1	0.3%
Neutral	38	12.7%
Agree	88	29.3%
Strongly Agree	173	57.7%

Table 48: Frequency table for reaching to root cause of problems during performance review meetings

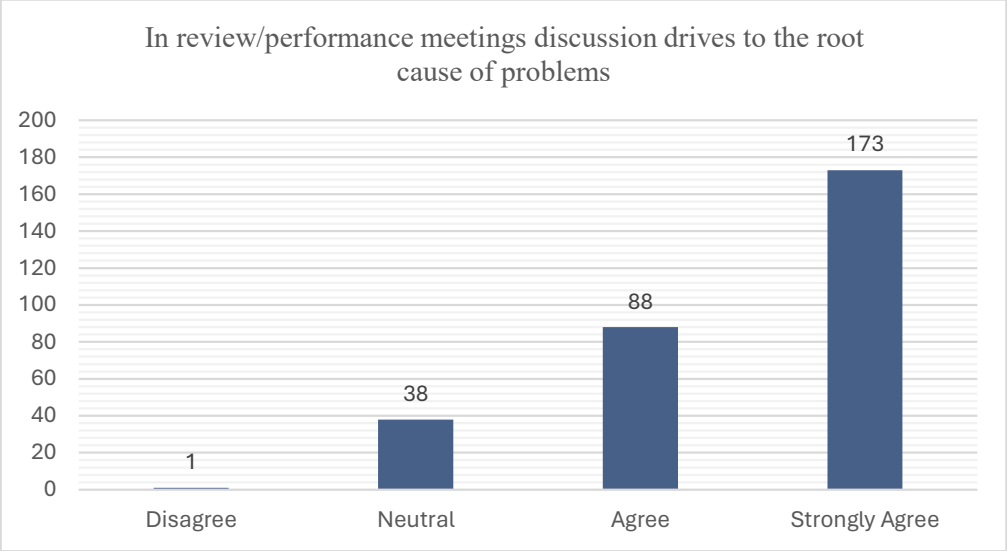


Figure 53: Bar chart for reaching to root cause of problems during performance review meetings

Finding: A method that is proactive and strategic is to direct conversations in review and performance meetings toward discovering the underlying factors that contribute to problems. It is possible to solve problems more effectively and in a way that is more sustainable if the underlying causes are addressed rather than the symptoms at the surface level. The bar chart and the frequency table reveal that 87 percent of the sample respondents believe that performance review sessions do reach out to the underlying cause of the problems, whereas 13 percent of the sample thinks the opposite of this.

42. Review/performance meetings are an opportunity for constructive feedback and coaching.

	N	%
Strongly Disagree	3	1.0%
Disagree	1	0.3%
Neutral	22	7.3%
Agree	77	25.7%
Strongly Agree	197	65.7%

Table 49: Frequency table for constructive feedback creation using performance review meetings as a medium

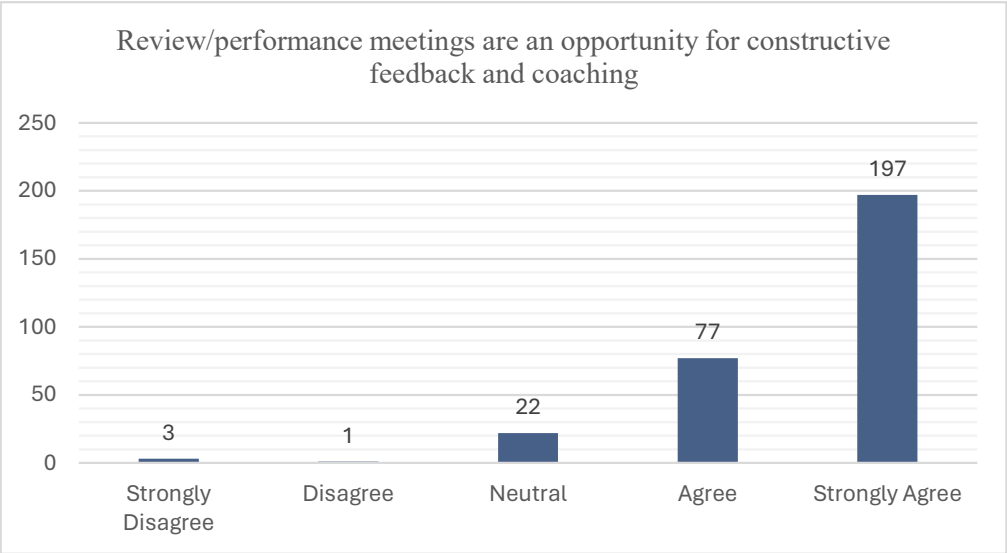


Figure 54: Bar chart for constructive feedback creation using performance review meetings as a medium

Finding: Review and performance meetings are a great chance to give and receive helpful feedback and direction to employees, which in turn benefits the company as a whole. According to the data in the bar graph and frequency table above, 91% of respondents believe that performance review meetings are effective at producing constructive feedback, while only 9% of respondents believe that such feedback and coaching opportunities were not generated.

Company target:

43. The goals are a balance of financial and non-financial targets.

	N	%
Neutral	32	10.7%
Agree	57	19.0%
Strongly Agree	211	70.3%

Table 50: Frequency table for financial and non-financial targets are balanced

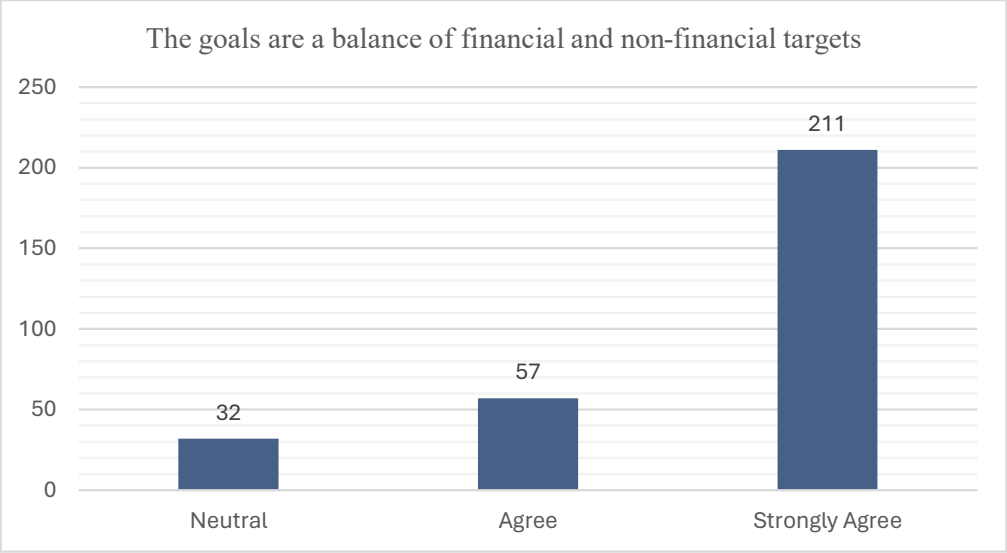


Figure 55: Bar chart for financial and non-financial targets are balanced

Finding: According to the data presented in the bar chart and frequency table above, 89% of respondents believe that their business strikes a good balance between financial and non-financial goals, while 11% take the opposite view. For a complete assessment of an organization's success, it is crucial to strike a balance between financial and non-financial goals. Non-financial goals provide an emphasis on operational efficiency, customer satisfaction, employee involvement, innovation, and other qualitative factors, as opposed to financial goals which place an emphasis on financial outcomes and profitability.

44. Senior managers believe that non-financial targets are more inspiring and challenging than financial targets alone.

	N	%
Strongly Disagree	1	0.3%
Neutral	23	7.7%
Agree	39	13.0%
Strongly Agree	237	79.0%

Table 51: Frequency table for managers opinion on non-financial targets against financial targets

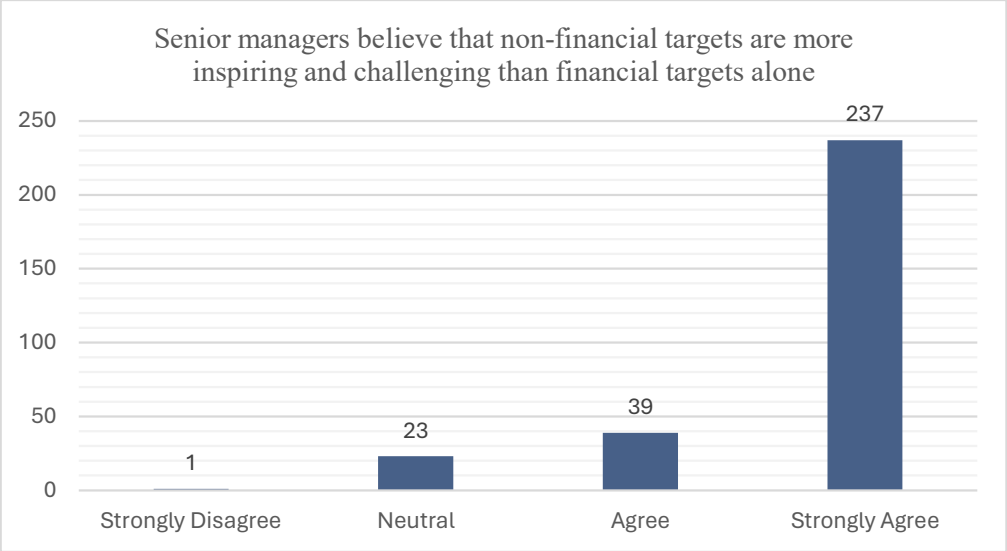


Figure 56: Bar chart for managers opinion on non-financial targets against financial targets

Finding: The provided bar chart and frequency table demonstrate that 92% of the surveyed participants hold the viewpoint that non-financial objectives are more motivating than financial objectives, whereas 8% of the participants believe that financial objectives are more inspiring than non-financial objectives. Non-financial targets, sometimes referred to as non-financial performance indicators or non-financial metrics, are precise goals established by organizations to assess many facets of their operations, strategies, and impact. Non-financial targets prioritize qualitative components of the business, in contrast to financial targets that center around monetary outcomes.

45. Non-financial targets form part of the performance appraisal of top management only.

	N	%
Strongly Disagree	4	1.3%
Neutral	10	3.3%
Agree	26	8.7%
Strongly Agree	260	86.7%

Table 52: Frequency table for non-financial targets forms part of performance appraisal for top management only

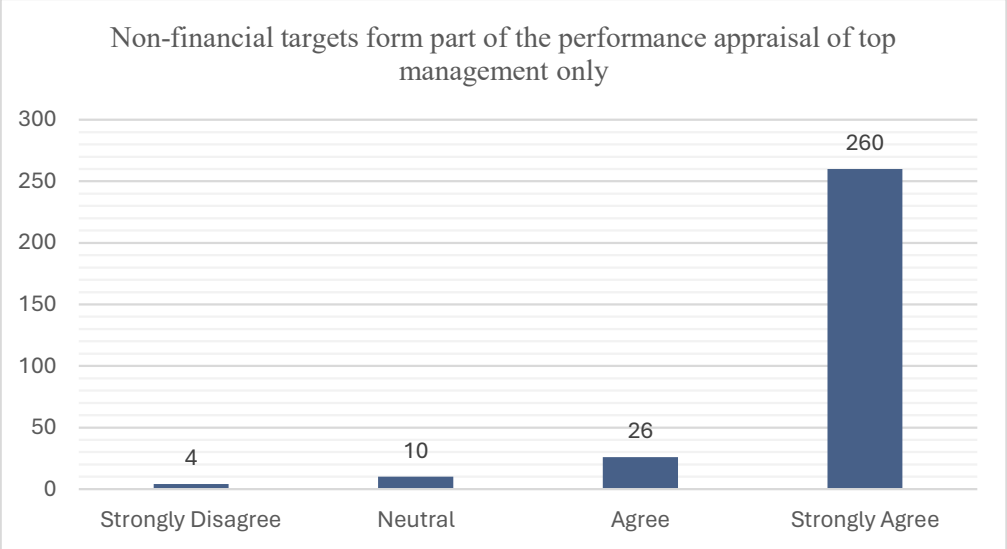


Figure 57: Bar chart for non-financial targets forms part of performance appraisal for top management only

Finding: It is a strategic and progressive move for businesses to include non-financial goals in the evaluation of top management's performance. It is crucial to assess top management in ways other than financial performance. The above pie chart and frequency table imply that 95% of respondents agree that non-financial goals are included in the evaluation of top management's performance, while only 5% disagree.

46. Company goals are based on shareholder value.

	N	%
Strongly Disagree	2	0.7%
Disagree	1	0.3%
Neutral	5	1.7%
Agree	21	7.0%
Strongly Agree	271	90.3%

Table 53: Frequency table for company goals based on shareholder value

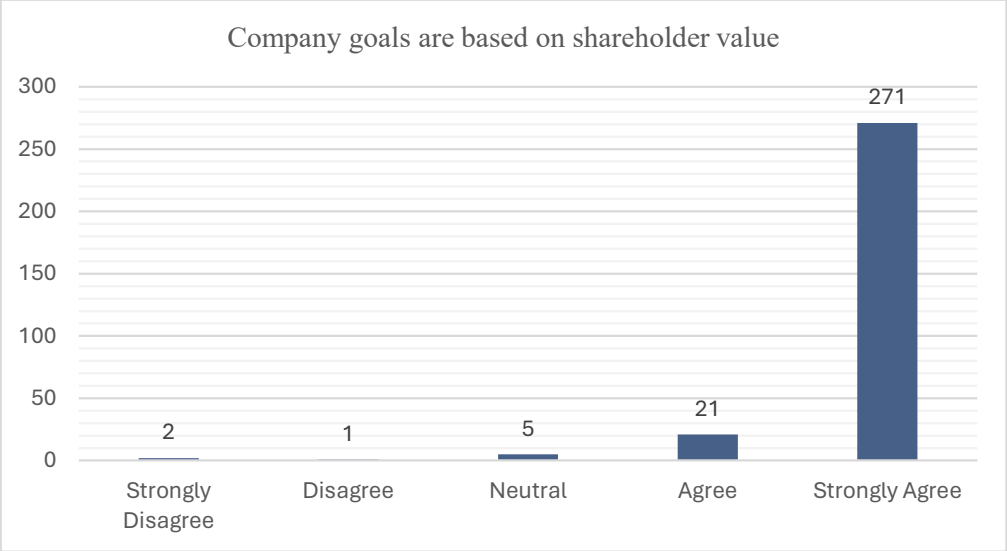


Figure 58: Bar chart for company goals based on shareholder value

Finding: It is normal practice in many different types of businesses to base company goals on the value that they provide to shareholders. The term "shareholder value" refers to the value that is delivered to shareholders as a result of an increase in the stock price, dividend payments, and other financial benefits. It is clear from both the bar chart and the frequency table that the majority of respondents (97%) believe that the objectives of the firm are driven by the value that it provides to shareholders.

47. Company goals become more specific as they cascade to business units.

	N	%
Strongly Disagree	1	0.3%
Neutral	13	4.3%
Agree	32	10.7%
Strongly Agree	254	84.7%

Table 54: Frequency table for SBU where company goals are more specific

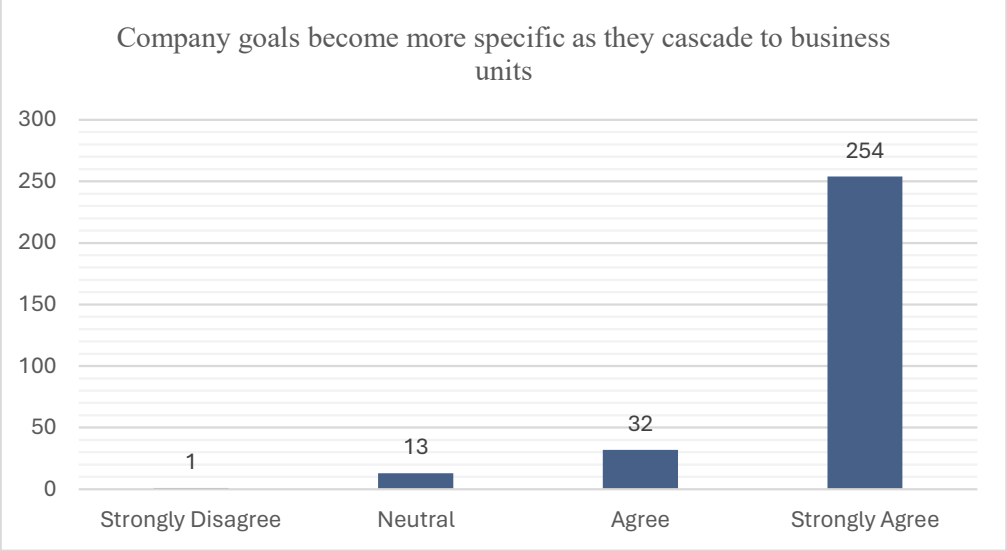


Figure 59: Bar chart for SBU where company goals are more specific

Finding: During the process of strategic planning, one of the most important steps is the process of cascading company goals down to individual business units. At the level of the department or business unit, this process ensures that the more general organizational goals are transformed into goals that are concrete, attainable, and quantifiable. According to the frequency table and bar chart, roughly ninety-five percent of the sample's respondents believe that the company's goals become clearer when they are translated into the language of the departments.

48. Company goals ultimately define individual performance expectations.

	N	%
Disagree	2	0.7%
Neutral	16	5.3%
Agree	72	24.0%
Strongly Agree	210	70.0%

Table 55: Frequency table for defining individual performance expectation based on company goals

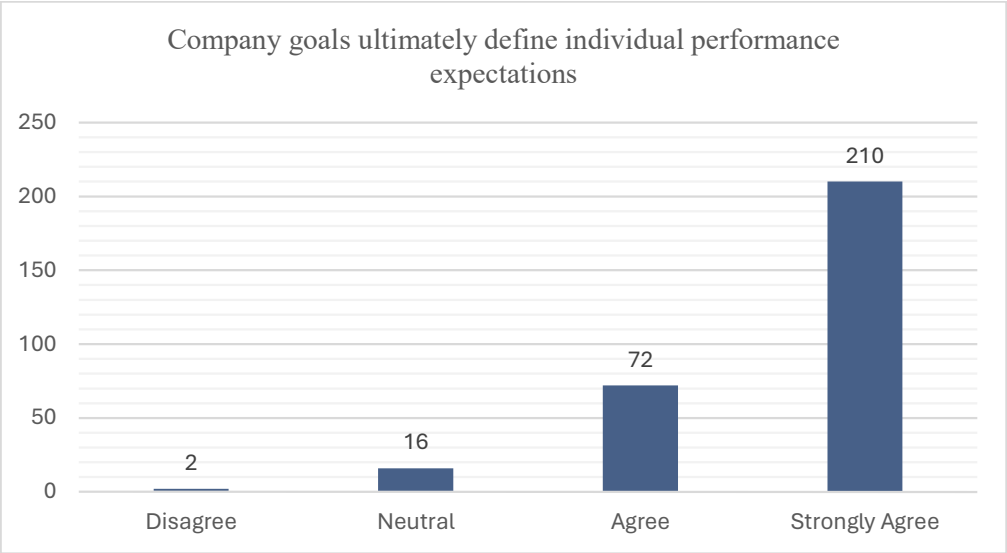


Figure 60: Bar chart for defining individual performance expectation based on company goals

Finding: A crucial step in ensuring that the efforts of each employee are in line with the broader mission and goals of the organization is to define individual performance expectations based on company goals as part of the process that assures this alignment. According to the bar chart and frequency table that were discussed earlier, the majority of the samples (94%) feel that individual performance is determined based on company goals, while just 6% of the samples are of the opinion that this is not the case.

49. There are both short term and long-term goals for all levels of the organization.

	N	%
Disagree	2	0.7%
Neutral	22	7.3%
Agree	58	19.3%
Strongly Agree	218	72.7%

Table 56: Frequency table for short term and long term goals

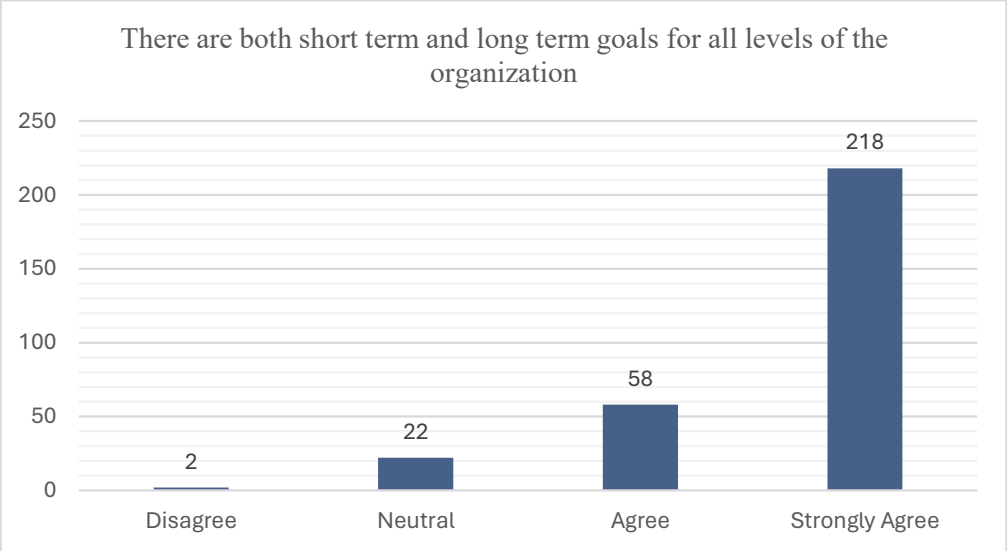


Figure 61: Bar chart for short term and long term goals

Finding: Establishing both short and long terms goals at various levels of the organizations is crucial for developing a strategic plan that is in harmony with the organization's overall vision and mission. The bar chart and frequency table indicate that approximately 92% of the samples believe that their organizations have clearly defined short-term and long-term goals at the departmental level, which aids in strategic management of the business unit. Conversely, 8% of the samples express the opinion that there are no defined short-term or long-term goals for the strategic business unit or departments.

50. Company goals are genuinely demanding for all departments.

	N	%
Strongly Disagree	1	0.3%
Disagree	1	0.3%
Neutral	12	4.0%
Agree	29	9.7%
Strongly Agree	257	85.7%

Table 57: Frequency table for company goals which are demanding for departments

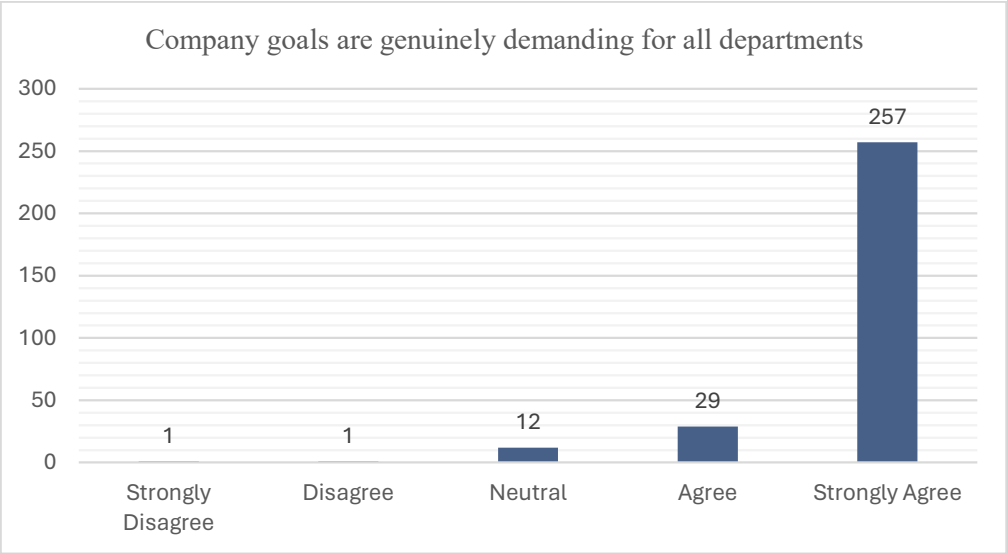


Figure 62: Bar chart for company goals which are demanding for departments

Finding: It is essential for encouraging innovation, productivity, and general organizational growth to create goals for the company that are rigorous and difficult to achieve for all departments. Employees can be motivated to push the limits of their talents, think creatively, and work together to achieve extraordinary results by setting goals that are sufficiently ambitious. According to the frequency table and bar chart that were presented earlier, it is clear that over 95% of the samples hold the opinion that the goals stated by their organizations are extremely difficult to achieve for the respective departments.

51. Company goals are grounded in solid economic rationale.

	N	%
Disagree	1	0.3%
Neutral	5	1.7%
Agree	36	12.0%
Strongly Agree	258	86.0%

Table 58: Frequency table for company goals defined on the basis of economic rationale

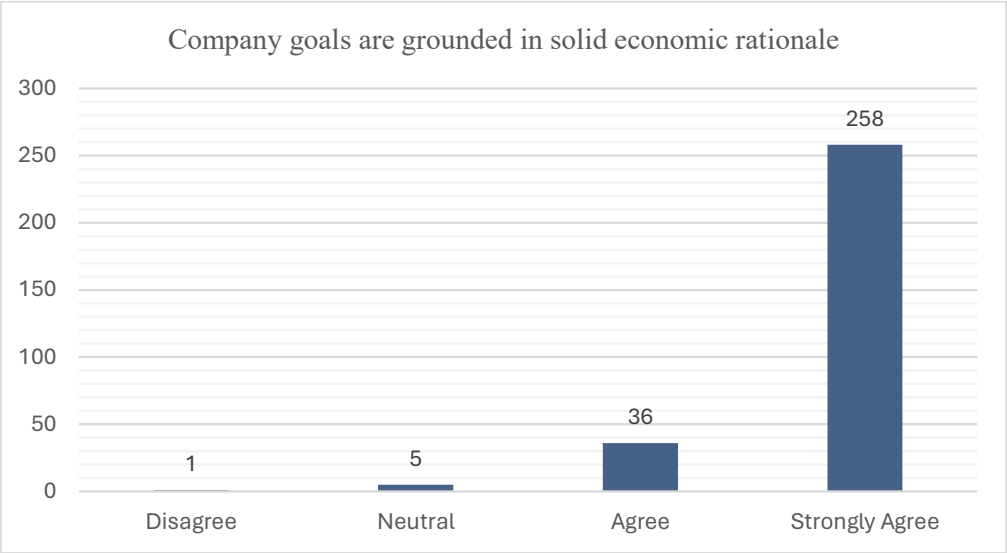


Figure 63: Bar chart for company goals defined on the basis of economic rationale

Finding: It is crucial for the long-term viability and profitability of any business to anchor company goals in solid economic rationale. When the goals of a organization are based on solid economic principles, it assures that those goals are feasible, that they can be accomplished, and that they are helpful to the organization as a whole. According to the bar chart and frequency table that were discussed earlier, over 98% of the respondents believe that the goals of their organizations are determined by the organization with consideration given to economic principles.

Managing talent:

52. Senior managers show that attracting and developing talent is a top priority.

	N	%
Disagree	2	0.7%
Neutral	12	4.0%
Agree	49	16.3%
Strongly Agree	237	79.0%

Table 59: Frequency table for attracting and developing talent priority

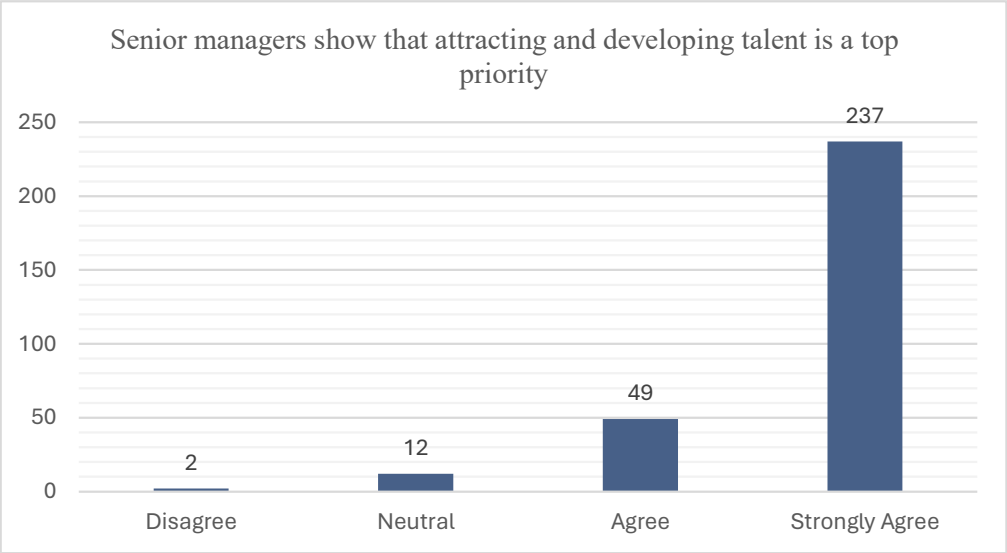


Figure 64: Bar chart for attracting and developing talent priority

Finding: Improving a company's bottom line is largely dependent on attracting and nurturing the best employees. The success of a company can be greatly aided by an employee that is both competent and enthusiastic about their work. The following pie chart and table of frequencies both indicate that approximately 95% of respondents think that the management at their companies are making talent acquisition and development high priorities.

53. Senior managers communicate that having top talent throughout the organization is a key to win competition.

	N	%
Strongly Disagree	29	9.7%
Disagree	2	0.7%
Neutral	13	4.3%
Agree	123	41.0%
Strongly Agree	133	44.3%

Table 60: Frequency table for top talents in the organization is key to win competition

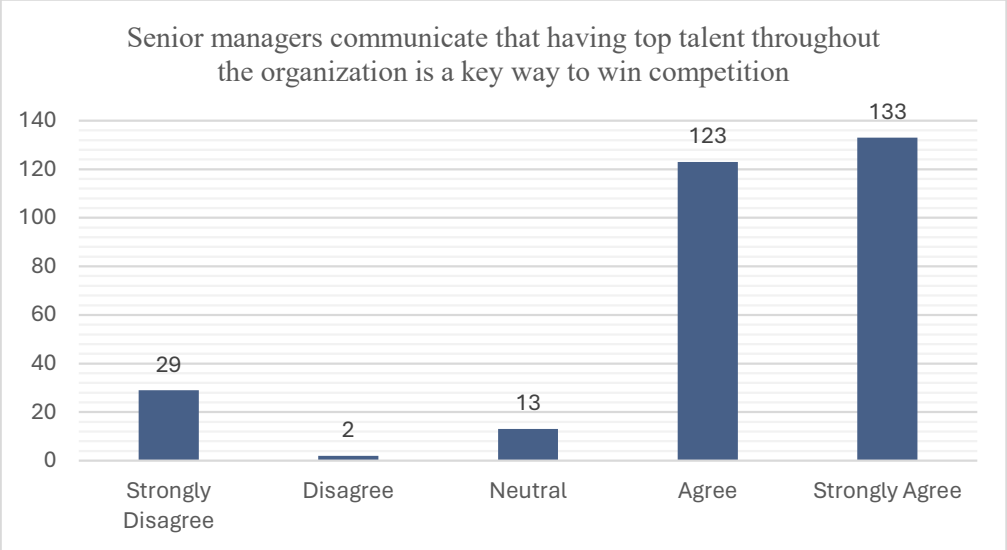


Figure 65: Bar chart for top talents in the organization is key to win competition

Finding: The following bar chart and frequency table reveal that 85% of sample respondents believe that if their company is able to retain top talent, it might be a competitive advantage to win the competition. On the other hand, the remaining 15% of samples hold the opinion that this is not an advantage that could help their organization win the competition. In today's fast-paced and competitive business world, one of the most important factors in coming out on top of the competition is having top talent spread throughout the organization.

54. Senior managers are evaluated on the strength of the talent pool they actively build.

	N	%
Strongly Disagree	1	0.3%
Disagree	3	1.0%
Neutral	21	7.0%
Agree	59	19.7%
Strongly Agree	216	72.0%

Table 61: Frequency table for building active talent pool

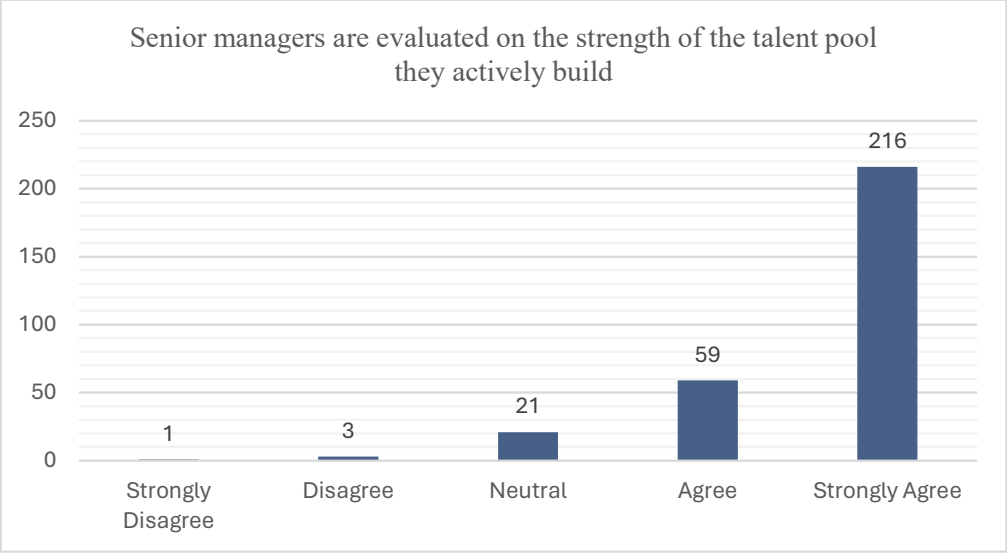


Figure 66: Bar chart for building active talent pool

Finding: Evaluating senior managers based on the quality of the talent pool they actively develop is a strategic approach that correlates with an organization's long-term success. The above bar chart and frequency table demonstrate that nearly 92% of respondents believe that senior managers in their organization are evaluated based on the activity of their talent pipelines.

Rewarding High Performance:

55. Employees in our company are rewarded equally irrespective of individual performance level.

	N	%
Strongly Disagree	236	78.7%
Disagree	29	9.7%
Neutral	26	8.7%
Agree	5	1.7%
Strongly Agree	4	1.3%

Table 62: Frequency table for rewarding everyone irrespective of performance

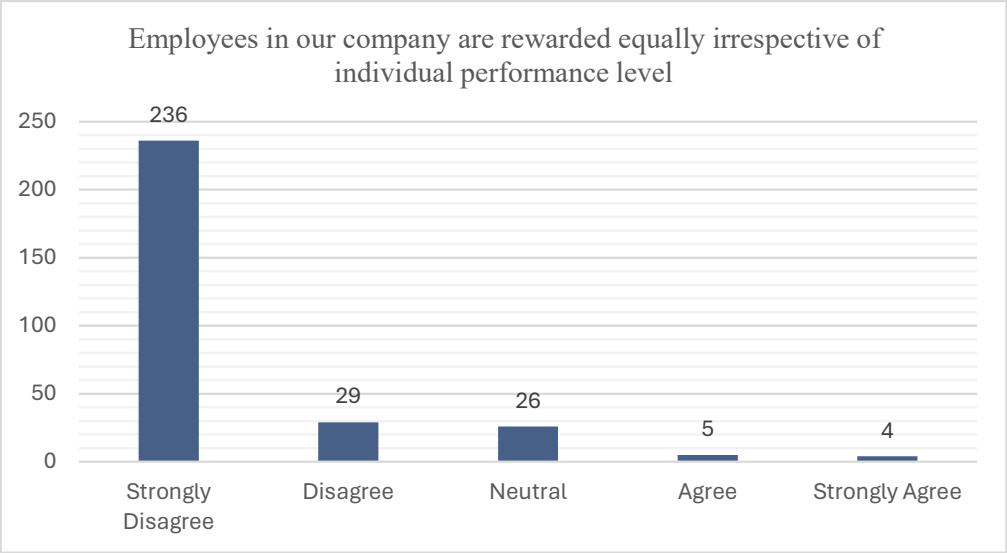


Figure 67: Bar chart for rewarding everyone irrespective of performance

Finding: It is possible for a business to experience both beneficial and bad effects as a result of the practice of rewarding employees in the same manner regardless of the level of individual performance. According to the bar chart and frequency table that was just presented, we are able to deduce that 89 percent of the sample respondents are of the opinion that equal pay is not guaranteed regardless of performance, and as a result, pay changes according to performance.

56. There is a systematic approach to identifying individual performance.

	N	%
Strongly Disagree	5	1.7%
Disagree	1	0.3%
Neutral	10	3.3%
Agree	39	13.0%
Strongly Agree	245	81.7%

Table 63: Frequency table for systematic approach to identify the individual performance

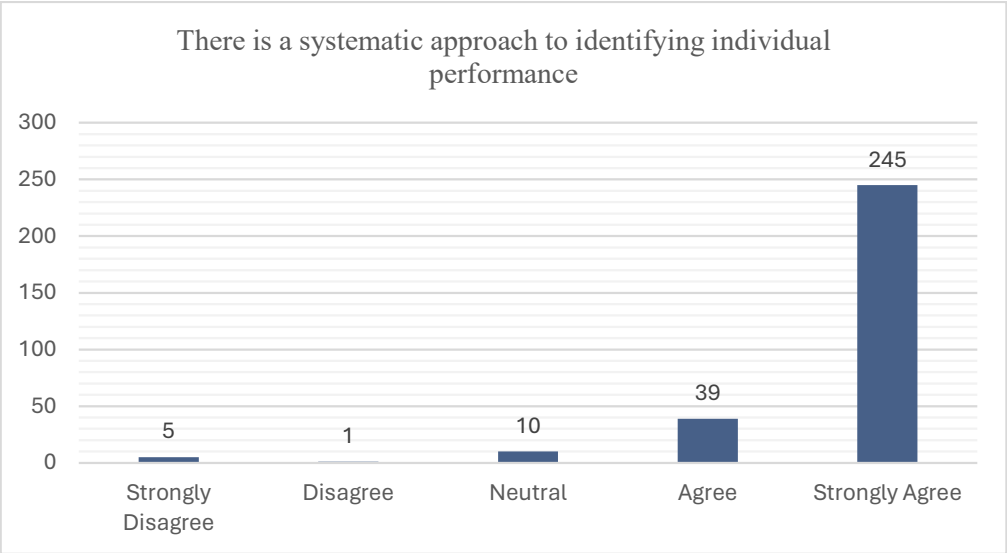


Figure 68: Bar chart for systematic approach to identify the individual performance

Finding: A mix of established processes, clear communication, ongoing feedback, and a dedication to employee development are the components that make up a systematic approach to assessing individual performance. By putting these ideas into action, organizations may more correctly and fairly evaluate the contributions of individual employees, which results in a workforce that is both motivated and productive. According to the bar chart and frequency table presented above, we are able to deduce that ninety-five percent of the sample respondents are of the opinion that their firm has a structured method to determine the performances of individual employees.

57. We strive to outperform our competitors by providing ambitious individual targets.

	N	%
Strongly Disagree	3	1.0%
Disagree	1	0.3%
Neutral	12	4.0%
Agree	56	18.7%
Strongly Agree	228	76.0%

Table 64: Frequency table for outperforming the competition by giving ambitious targets to individuals

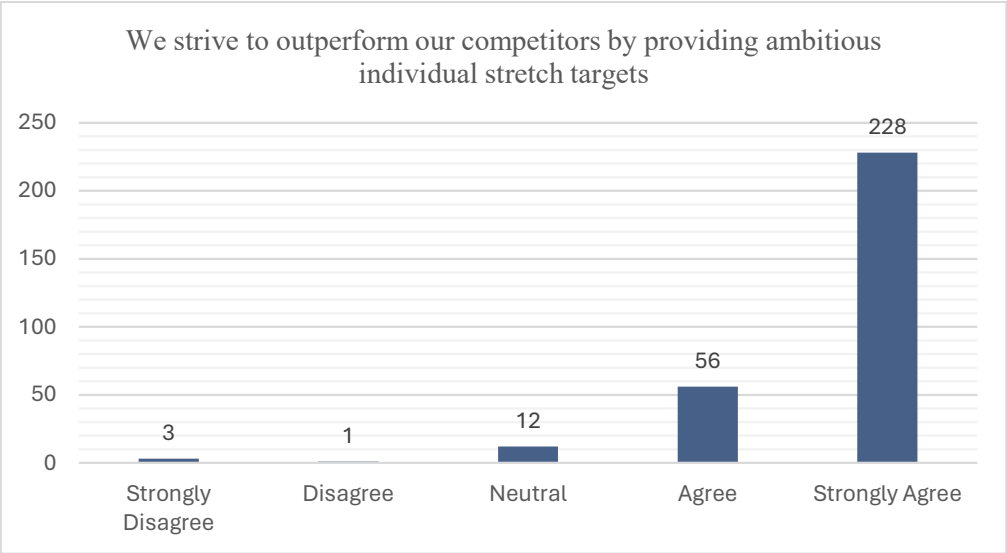


Figure 69: Bar chart for outperforming the competition by giving ambitious targets to individuals

Finding: It is important to strike a balance between pushing employees to their limits and providing them with the necessary support and resources in order to successfully implement ambitious individual goals. When executed properly, this approach may motivate people to perform at a high level, which can ultimately contribute to the success of the business and a competitive advantage in the market. According to the bar chart and frequency table presented earlier in this article, over ninety-five percent of the samples are of the opinion that in their respective firms, individuals have been provided with ambitious aims, which subsequently results in win over competition.

58. Rewards are clearly related to individual performance targets.

	N	%
Disagree	3	1.0%
Neutral	13	4.3%
Agree	84	28.0%
Strongly Agree	200	66.7%

Table 65: Frequency table for individual performance targets and rewards

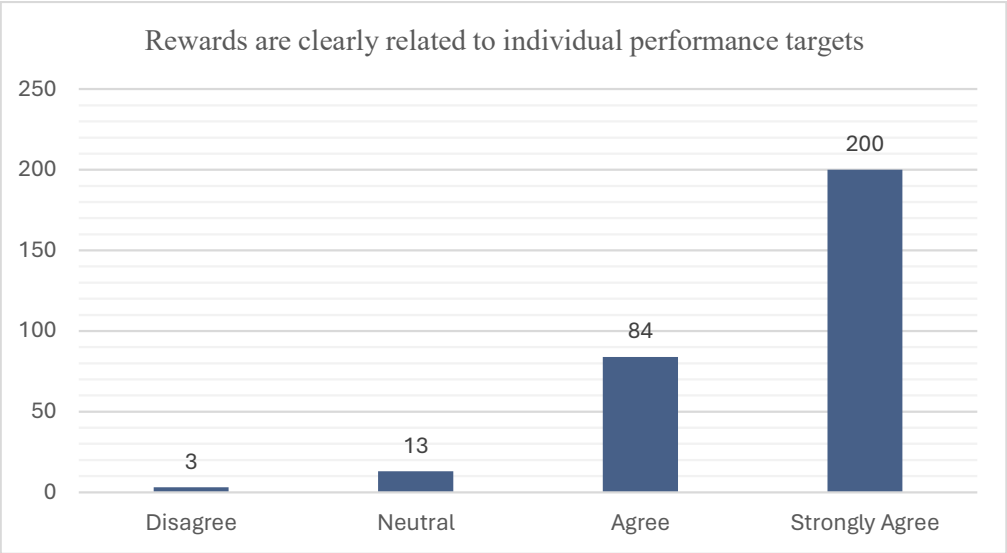


Figure 70: Bar chart for individual performance targets and rewards

Finding: It is a frequent and effective method used by companies to encourage employees and drive desired objectives to link incentives directly to individual performance targets. The above bar chart and frequency tables provide the impression that about 95% of the sample respondents are of the opinion that in their company, the achievement of individual objectives has been rewarded on an individual basis according to the performance criterion that has been accomplished by an individual.

Attrition vis a vis Retention:

59. Underperformance is not tolerated.

	N	%
Strongly Disagree	1	0.3%
Disagree	2	0.7%
Neutral	11	3.7%
Agree	84	28.0%
Strongly Agree	202	67.3%

Table 66: Frequency table for not tolerating underperformance

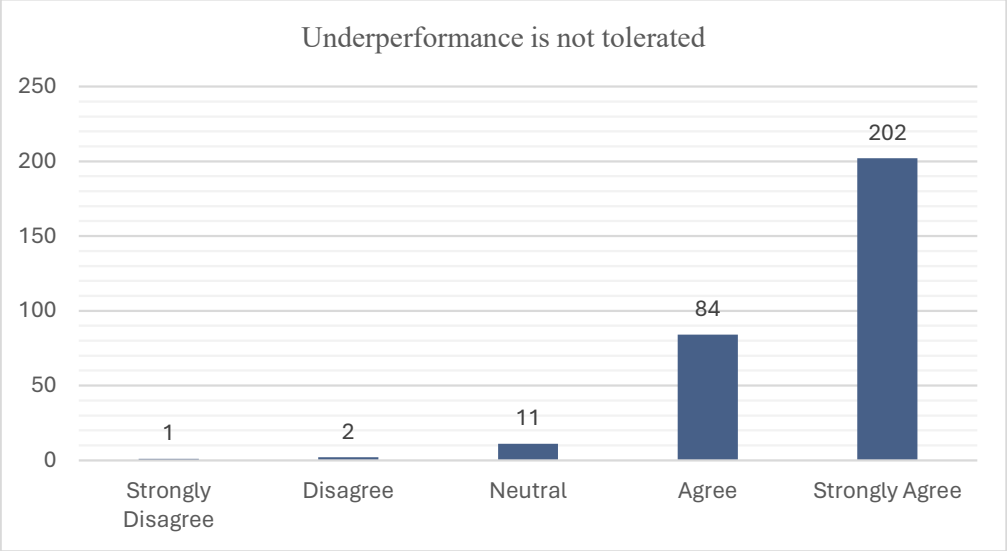


Figure 71: Bar chart for not tolerating underperformance

Finding: Ensuring the achievement of high-performance benchmarks is crucial for the prosperity of any company. Although it is crucial to promote and assist employees, persistent underperformance can negatively impact output, team morale, and the ultimate objectives of the company. Based on the provided bar chart and frequency table, it can be concluded that 95% of the samples believe that their firms have a zero-tolerance policy towards underperforming individuals or employees.

60. Some people always just manage to avoid being moved or fired.

	N	%
Disagree	3	1.0%
Neutral	8	2.7%
Agree	52	17.3%
Strongly Agree	237	79.0%

Table 67: Frequency table for managing or avoiding to get fired or moved

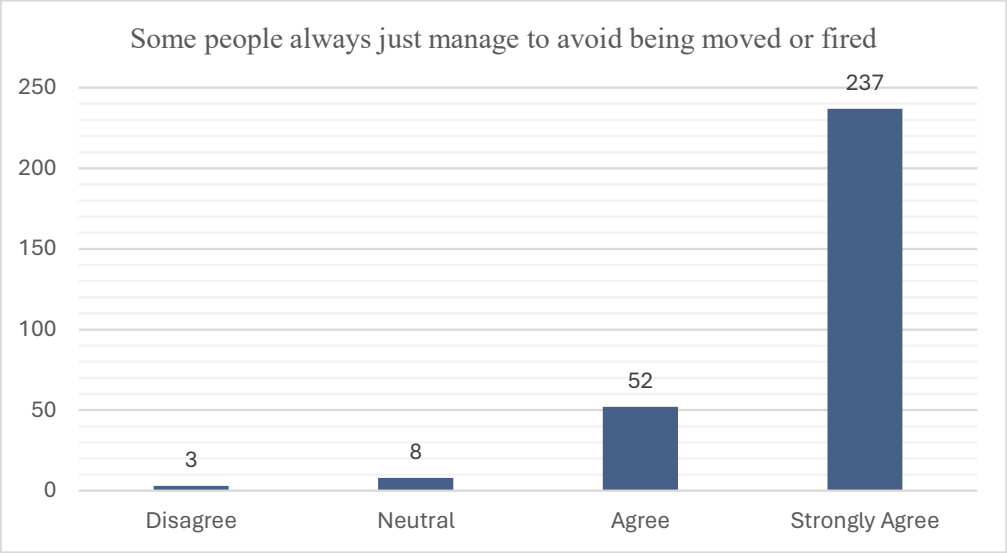


Figure 72: Bar chart for managing or avoiding to get fired or moved

Finding: The persistent ability of certain individuals to evade repercussions, such as reassignment or termination, despite their subpar performance or involvement in troublesome conduct, may be exasperating for both employees and employers. The bar chart and frequency table indicate that almost 96% of the respondents in the sample agreed that there are specific employees or individuals in the organization that consistently attempt to manipulate or evade circumstances in order to avoid being terminated or transferred.

61. Employees are promoted primarily on the basis of performance and not on the basis of length of service.

	N	%
Disagree	1	0.3%
Neutral	7	2.3%
Agree	28	9.3%
Strongly Agree	264	88.0%

Table 68: Frequency table for promotion based on performance against tenure

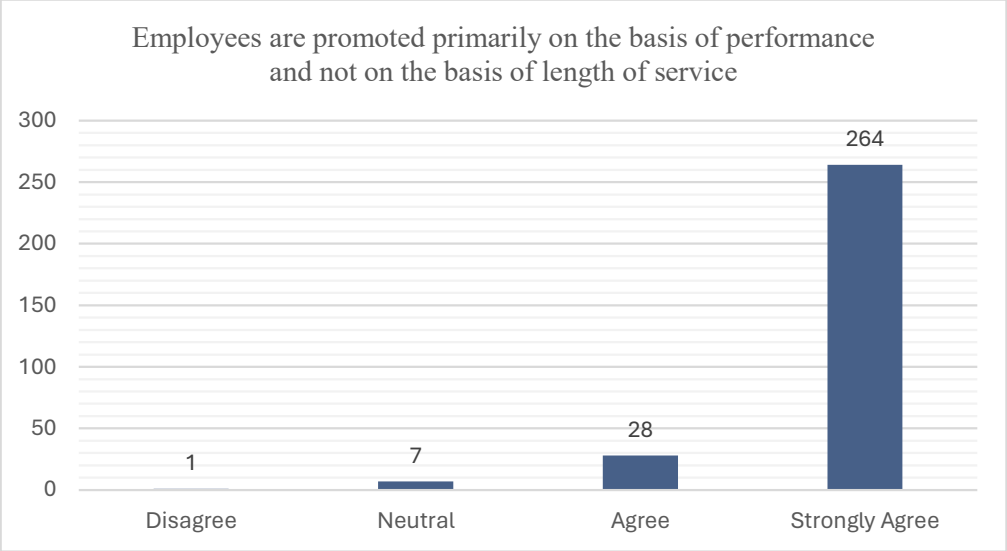


Figure 73: Bar chart for promotion based on performance against tenure

Finding: Employing a system of promoting employees based on their individual performance is a widely used and successful technique that is in line with the principles of meritocracy and fosters a culture of high standards inside organizations. The frequency table and bar chart above demonstrate that 97% of the samples believe that promotions in their company are determined mostly on individual performance rather than solely considering the length of time served with the organization.

62. Our company actively identifies, develops and promotes top performers.

	N	%
Strongly Disagree	1	0.3%
Disagree	1	0.3%
Neutral	6	2.0%
Agree	84	28.0%
Strongly Agree	208	69.3%

Table 69: Frequency table for spotting and developing the top performers

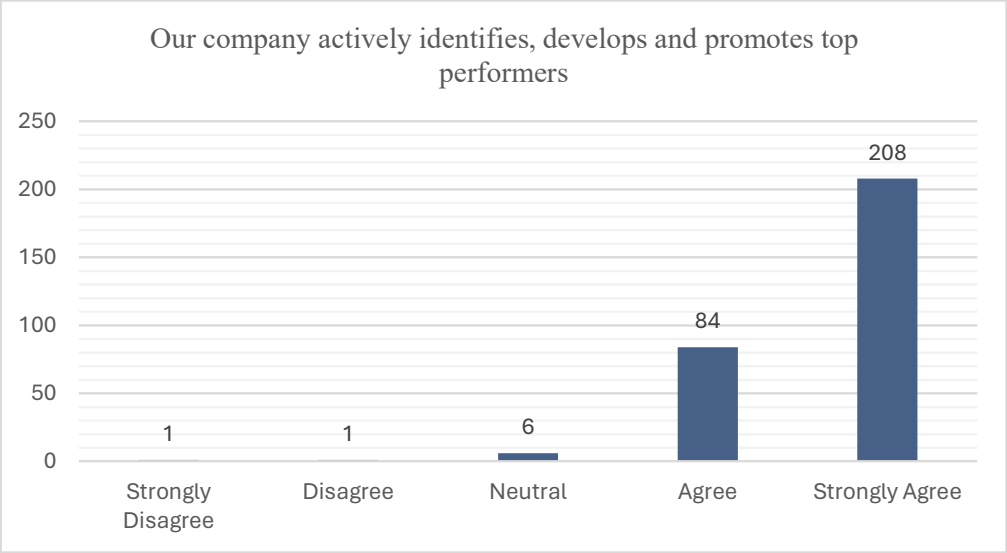


Figure 74:Bar chart for spotting and developing the top performers

Finding: Companies are able to establish a dynamic, high-performing workforce that drives innovation, boosts productivity, and contributes substantially to the success of the company by aggressively identifying top performers, developing those employees, and promoting those employees to higher positions. According to the bar chart and frequency table that was just presented, we are able to deduce that roughly 97% of the people who participated in the survey believe that their company has a mechanism in place to locate, develop, and promote the highest-performing employees.

63. We provide rewards and benefits better than our competitors to encourage talented people to join our company.

	N	%
Strongly Disagree	9	3.0%
Disagree	2	0.7%
Neutral	8	2.7%
Agree	21	7.0%
Strongly Agree	260	86.7%

Table 70: Frequency table for rewards and benefits provided as compared to competition

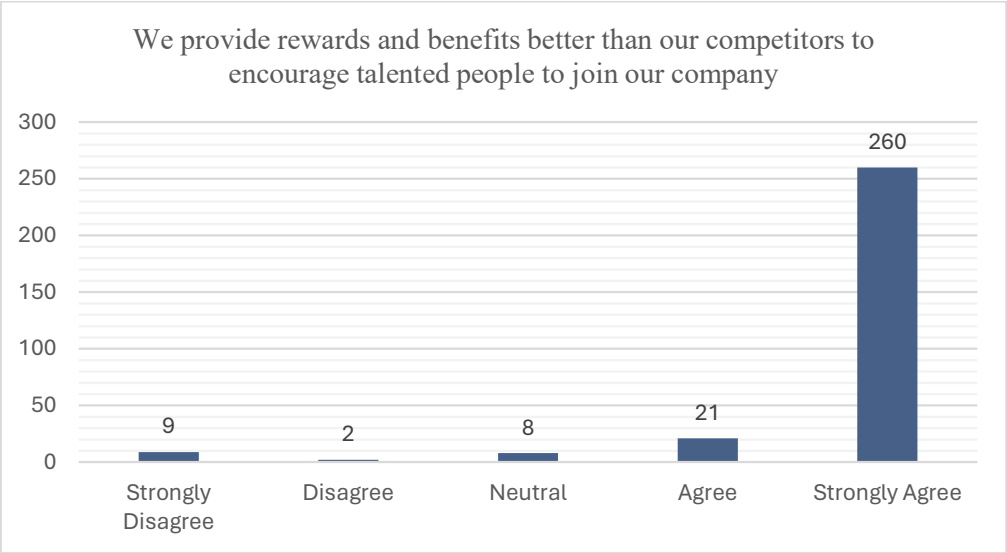


Figure 75: Bar chart for rewards and benefits provided as compared to competition

Finding: Providing attractive compensation and perks is a proven method of attracting and keeping the best employees. If your company offers a more generous benefits package than its rivals, it sends a message to potential hires about how much you care about their satisfaction on the job. According to the data presented in the frequency table and bar chart above, nearly all respondents (94%) think that their company provides enticing incentives for potential new members to join and stay with the company.

Constraints on Management Practices:

64. Hiring managers with the right skills

	N	%
Minor Obstacle	10	3.3%
Agree	26	8.7%
Major Obstacle	264	88.0%

Table 71: Frequency table for hiring managers skillset

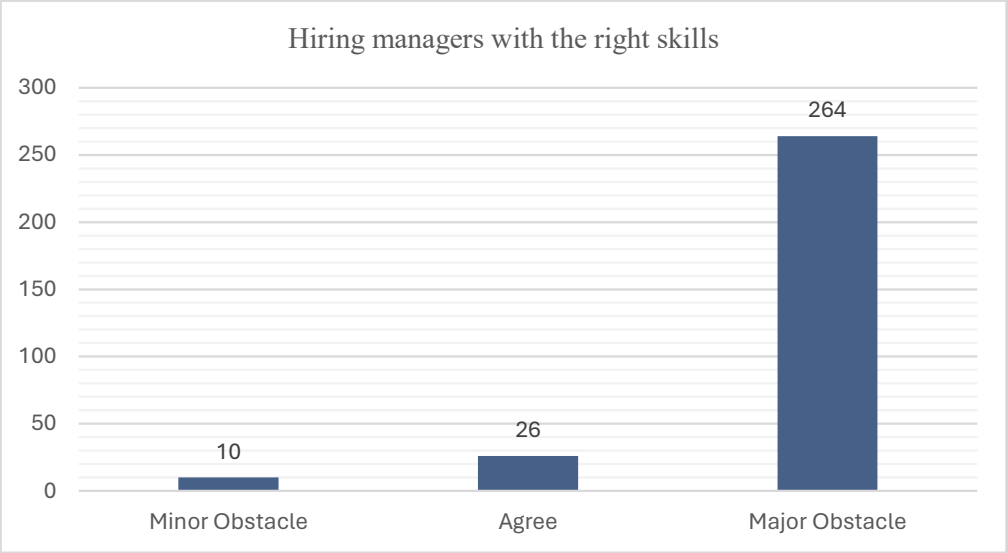


Figure 76: Bar chart for hiring managers skillset

Finding: Hiring managers' abilities have a significant impact on how a business approaches the pursuit of new talent. While competent recruiters may make a major impact on the quality of an organization's management processes, they may be limited by their own expertise. Given the importance of the recruited resource to the business, it is not surprising that the majority of respondents (88%) believe that the hiring manager's lack of specialized knowledge has been a barrier to establishing effective management policies and procedures.

65. Training and development of existing employees.

	N	%
Not an Obstacle	30	10.0%
Somewhat an Obstacle	18	6.0%
Minor Obstacle	24	8.0%
Agree	116	38.7%
Major Obstacle	112	37.3%

Table 72: Frequency table for training and development of employees

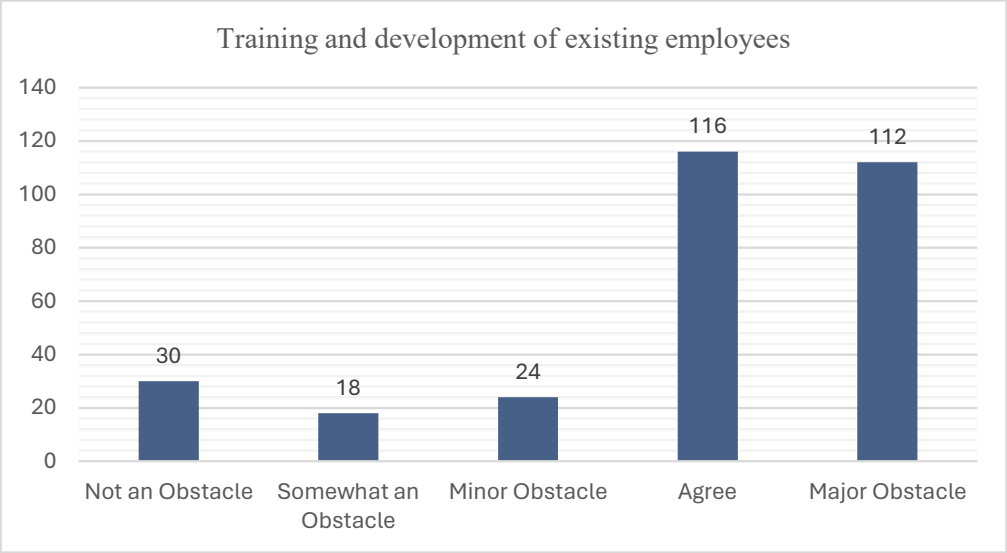


Figure 77: Bar chart for training and development of employees

Finding: The training and development of current employees are crucial for improving their expertise, understanding, and efficiency, although they might pose difficulties for management implementation. The above frequency table and bar chart reveal that approximately 37% of the surveyed participants perceive training and development of current employees as a hindrance to implementing management practices. They argue that the necessary skill sets can only be acquired through training. Meanwhile, 39% of respondents share this belief, while the remaining participants do not feel the same way.

66. Employment laws and regulations.

	N	%
Not an Obstacle	241	80.3%
Somewhat an Obstacle	5	1.7%
Minor Obstacle	14	4.7%
Agree	11	3.7%
Major Obstacle	29	9.7%

Table 73: Frequency table for employment laws and regulations

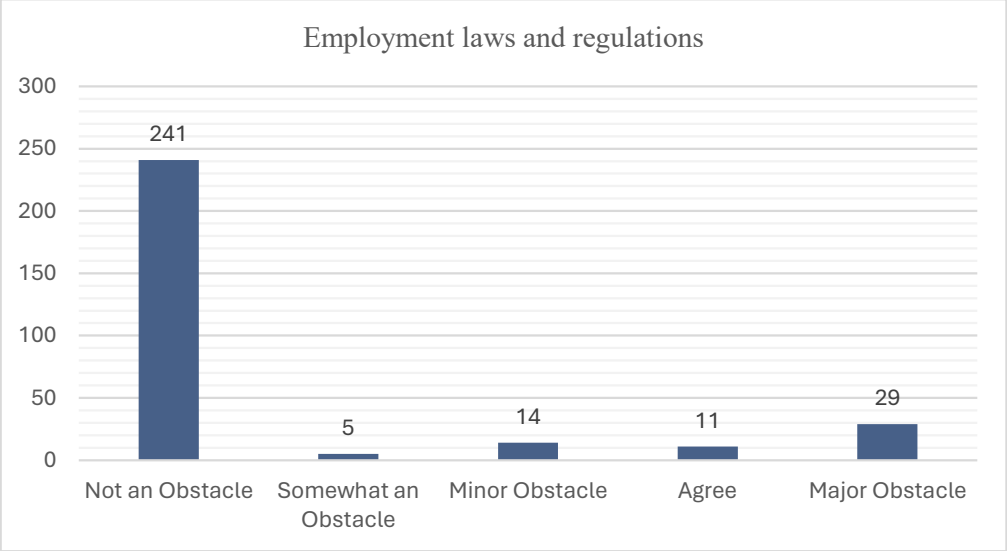


Figure 78: Bar chart for employment laws and regulations

Finding: To protect the rights of employees and promote honesty and integrity in the workplace, governments have enacted a number of laws and regulations. However, due to their complexity and stringent compliance requirements, they might provide difficulties for management. The bar graph and frequency table shown above suggest that over 80% of respondents do not believe that employment rules and regulations would be an obstacle to implementing management practices across the organization.

67. Bureaucracy within the organization.

	N	%
Not an Obstacle	241	80.3%
Somewhat an Obstacle	1	0.3%
Minor Obstacle	3	1.0%
Agree	11	3.7%
Major Obstacle	44	14.7%

Table 74: Frequency table for bureaucracy within the organization

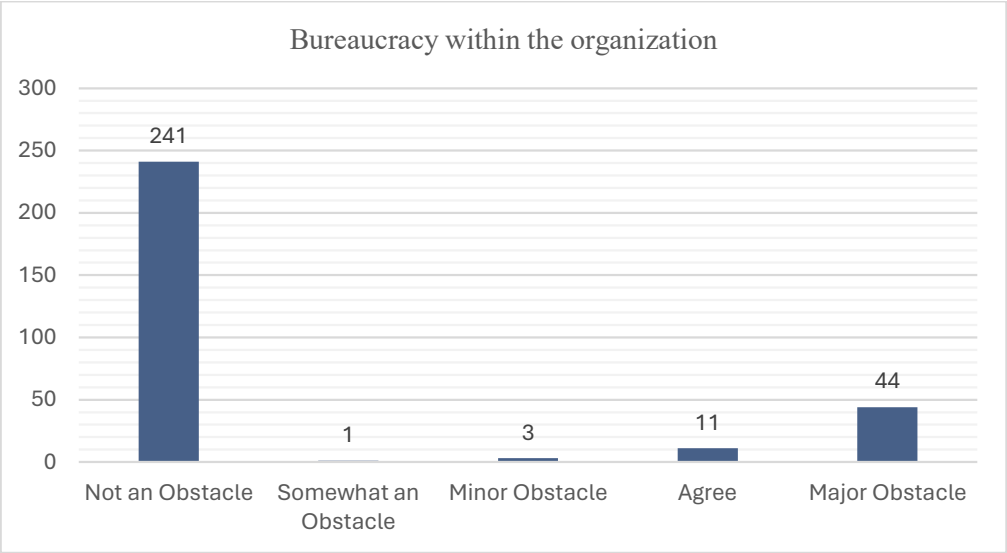


Figure 79: Bar chart for bureaucracy within the organization

Finding: Within a business, bureaucracy may certainly present substantial challenges for management practices to overcome. Bureaucratic systems frequently have an excessive number of rules, processes, and hierarchical levels, all of which have the potential to slow down decision-making, inhibit innovation, and cause inefficiencies. As can be seen from the bar chart and frequency table that have been shown so far, the vast majority of respondents do not believe that the level of bureaucracy that exists within their company is such that it may be a barrier to the implementation of management practices.

Hypotheses Testing

Research Question-1: Whether there is a difference in the perception of managers of IT companies about the components of management practices.

Statistical Test: Friedman Chi-square Test

Hypothesis:

H0: The perception of managers of IT companies about the components of management practices is significantly not different.
H1: The perception of managers of IT companies about the components of management practices is significantly different.

Level of Significance (α) = 0.05

Test Statistics Table

N	300
Chi-Square	1919.299
df	8
Asymp. Sig.	<.001
a. Friedman Test	

Table 75: Test statistics for hypothesis 1

Observation: X^2 (8) =1919.299, p-value<0.05

Findings: Due to the fact that the p-value is lower than the threshold value of 0.05, the null hypothesis was rejected. The opinion of managers about the different components of management practices utilized in information technology organizations is different.

To evaluate where the differences lie, we refer to the following table of ranks:

Ranks	
	Mean Rank
Leadership and Strategic Management	7.52
Communication and Decision Making	7.72
Employee Engagement and Development	8.04
Organizational Culture	5.97
Innovation and Market Competitiveness	3.70
Adaptation to Change	3.74
Market Position	3.96
Customer Satisfaction	2.87

Table 76: Ranks table for hypothesis 1

The rankings table reveals that there is a significant amount of diversity in areas such as employee engagement and development, communication and decision making, and futuristic approach; on the other hand, there is a very small amount of variation in customer satisfaction and innovation and market competitiveness as perceived by the managers.

Research Question-2: Whether there is a difference in the perception of managers about the usage of various management tools being used in management practices.

Statistical Test: Friedman Chi-square Test

Hypothesis:

H0: The perception of managers about the usage of various management tools being used in management practices is significantly not different.
H1: The perception of managers about the usage of various management tools being used in management practices is significantly different.

Level of Significance (α) = 0.05

Test Statistics Table

N	300
Chi-Square	55.995
df	6
Asymp. Sig.	<.001
a. Friedman Test	

Table 77: Test statistics for hypothesis 2

Observation: X^2 (6) =55.995, p-value<0.05

Due to the fact that the p-value is lower than the threshold value of 0.05, the null hypothesis was rejected. The perceptions that managers have on the utilization of the many distinct management tools that are employed in management practices are different.

To evaluate where the differences lie, we refer to the following table of ranks:

Ranks	
	Mean Rank
Total Quality Management	4.08
Strategic Management	3.59
Coaching and Mentoring	4.31
Balanced Scorecards	3.81
Business Process Re-Engineering	3.99
Integrated Marketing Management	4.02
Enterprise Resource Planning (ERP)	4.22

Table 78: Ranks table for hypothesis 2

It can be seen from the ranks table that there is a high degree of variation in the managers' opinions regarding the utilization of management tools in management practices regarding ERP

and Coaching and Mentoring, whereas there is a low degree of variation in the utilization of management tools including strategic management, balance scorecards, and business process re-engineering.

Research Question-3: Is there any relationship exist between the management tools usage and the organizational performance of IT companies.

Statistical Test: Pearson Correlation

Hypothesis:

H0: There is no relationship exist between the frequency of the management tools usage and the organizational performance of IT companies.
H1: There is a relationship exist between the frequency of the management tools usage and the organizational performance of IT companies.

Level of Significance (α) = 0.05

Test Statistics:

Pair	Pearson Correlation Coefficient	P value	Result
Management tool usage – Organizational Performance	0.666	<0.001	Significant Relation

Table 79: Correlation statistics for hypothesis 3

Findings: The data shown in the table above makes it abundantly clear that there is a substantial connection between the degree to which IT companies make use of management tools and their level of organizational performance. **r= 0.666, p<0.001** due to the fact that the P value is lower

than 0.05, we may draw the conclusion that there is a strong association between the amount of times IT companies use management tools and their overall organizational performance.

Research Question-4: Is there any impact of management practices on organizational performance of the IT companies.

Statistical Test: Multiple Linear Regression

Hypothesis:

H0: There is no impact of management practices on organizational performance of the IT companies.
H1: There is an impact of management practices on organizational performance of the IT companies.

Level of Significance (α) = 0.05

Model Summary:

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.802[a]	.643	.634	.12283	.643	65.612	8	291	<.001

a. Predictors: (Constant), Customer_Satisfaction, Employee_Engagement_Development, Innovation_Market_Competitiveness, Adaptation_Change, Organizational_Culture, Market_Position, Leadership_Strategic_Management, Communication_Decision_Making

b. Dependent Variable: OrganizationalPerformance

Table 80: Regression model summary hypothesis 4

The findings of the model summary of the impact of the management practice components on organizational performance imply that the R-Square value is pretty substantial, and it makes sense to examine the model further because of this finding.

ANOVA Statistics

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.920	8	.990	65.612	<.001[b]
	Residual	4.391	291	.015		
	Total	12.311	299			

a. Dependent Variable: OrganizationalPerformance

b. Predictors: (Constant), Customer_Satisfaction, Employee_Engagement_Development, Innovation_Market_Competitiveness, Adaptation_Change, Organizational_Culture, Market_Position, Leadership_Strategic_Management, Communication_Decision_Making

Table 81: ANOVA for regression hypothesis 4

F (8,291) = 65.612, p-value < 0.001

We are able to conclude that the model is both significant and valid due to the fact that the ANOVA of the regression model has a p-value that is less than 0.001

Hence to know more about the model, like which of the predictors of management practice does influence organizational performance, we will follow the coefficient table, which is mentioned below:

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.088	.129		16.209	<.001		
	Leadership_Strategic_Management	.076	.018	.196	4.334	<.001	.599	1.668
	Communication_Decision_Making	-.012	.020	-.029	-.628	.530	.558	1.792
	Employee_Engagement_Development	.060	.026	.089	2.311	.022	.824	1.213
	Organizational_Culture	.086	.023	.158	3.805	<.001	.709	1.410
	Innovation_Market_Competitiveness	.107	.021	.221	5.040	<.001	.635	1.574
	Adaptation_Change	.044	.020	.091	2.139	.033	.673	1.485
	Market_Position	.125	.022	.251	5.576	<.001	.603	1.657
	Customer_Satisfaction	.081	.016	.206	5.068	<.001	.739	1.353

a. Dependent Variable: OrganizationalPerformance

Table 82: Coefficients of regression for hypothesis 4

From the coefficient table, it becomes evident that except for communication and decision-making component of management practice rest all components are valid predictors of organizational performance.

The plots explaining the phenomenon of impact of components of management practice on the organizational performance of IT companies are mentioned below:

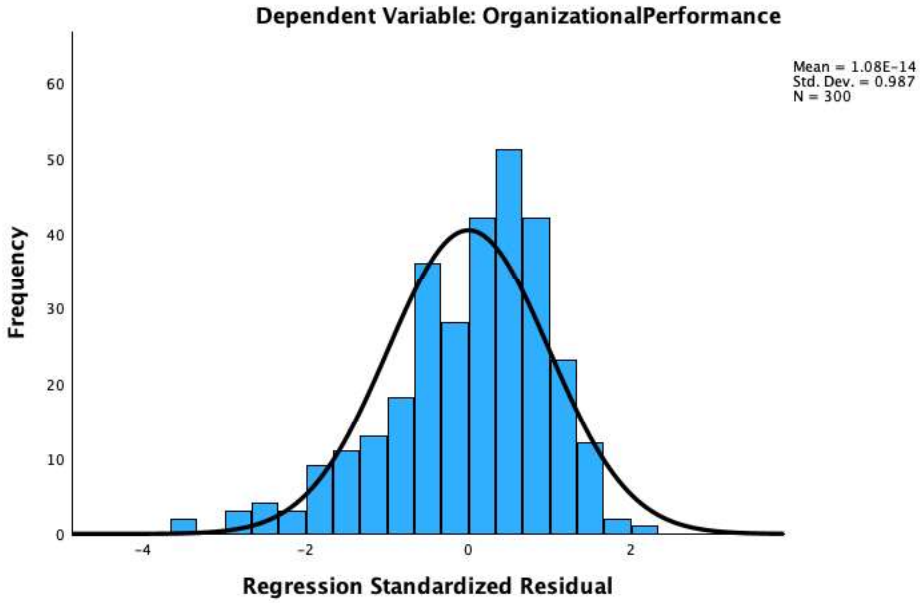


Figure 80: Histogram of the regression model for hypothesis 4

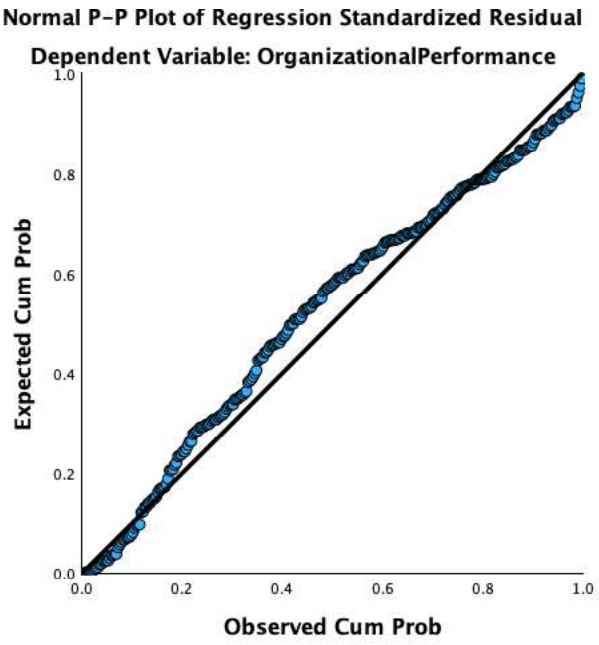


Figure 81: PP Plot for regression model hypothesis 4

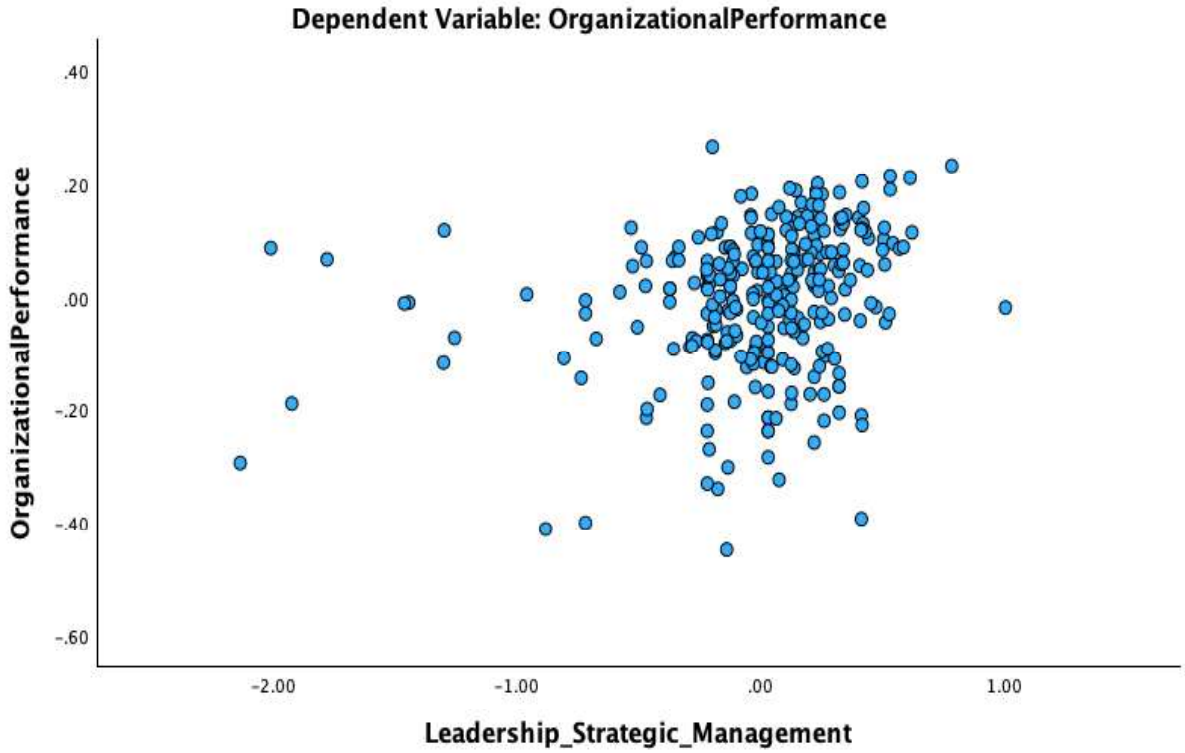


Figure 82: Partial regression plot for Leadership and Strategic Management hypothesis-4

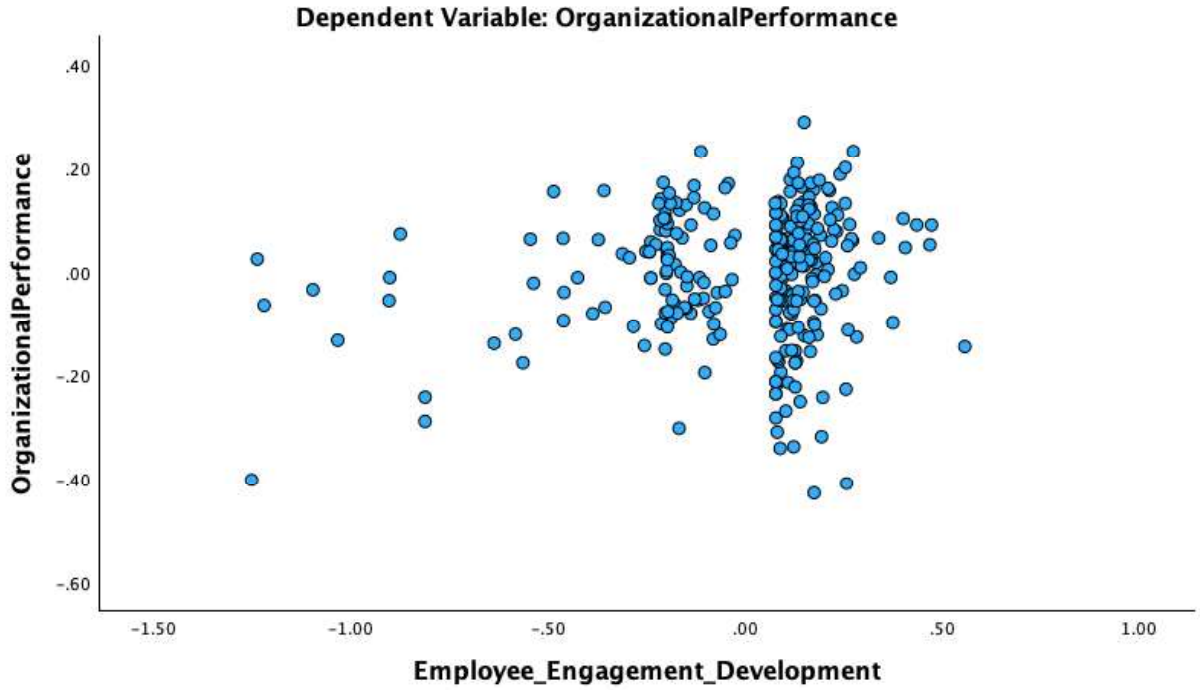


Figure 83: Partial regression plot for employee engagement and development hypothesis-4

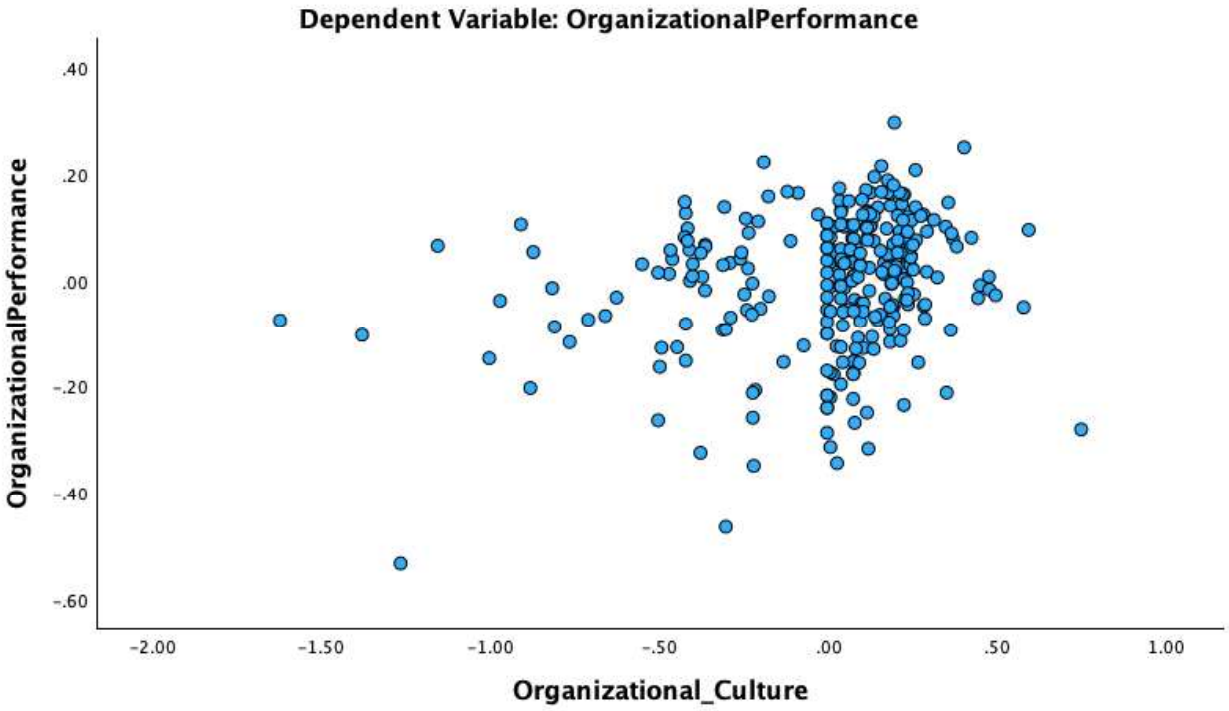


Figure 84: Partial regression plot for organizational culture hypothesis-4

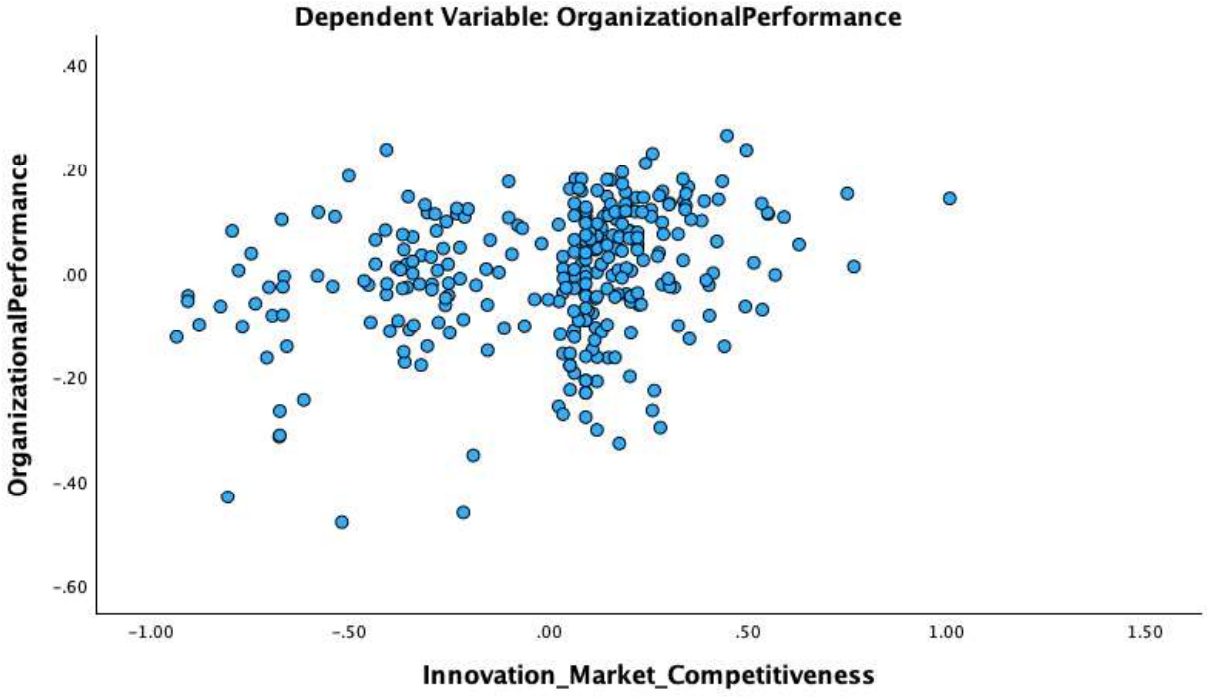


Figure 85: Partial regression plot for innovation and market competitiveness hypothesis-4

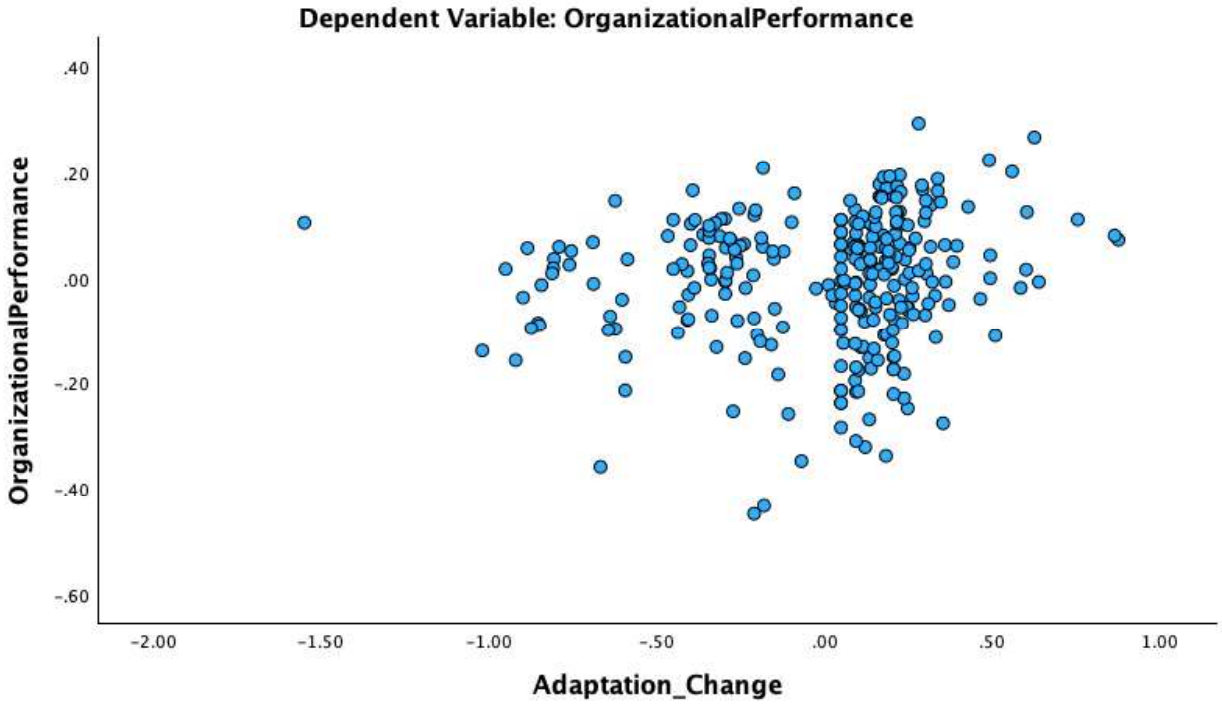


Figure 86: Partial regression plot for adaptation to change hypothesis-4

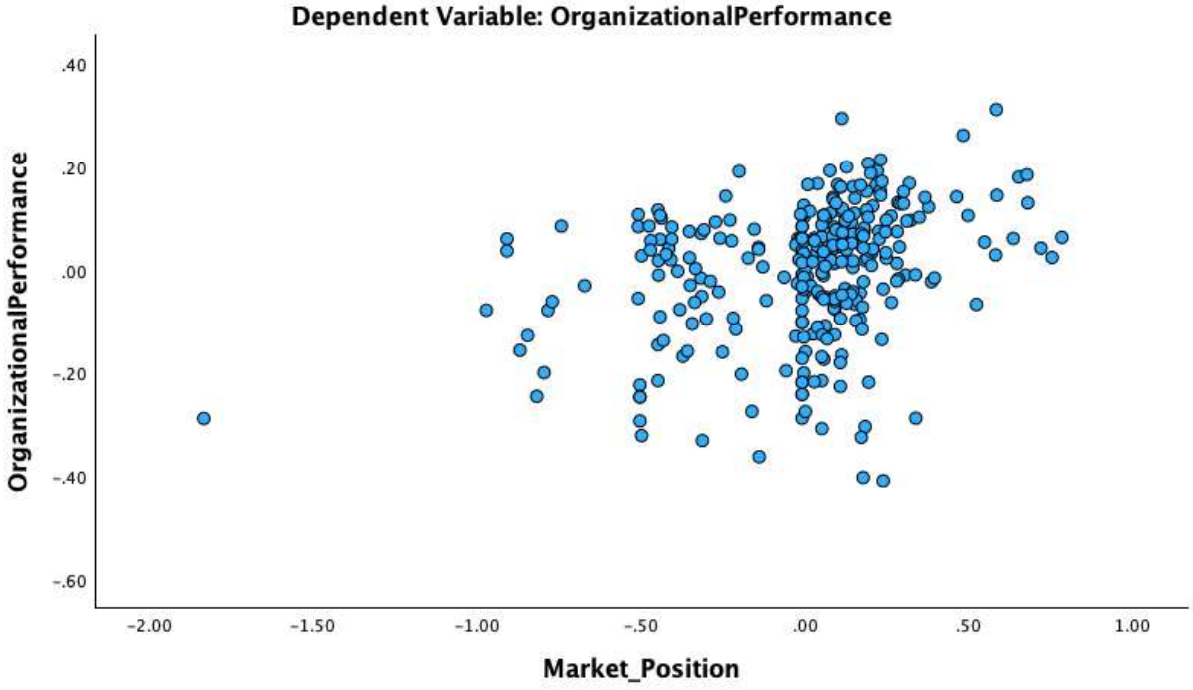


Figure 87: Partial regression plot for market position hypothesis-4



Figure 88: Partial regression plot for customer satisfaction hypothesis-4

Findings:

A multiple regression was run to predict key components of management practice on organizational performance. And it has been observed that following are the key components which influence the organizational performance:

- Leadership and Strategic Management
- Employee Engagement and Development
- Organizational Culture
- Innovation and Market Competitiveness
- Adaptation to Change
- Market Position
- Customer Satisfaction

Note: Communication and Decision Making is not a significant predictor.

Chapter-5: Conclusions, Recommendations and Scope for Future Research

5.1 Conclusions

1. Demographic data:

   When we look at the distribution of the data for the demographic profiling of the sample respondents, we can draw two conclusions: first, that **male representation was higher** on the position of project managers in our research than female representation was, and second, that the majority of respondents, regardless of gender, held at least a **bachelor's degree**. Both of these conclusions are supported by the fact that the majority of respondents were graduates. When the detail data was analysed to understand the age groups and the tenure that they have served with the organization, it was found that the majority of the respondents have been with the organization for the **last 5 years**, and the number of people who have been with the organization for more than **10-15 years are very few**. This finding was made after it was discovered that the age groups and the tenure that they have served with the organization.

2. Descriptive Data:

   After conducting an investigation into the data, in particular with regard to the utilization of various management tools that will be useful in the process of putting management practices into effect, the researchers arrived at the conclusion that there were various management tools, such as balance scorecards, integrated marketing management systems, coaching and mentoring, strategic management, business process re-engineering and total quality management systems. The fact that all of these tools have been heavily utilized hints at and ultimately leads to the conclusion that all of the participating organizations' respondents have assured that the IT organizations are using management tools heavily. Furthermore, given that the IT industry as a whole is one that is more process driven, the utilization of management tools of this kind is not only understandable but also necessary.

Based on the analysis of the data from the management practice component, specifically leadership, we can infer that organizations have a robust communication and decision-making process. This process consistently strengthens the vision and mission of the organizations, ultimately fostering a culture of innovation. This is achieved through effective goal setting and the implementation of well-planned strategies.

Upon analyzing the data, specifically focusing on the management practice of communication and decision making, we can conclude that all the organizations that took part in this survey have multiple communication channels in place to disseminate information among employees at all levels. Consequently, a significant amount of data is being generated, which organizations are utilizing through various data analytical tools to derive insights. These insights, derived from the data, contribute to the creation of a transparent ecosystem and enhance the decision-making process for organizational leaders.

Analysing the data for the employee engagement and development component of management practice, we conclude that organizations are encouraging employees to have a say in the decision-making process by promoting various engagement programs among them and motivating them to upskill or reskill themselves through the opportunities provided by the organizations.

After analysing the organizational culture aspect of management practice, we have determined that all participating organizations prioritize business diversity, equity, and inclusiveness. As a result, they are fostering an inclusive and diverse culture, rather than one that is predominantly hierarchical.

With the development of technology and the liberalization of finances to the businesses, today's organizations are highly innovative and ready to innovate their products or services for the market, as shown by an analysis of the integrated marketing and communication component of management practice.

In order to comprehend the adaptability and openness to change aspect of management practice, we can conclude that modern businesses strive to be very agile. They want to maintain competitiveness by promptly responding to the ever-evolving trends and patterns in the IT market.

Upon investigating the customer satisfaction analysis in management practice research, the researcher concluded that modern IT companies prioritize efficient processes and agility. These companies believe that establishing a robust feedback system for clients can improve service quality, enhance customer satisfaction, and foster long-term loyalty.

3. Hypotheses Testing Data:

Hypothesis-1: After analysing the various aspects of management practice, the researcher concludes that the components of customer satisfaction, readiness to change, and innovation receive consistent responses from the respondents. This suggests that these crucial components can only be achieved by periodically changing communication, decision-making processes, culture, employee engagement, and leadership. These latter components create an environment that fosters innovation, strengthens market position, and ultimately enhances customer satisfaction.

Hypothesis-2: After analysing various management practices, the researcher concluded that strategic management, coaching, and mentoring tools have a more consistent application compared to total quality management, integrated marketing management, and ERP. This is because quality management and marketing communication need to be adjusted or changed periodically to align with the goals of strategic management. Additionally, understanding the full potential of these tools is crucial. Therefore, strategic management, coaching, and mentoring are acting as a foundation for effectively utilizing other tools throughout the implementation of management practices.

Hypothesis-3: Upon analysing the data to find the relationship, the researcher arrived at the conclusion that Management tools are vital instruments that organizations utilize to enhance efficiency, production, and overall performance. These tools assist managers in making well-informed decisions, optimizing processes, and attaining organizations objectives. The correlation between management tools and organizational performance is substantial, as the appropriate tools, when utilized proficiently, may result in improved performance in several aspects.

Hypothesis-4: The researcher conducted an analysis of the data in order to comprehend the influence of management practices on organizational performance. As a result, the researcher arrived at the conclusion that management practices have a significant impact on nearly every aspect of organizational performance. Efficient management enables organizations to effectively respond to difficulties, seize opportunities, and attain sustained development and success. An efficiently run an organization possesses the qualities of adaptability, customer service, creativity, and financial stability, all of which greatly enhance its overall performance and competitive edge.

5.2 Recommendations

In the section, researcher provides particular advice, solutions, or courses of action based on the findings of the study that was provided in the thesis.

1. The organization's communication channels should be designed to make it easy for employees to share information with one another while also serving as a feedback mechanism, allowing for more informed decisions to be made that will ultimately benefit the business and give it a competitive edge in the long run.

2. Management practices have been implemented across the organization using a wide variety of tools, and these tools have been used at varying rates of frequency. As a result, organizations would do well to train their employees to make effective and efficient use of these tools at the appropriate times to ensure long-term success.

3. In the present era, organizations possess a significant amount of data. Our analysis confirms that organizations are utilizing data insights to their advantage. By constructing various data models to comprehend different business scenarios, organizations can enhance their decision-making process, foster a culture of innovation, and establish a competitive position in the market.

4. In order to keep up with the rapid changes occurring in the IT sector, it is recommended that organizations provide opportunities for their employees to earn master's degrees in a variety of fields of study. This will help to develop a highly skilled and versatile workforce, which in turn will give businesses an edge up in the market.

5. Given the current state of the economy, it is evident that there is a conflict occurring. Our research has shown that the majority of respondents have been with the organization for one to five years, while there are very few respondents with different tenures. Therefore, it is crucial for the organization to prioritize the development of employee engagement programs in the sector. These programs should aim to cultivate employee loyalty towards the organization. This loyalty should be based on proactive measures that provide employees with opportunities for professional and personal growth.

5.3 Scope for future research

Incorporating scope for future research in thesis is crucial as it showcases researchers understanding of the constraints of study and offers guidance for researchers who may wish to expand upon researcher's findings.

1. To gain a better understanding of the deeper significance of putting management practices into action and how it plays a role in the overall performance of businesses, a qualitative research might be carried out.

2. Due to the fact that management methods were of the sort which may be better comprehensible by the senior executives of the business, a tiny group of CXO level personnel could provide distinct insights regarding these practices and the performance of the organizations.

3. Insights about how gender affects management practices and how to generalize such changes might be gleaned from a gender-based study. Female project managers were found to be underrepresented in the current study, suggesting that including more women in the sample would yield different results.

4. Researchers could expand their study beyond the IT sector in Pune to other cities like Bangalore, Chennai, and Delhi to learn more about the management practices that IT firms are implementing and how these practices affect organizational performance.

Appendix

Structured Questionnaire

Management Practices and Organizational Performance in the IT Industry

Instructions: Please answer the following questions to the best of your knowledge and experience. Your insights are invaluable for our research on management practices and organizational performance in the IT industry.

Section-1: Demographic Information

1. Name of the Organization

2. Gender
    a. Male
    b. Female

3. Level of Education
    a. Graduate
    b. Post Graduate

4. Age Group you belongs to:
    a. 25-30 years
    b. 30-35 years
    c. 35-40 years
    d. 40-45 years
    e. 45+ years

5. How many years have you been working in the current company?
    a. Less than 1 year
    b. 1-5 years
    c. 6-10 years
    d. 11-15 years
    e. More than 15 years

Section-2: Measuring Management Practices

Please indicate how frequently your firm uses the following tools in management practices.						
1 = Never 2 = Infrequently 3 = Occasionally/Sometimes 4 = Often 5 = Always						
1	Total Quality Management	1	2	3	4	5
2	Strategic Management	1	2	3	4	5
3	Coaching and Mentoring	1	2	3	4	5
4	Balanced Scorecards	1	2	3	4	5
5	Business Process Re-engineering	1	2	3	4	5
6	Integrated Marketing Management	1	2	3	4	5
7	Enterprise Resource Planning (ERP)	1	2	3	4	5

A. Leadership and Strategic Management

1. How effectively does your organization communicate and reinforce its mission and vision?
    a. Very Ineffectively
    b. Ineffectively
    c. Neutral
    d. Effectively
    e. Very Effectively

2. To what extent does your organization engage in strategic planning and goal setting?
    a. Rarely or Never
    b. Occasionally
    c. Annually
    d. Quarterly
    e. Continuously

3. How would you rate the leadership within your organization in terms of fostering a culture of innovation and adaptability?
    a. Poor
    b. Fair
    c. Good
    d. Very Good
    e. Excellent

4. How well does your organization align its strategic objectives with its daily operations and decision-making processes?
    a. Not at all
    b. To a Limited Extent
    c. Moderately
    d. To a Great Extent
    e. Fully

B. Communication and Decision-Making

1. Are communication channels within your organization effective in facilitating information sharing?
    a. Very Ineffective
    b. Ineffective
    c. Neutral
    d. Effective
    e. Very Effective

2. How transparent and inclusive are the decision-making processes in your organization?
    a. Not at all
    b. To a Limited Extent
    c. Moderately
    d. To a Great Extent
    e. Fully

3. Does your organization use data and analytics to make informed decision-making?
    a. Not at all
    b. To a Limited Extent
    c. Moderately
    d. To a Great Extent
    e. Fully

C. Employee Engagement and Development

1. Does your organization offer opportunities for skill development and training for its employees?
    a. Not at all
    b. To a Limited Extent
    c. Moderately
    d. To a Great Extent
    e. Fully

2. How satisfied are you with your organization's efforts to promote employee engagement and motivation?
    a. Very Dissatisfied
    b. Dissatisfied
    c. Neutral
    d. Satisfied
    e. Very Satisfied

3. Are employees encouraged to participate in decision-making processes that affect their work?
    a. Strongly Discouraged
    b. Discouraged
    c. Neutral
    d. Encouraged
    e. Strongly Encouraged

D. Organizational Culture

1. How would you describe the overall organizational culture within your IT company?
    a. Hierarchical
    b. Collaborative
    c. Innovative
    d. Inclusive and Diverse
    e. Other (please specify):

2. To what extent does your organization prioritize diversity, equity, and inclusion (DEI) in its culture and practices?
    a. Not at all
    b. To a Limited Extent
    c. Moderately
    d. To a Great Extent
    e. Fully

E. Innovation and Market Competitiveness

1. How innovative is your organization in terms of new product or service development?
    a. Not at all Innovative
    b. Slightly Innovative
    c. Moderately Innovative
    d. Highly Innovative
    e. Extremely Innovative

2. How competitive is your organization in the IT industry in India?
    a. Not at all Competitive
    b. Slightly Competitive
    c. Moderately Competitive
    d. Highly Competitive
    e. Extremely Competitive

F. Adaptation to Change

1. To what extent has your organization successfully adapted to changes in the IT industry in India?
    a. Not at all
    b. To a Limited Extent
    c. Moderately
    d. To a Great Extent
    e. Fully

2. How responsive is your organization to emerging technologies and market trends?
    a. Very Unresponsive
    b. Unresponsive
    c. Neutral
    d. Responsive
    e. Very Responsive

G. Market Position

1. How would you describe your organization's current market position in the IT industry in India?
    a. Market Follower
    b. Market Challenger
    c. Market Leader
    d. Niche Player
    e. Other (please specify):

2. How does your organization differentiate itself from competitors in the market?
    a. Pricing
    b. Quality
    c. Innovation
    d. Customer Service
    e. Other (please specify):

H. Customer Satisfaction

1. How satisfied are your organization's customers with the products or services provided?
    a. Very Dissatisfied
    b. Dissatisfied
    c. Neutral
    d. Satisfied
    e. Very Satisfied

2. Does your organization actively seek and act on customer feedback?
    a. Rarely
    b. Never
    c. Occasionally
    d. Frequently
    e. Always

Section-2: Measuring Performance in the light of Management Practices

Over the last 5 years, please indicate the effect of these above mentioned techniques on your firm's performance in terms of the following criteria.						
1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree						
1	Our market share has increased.	1	2	3	4	5
2	Our profitability has increased.	1	2	3	4	5
3	Our sales volume has increased.	1	2	3	4	5
4	Our process efficiency has improved.	1	2	3	4	5
5	Employee motivation has increased.	1	2	3	4	5
6	Overall firm performance has increased.	1	2	3	4	5

Please indicate to what extent you agree/disagree with the following statements.						
1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree						
Process problem documentation						
1	Process improvements are made only when problems arise.	1	2	3	4	5
2	Process improvements are actively sought out for continuous improvement.	1	2	3	4	5
3	Process improvements are a part of normal business processes.	1	2	3	4	5
Company performance tracking		1	2	3	4	5
4	Key Performance Indicators (KPIs) are used for tracking company performance.	1	2	3	4	5
5	KPIs are measured frequently.	1	2	3	4	5
6	KPI data is shared widely.	1	2	3	4	5
7	KPI measures indicate directly if overall business objectives are being met.	1	2	3	4	5
8	The performance of certain processes is not tracked at all.	1	2	3	4	5
9	KPI tracking is overseen by senior management.	1	2	3	4	5
10	Company performance is continually tracked.	1	2	3	4	5
11	Company performance is communicated to all staff.	1	2	3	4	5
Company performance dialogue						
12	In review/performance meetings the right data or information is often not present.	1	2	3	4	5
13	In review/performance meetings discussion overly focuses on data that is not meaningful.	1	2	3	4	5
14	In review/performance meetings there is often no clear agenda and the objectives of the meeting are not clear.	1	2	3	4	5
15	In review/performance meetings discussion drives to the root cause of problems.	1	2	3	4	5
16	Review/performance meetings are an opportunity for constructive feedback and coaching.	1	2	3	4	5
Company target						
17	The goals are a balance of financial and non-financial targets.	1	2	3	4	5
18	Senior managers believe that non-financial targets are more inspiring and challenging than financial targets alone.	1	2	3	4	5

19	Non-financial targets form part of the performance appraisal of top management only.	1	2	3	4	5
20	Company goals are based on shareholder value.	1	2	3	4	5
21	Company goals become more specific as they cascade to business units.	1	2	3	4	5
22	Company goals ultimately define individual performance expectations.	1	2	3	4	5
23	There are both short term and long term goals for all levels of the organization.	1	2	3	4	5
24	Company goals are genuinely demanding for all departments.	1	2	3	4	5
25	Company goals are grounded in solid economic rationale.	1	2	3	4	5
Managing talent						
26	Senior managers show that attracting and developing talent is a top priority.	1	2	3	4	5
27	Senior managers communicate that having top talent throughout the organization is a key to win competition.	1	2	3	4	5
28	Senior managers are evaluated on the strength of the talent pool they actively build.	1	2	3	4	5
Rewarding high performance						
29	People in our company are rewarded equally irrespective of individual performance level.	1	2	3	4	5
30	There is a systematic approach to identifying individual performance.	1	2	3	4	5
31	We strive to outperform our competitors by providing ambitious individual targets.	1	2	3	4	5
32	Rewards are clearly related to individual performance targets.	1	2	3	4	5
Attrition vis a vis Retention						
33	Underperformance is not tolerated.	1	2	3	4	5
34	Some people always just manage to avoid being moved or fired.	1	2	3	4	5
35	Employees are promoted primarily on the basis of performance and not on the basis of length of service.	1	2	3	4	5
36	Our company actively identifies, develops and promotes top performers.	1	2	3	4	5

37	We provide rewards and benefits better than our competitors to encourage talented people to join our company.	1	2	3	4	5

Section-3 Constraints on Management

To what extent do you think the following are obstacles to improving any of your management practices?						
1 = Not an obstacle 2 = Somewhat obstacle 3 = Minor obstacle 4 = Obstacle 5 = Major Obstacle						
1	Hiring managers with the right skills.	1	2	3	4	5
2	Training and development of existing employees.	1	2	3	4	5
3	Employment laws and regulations.	1	2	3	4	5
4	Bureaucracy within the organization.	1	2	3	4	5

Bibliography

1. E., R. J. (1977). Managing productivity. Virginia: Reston Publishing Company, Inc.
2. J., V. L. (1982). Productivity measurement and the bottom-line. National Productivity Review.
3. Van Knippenberg B., D. D. (2005). Research in leadership, self, and identify: A sample of the present and a glimpse of the future. The Leadership Quarterly.
4. B.Z., K. J. (1995). The Leadership Challenge. How to Keep Getting Extraordinary Things Done in Organizations. San Francisco: CA: Jossey-Bass.
5. Ulrich D., Z. J. (1999). Results-Based Leadership. Boston: Harvard Business School Press.
6. F., G. (2000). Strategic change leadership. Management Decision.
7. A., F. (2002). Managers as change agents. Journal of Change Management.
8. G., C. B. (2003). The Northern Lights – Organization theory in Scandinavia. Copenhagen Business School Press.
9. A., P. (2013). The Role of Strategic Planning On Organisation Performance A Case Of Immigration Department In Tanzania . Corporate Management of Mzumbe University.
10. Baskin O., A. C. (1997). Public Relations—The Profession and the Practice. Boston: McGraw-Hill.
11. M., N. (2009). The Role of Communication in Business Success. Nigeria Journal of Management Research.
12. A., G. J. (2008). Behavior in Organizations (9th ed.). NJ: Pearson Education.
13. A., B. (1986). The Communication Audits. Aldershot: Gower Publishing Company Ltd.
14. G., P. (2002). The Communicating Leader, the Key to Strategic Alignment (2nd ed.). Van Schaik.
15. Agrawal, V. (2012). Managing the Diversified Team: Challenges and Strategies for Improving Performance. Team Performance Management. Retrieved from Team Performance Management.
16. L., K. K. (2008). Effective Communication on Organizational Performance: A Case Study of National Health Insurance Fund Nairobi Branch. University of Nairobi East African Collection.
17. N., M. D. (2009). Engaging for success: enhancing performance through employee engagement. London: Office of Public Sector Information.

18. R., B. S. (2010). Determinants of employee engagement in a private sector organization: An exploratory study. Advances in Management.
19. D., S. P. (2006). Measuring and Managing Engagement in a Cross – Cultural Workforce: New Insights for Global Companies. Global Business and Organizational Excellence.
20. G., K. D. (2011). A prognostic examination of employee engagement from its historical roots. International Journal of Trade, Economics and Finance.
21. A., M. K. (2008). Performance management systems: a global Perspective. New York: Routledge.
22. A.M., S. (2006). Antecedents and consequences of employee engagement. Journal of Managerial Psychology.
23. Schneider B., M. W. (2009). Driving customer satisfaction and financial success through employee engagement. People and Strategy.
24. Armstrong, M. (2012). Armstrong's Handbook of Human Resource Management Practice. London: Kogan Page.
25. I., R. (2012, May 3). The importance of employee engagement in difficult times. Retrieved from http://www.guardian.co.uk/public-leaders-network/2012/may/03/importance-employee-engagement-difficult times? INTCMP=SRCH
26. A., H. A. (2011). Employee Development and Its Affect on Employee Performance A Conceptual Framework. . International Journal of Business and Social Science.
27. Woodman, H. S. (2001). Organizational Behavior. South-Western.
28. E.C., M. (2000). The influence of organizational culture on creativity and innovation in a university library. Pretoria: University of South Africa.
29. S., S. (2008). Organizational culture and its themes. International Journal of Business and Management.
30. E., Y. C. (2008). Organizational culture and firm effectiveness: An examina- tion of relative effects of culture traits and the balanced culture hypothesis in an emerging economy. Journal of World Business.
31. R., K. S. (2006). Performance Management. New Delhi: Prentice Hall of India private limited.
32. Waweru N M, H. Z. (2004). Management accounting change in South Africa: Case studies from retail services. Accounting, Auditing and Accountability Journal.
33. Thompson A.A., J. S. (2007). Crafting and executing strategy, Text and cases 15th edition. McGraw-Hill International.

34. Barnett P.W., G. R. (1994). An Evolutionary Model of Organizational Performance. Strategic Management Journal.
35. O'Connor G.C., L. R. (2008). Grabbing lightning: Building a capability for breakthrough innovation. Jossey-Bass.
36. P., K. J. (1996). Leading Change. Harvard: Haravard Business School Press.
37. V., B. J. (2008). Exploring strategic change. London: Prentice Hall.
38. G., Y. D. (2013). Resistance to change and ways of reducing resistance in educational organizations. . European Journal of Research on Education.
39. D.S., K. J. (2002). The heart of change: Real-life stories of how people change their organisations. Harvard Business School Press.
40. A., A. (1995). The interface of tourism and strategy research: an analysis. Tourism Management.
41. G., F. J. (2004). Sustainable competitive advantage in electronic business: Towards a contingency perspective on the resource-based view. Journal of Strategic Marketing.
42. Johnson G., R. P. (2006). Measuring Organizational Performance: Towards Methodological Best Practice. Journal of Management,.
43. R.L., O. (2010). Satisfaction: a behavioural perspective on the consumer. New York: McGraw-Hill.
44. Hill N., R. G. (2007). Customer Satisfaction: The Customer Experience through the Customer's Eyes. London: Cogent Publishing Ltd.
45. T.G., V. (2002). Customer Satisfaction Measurement Simplified: A Step-by-Step Guide for ISO 9001:2000 Certification. . American Society for Quality. .
46. K., C. (2000). Measuring and Managing Customer Satisfaction. Quality Digest.
47. J.D., C. (2004). A Study on Customer Satisfaction and Behavioral Intentions of the Service Quality for Fixed Network Communication. Development of Industrial Engineers & Management.
48. N., D. (2002). Managing Performance. Insep Consulting .
49. J., L. M. (1995). Perfomance Measurement and Performance Management. International Journal of Production.
50. A., R. (1998). Entreprise Performance Measurement. International Journal of Operations and Production Management.
51. Folan P., B. J. (2007). Performance: It's Meaning and Content for Today's Business Research. Computers in Industry.

52. A., N. (2007). Business Performance Measurement: Unifying Theories and Integrating Practice. Cambridge University Press.
53. Bates R.A., H. E. (1995). Computerized Performance Monitoring: A Review of Human Resource Issues. Human Resource Management Review.
54. A., B. (1997). The Multiple Functions of Accounting Vocabulary - An Example of Performance. Paris: Accounting, Control, Audit.
55. N., R. S. (2015). The rate and potential of capability development trajectories. Strategic Management Journal.
56. Richard P. J., D. T. (2009). Measuring organizational performance: towards methodological best practice. Journal of Management.
57. Flynn B. B., H. B. (2010). The impact of supply chain integration on performance: a contingency and configuration approach. Journal of Operations Management.
58. J., H. (2005). Adoption and benefits of management accounting systems: evidence from Finland and Australia. Advances in International Accounting.

Appendix

Structured Questionnaire

Management Practices and Organizational Performance in the IT Industry

Instructions: Please answer the following questions to the best of your knowledge and experience. Your insights are invaluable for our research on management practices and organizational performance in the IT industry.

Section-1: Demographic Information

1. Name of the Organization

2. Gender
    a. Male
    b. Female

3. Level of Education
    a. Graduate
    b. Post Graduate

4. Age Group you belongs to:
    a. 25-30 years
    b. 30-35 years
    c. 35-40 years
    d. 40-45 years
    e. 45+ years

5. How many years have you been working in the current company?
    a. Less than 1 year
    b. 1-5 years
    c. 6-10 years
    d. 11-15 years
    e. More than 15 years

Section-2: Measuring Management Practices

Please indicate how frequently your firm uses the following tools in management practices.						
1 = Never 2 = Infrequently 3 = Occasionally/Sometimes 4 = Often 5 = Always						
1	Total Quality Management	1	2	3	4	5
2	Strategic Management	1	2	3	4	5
3	Coaching and Mentoring	1	2	3	4	5
4	Balanced Scorecards	1	2	3	4	5
5	Business Process Re-engineering	1	2	3	4	5
6	Integrated Marketing Management	1	2	3	4	5
7	Enterprise Resource Planning (ERP)	1	2	3	4	5

A. Leadership and Strategic Management

1. How effectively does your organization communicate and reinforce its mission and vision?
    a. Very Ineffectively
    b. Ineffectively
    c. Neutral
    d. Effectively
    e. Very Effectively

2. To what extent does your organization engage in strategic planning and goal setting?
    a. Rarely or Never
    b. Occasionally
    c. Annually
    d. Quarterly
    e. Continuously

3. How would you rate the leadership within your organization in terms of fostering a culture of innovation and adaptability?
    a. Poor
    b. Fair
    c. Good
    d. Very Good
    e. Excellent

4. How well does your organization align its strategic objectives with its daily operations and decision-making processes?
    a. Not at all
    b. To a Limited Extent
    c. Moderately
    d. To a Great Extent
    e. Fully

B. Communication and Decision-Making

1. Are communication channels within your organization effective in facilitating information sharing?
    a. Very Ineffective
    b. Ineffective
    c. Neutral
    d. Effective
    e. Very Effective

2. How transparent and inclusive are the decision-making processes in your organization?
    a. Not at all
    b. To a Limited Extent
    c. Moderately
    d. To a Great Extent
    e. Fully

3. Does your organization use data and analytics to make informed decision-making?
    a. Not at all
    b. To a Limited Extent
    c. Moderately
    d. To a Great Extent
    e. Fully

C. Employee Engagement and Development

1. Does your organization offer opportunities for skill development and training for its employees?
    a. Not at all
    b. To a Limited Extent
    c. Moderately
    d. To a Great Extent
    e. Fully

2. How satisfied are you with your organization's efforts to promote employee engagement and motivation?
    a. Very Dissatisfied
    b. Dissatisfied
    c. Neutral
    d. Satisfied
    e. Very Satisfied

3. Are employees encouraged to participate in decision-making processes that affect their work?
    a. Strongly Discouraged
    b. Discouraged
    c. Neutral
    d. Encouraged
    e. Strongly Encouraged

D. Organizational Culture

1. How would you describe the overall organizational culture within your IT company?
    a. Hierarchical
    b. Collaborative
    c. Innovative
    d. Inclusive and Diverse
    e. Other (please specify):

2. To what extent does your organization prioritize diversity, equity, and inclusion (DEI) in its culture and practices?
    a. Not at all
    b. To a Limited Extent
    c. Moderately
    d. To a Great Extent
    e. Fully

E. Innovation and Market Competitiveness

1. How innovative is your organization in terms of new product or service development?
    a. Not at all Innovative
    b. Slightly Innovative
    c. Moderately Innovative
    d. Highly Innovative
    e. Extremely Innovative

2. How competitive is your organization in the IT industry in India?
    a. Not at all Competitive
    b. Slightly Competitive
    c. Moderately Competitive
    d. Highly Competitive
    e. Extremely Competitive

F. Adaptation to Change

1. To what extent has your organization successfully adapted to changes in the IT industry in India?
    a. Not at all
    b. To a Limited Extent
    c. Moderately
    d. To a Great Extent
    e. Fully

2. How responsive is your organization to emerging technologies and market trends?
    a. Very Unresponsive
    b. Unresponsive
    c. Neutral
    d. Responsive
    e. Very Responsive

G. Market Position

1. How would you describe your organization's current market position in the IT industry in India?
    a. Market Follower
    b. Market Challenger
    c. Market Leader
    d. Niche Player
    e. Other (please specify):

2. How does your organization differentiate itself from competitors in the market?
    a. Pricing
    b. Quality
    c. Innovation
    d. Customer Service
    e. Other (please specify):

H. Customer Satisfaction

1. How satisfied are your organization's customers with the products or services provided?
    a. Very Dissatisfied
    b. Dissatisfied
    c. Neutral
    d. Satisfied
    e. Very Satisfied

2. Does your organization actively seek and act on customer feedback?
    a. Rarely
    b. Never
    c. Occasionally
    d. Frequently
    e. Always

Section-2: Measuring Performance in the light of Management Practices

Over the last 5 years, please indicate the effect of these above mentioned techniques on your firm's performance in terms of the following criteria.						
1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree						
1	Our market share has increased.	1	2	3	4	5
2	Our profitability has increased.	1	2	3	4	5
3	Our sales volume has increased.	1	2	3	4	5
4	Our process efficiency has improved.	1	2	3	4	5
5	Employee motivation has increased.	1	2	3	4	5
6	Overall firm performance has increased.	1	2	3	4	5

Please indicate to what extent you agree/disagree with the following statements.						
1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree						
Process problem documentation						
1	Process improvements are made only when problems arise.	1	2	3	4	5
2	Process improvements are actively sought out for continuous improvement.	1	2	3	4	5
3	Process improvements are a part of normal business processes.	1	2	3	4	5
Company performance tracking		1	2	3	4	5
4	Key Performance Indicators (KPIs) are used for tracking company performance.	1	2	3	4	5
5	KPIs are measured frequently.	1	2	3	4	5
6	KPI data is shared widely.	1	2	3	4	5
7	KPI measures indicate directly if overall business objectives are being met.	1	2	3	4	5
8	The performance of certain processes is not tracked at all.	1	2	3	4	5
9	KPI tracking is overseen by senior management.	1	2	3	4	5
10	Company performance is continually tracked.	1	2	3	4	5
11	Company performance is communicated to all staff.	1	2	3	4	5
Company performance dialogue						
12	In review/performance meetings the right data or information is often not present.	1	2	3	4	5
13	In review/performance meetings discussion overly focuses on data that is not meaningful.	1	2	3	4	5
14	In review/performance meetings there is often no clear agenda and the objectives of the meeting are not clear.	1	2	3	4	5
15	In review/performance meetings discussion drives to the root cause of problems.	1	2	3	4	5
16	Review/performance meetings are an opportunity for constructive feedback and coaching.	1	2	3	4	5
Company target						
17	The goals are a balance of financial and non-financial targets.	1	2	3	4	5
18	Senior managers believe that non-financial targets are more inspiring and challenging than financial targets alone.	1	2	3	4	5

19	Non-financial targets form part of the performance appraisal of top management only.	1	2	3	4	5
20	Company goals are based on shareholder value.	1	2	3	4	5
21	Company goals become more specific as they cascade to business units.	1	2	3	4	5
22	Company goals ultimately define individual performance expectations.	1	2	3	4	5
23	There are both short term and long term goals for all levels of the organization.	1	2	3	4	5
24	Company goals are genuinely demanding for all departments.	1	2	3	4	5
25	Company goals are grounded in solid economic rationale.	1	2	3	4	5
Managing talent						
26	Senior managers show that attracting and developing talent is a top priority.	1	2	3	4	5
27	Senior managers communicate that having top talent throughout the organization is a key to win competition.	1	2	3	4	5
28	Senior managers are evaluated on the strength of the talent pool they actively build.	1	2	3	4	5
Rewarding high performance						
29	People in our company are rewarded equally irrespective of individual performance level.	1	2	3	4	5
30	There is a systematic approach to identifying individual performance.	1	2	3	4	5
31	We strive to outperform our competitors by providing ambitious individual targets.	1	2	3	4	5
32	Rewards are clearly related to individual performance targets.	1	2	3	4	5
Attrition vis a vis Retention						
33	Underperformance is not tolerated.	1	2	3	4	5
34	Some people always just manage to avoid being moved or fired.	1	2	3	4	5
35	Employees are promoted primarily on the basis of performance and not on the basis of length of service.	1	2	3	4	5
36	Our company actively identifies, develops and promotes top performers.	1	2	3	4	5

37	We provide rewards and benefits better than our competitors to encourage talented people to join our company.	1	2	3	4	5

Section-3 Constraints on Management

To what extent do you think the following are obstacles to improving any of your management practices?						
1 = Not an obstacle 2 = Somewhat obstacle 3 = Minor obstacle 4 = Obstacle 5 = Major Obstacle						
1	Hiring managers with the right skills.	1	2	3	4	5
2	Training and development of existing employees.	1	2	3	4	5
3	Employment laws and regulations.	1	2	3	4	5
4	Bureaucracy within the organization.	1	2	3	4	5

Bibliography

1. E., R. J. (1977). Managing productivity. Virginia: Reston Publishing Company, Inc.
2. J., V. L. (1982). Productivity measurement and the bottom-line. National Productivity Review.
3. Van Knippenberg B., D. D. (2005). Research in leadership, self, and identify: A sample of the present and a glimpse of the future. The Leadership Quarterly.
4. B.Z., K. J. (1995). The Leadership Challenge. How to Keep Getting Extraordinary Things Done in Organizations. San Francisco: CA: Jossey-Bass.
5. Ulrich D., Z. J. (1999). Results-Based Leadership. Boston: Harvard Business School Press.
6. F., G. (2000). Strategic change leadership. Management Decision.
7. A., F. (2002). Managers as change agents. Journal of Change Management.
8. G., C. B. (2003). The Northern Lights – Organization theory in Scandinavia. Copenhagen Business School Press.
9. A., P. (2013). The Role of Strategic Planning On Organisation Performance A Case Of Immigration Department In Tanzania . Corporate Management of Mzumbe University.
10. Baskin O., A. C. (1997). Public Relations—The Profession and the Practice. Boston: McGraw-Hill.
11. M., N. (2009). The Role of Communication in Business Success. Nigeria Journal of Management Research.
12. A., G. J. (2008). Behavior in Organizations (9th ed.). NJ: Pearson Education.
13. A., B. (1986). The Communication Audits. Aldershot: Gower Publishing Company Ltd.
14. G., P. (2002). The Communicating Leader, the Key to Strategic Alignment (2nd ed.). Van Schaik.
15. Agrawal, V. (2012). Managing the Diversified Team: Challenges and Strategies for Improving Performance. Team Performance Management. Retrieved from Team Performance Management.
16. L., K. K. (2008). Effective Communication on Organizational Performance: A Case Study of National Health Insurance Fund Nairobi Branch. University of Nairobi East African Collection.
17. N., M. D. (2009). Engaging for success: enhancing performance through employee engagement. London: Office of Public Sector Information.

18. R., B. S. (2010). Determinants of employee engagement in a private sector organization: An exploratory study. Advances in Management.
19. D., S. P. (2006). Measuring and Managing Engagement in a Cross – Cultural Workforce: New Insights for Global Companies. Global Business and Organizational Excellence.
20. G., K. D. (2011). A prognostic examination of employee engagement from its historical roots. International Journal of Trade, Economics and Finance.
21. A., M. K. (2008). Performance management systems: a global Perspective. New York: Routledge.
22. A.M., S. (2006). Antecedents and consequences of employee engagement. Journal of Managerial Psychology.
23. Schneider B., M. W. (2009). Driving customer satisfaction and financial success through employee engagement. People and Strategy.
24. Armstrong, M. (2012). Armstrong's Handbook of Human Resource Management Practice. London: Kogan Page.
25. I., R. (2012, May 3). The importance of employee engagement in difficult times. Retrieved from http://www.guardian.co.uk/public-leaders-network/2012/may/03/importance-employee-engagement-difficult times? INTCMP=SRCH
26. A., H. A. (2011). Employee Development and Its Affect on Employee Performance A Conceptual Framework. . International Journal of Business and Social Science.
27. Woodman, H. S. (2001). Organizational Behavior. South-Western.
28. E.C., M. (2000). The influence of organizational culture on creativity and innovation in a university library. Pretoria: University of South Africa.
29. S., S. (2008). Organizational culture and its themes. International Journal of Business and Management.
30. E., Y. C. (2008). Organizational culture and firm effectiveness: An examina- tion of relative effects of culture traits and the balanced culture hypothesis in an emerging economy. Journal of World Business.
31. R., K. S. (2006). Performance Management. New Delhi: Prentice Hall of India private limited.
32. Waweru N M, H. Z. (2004). Management accounting change in South Africa: Case studies from retail services. Accounting, Auditing and Accountability Journal.
33. Thompson A.A., J. S. (2007). Crafting and executing strategy, Text and cases 15th edition. McGraw-Hill International.

34. Barnett P.W., G. R. (1994). An Evolutionary Model of Organizational Performance. Strategic Management Journal.
35. O'Connor G.C., L. R. (2008). Grabbing lightning: Building a capability for breakthrough innovation. Jossey-Bass.
36. P., K. J. (1996). Leading Change. Harvard: Haravard Business School Press.
37. V., B. J. (2008). Exploring strategic change. London: Prentice Hall.
38. G., Y. D. (2013). Resistance to change and ways of reducing resistance in educational organizations. . European Journal of Research on Education.
39. D.S., K. J. (2002). The heart of change: Real-life stories of how people change their organisations. Harvard Business School Press.
40. A., A. (1995). The interface of tourism and strategy research: an analysis. Tourism Management.
41. G., F. J. (2004). Sustainable competitive advantage in electronic business: Towards a contingency perspective on the resource-based view. Journal of Strategic Marketing.
42. Johnson G., R. P. (2006). Measuring Organizational Performance: Towards Methodological Best Practice. Journal of Management,.
43. R.L., O. (2010). Satisfaction: a behavioural perspective on the consumer. New York: McGraw-Hill.
44. Hill N., R. G. (2007). Customer Satisfaction: The Customer Experience through the Customer's Eyes. London: Cogent Publishing Ltd.
45. T.G., V. (2002). Customer Satisfaction Measurement Simplified: A Step-by-Step Guide for ISO 9001:2000 Certification. . American Society for Quality. .
46. K., C. (2000). Measuring and Managing Customer Satisfaction. Quality Digest.
47. J.D., C. (2004). A Study on Customer Satisfaction and Behavioral Intentions of the Service Quality for Fixed Network Communication. Development of Industrial Engineers & Management.
48. N., D. (2002). Managing Performance. Insep Consulting .
49. J., L. M. (1995). Perfomance Measurement and Performance Management. International Journal of Production.
50. A., R. (1998). Entreprise Performance Measurement. International Journal of Operations and Production Management.
51. Folan P., B. J. (2007). Performance: It's Meaning and Content for Today's Business Research. Computers in Industry.

52. A., N. (2007). Business Performance Measurement: Unifying Theories and Integrating Practice. Cambridge University Press.
53. Bates R.A., H. E. (1995). Computerized Performance Monitoring: A Review of Human Resource Issues. Human Resource Management Review.
54. A., B. (1997). The Multiple Functions of Accounting Vocabulary - An Example of Performance. Paris: Accounting, Control, Audit.
55. N., R. S. (2015). The rate and potential of capability development trajectories. Strategic Management Journal.
56. Richard P. J., D. T. (2009). Measuring organizational performance: towards methodological best practice. Journal of Management.
57. Flynn B. B., H. B. (2010). The impact of supply chain integration on performance: a contingency and configuration approach. Journal of Operations Management.
58. J., H. (2005). Adoption and benefits of management accounting systems: evidence from Finland and Australia. Advances in International Accounting.

TO STUDY THE MANAGEMENT PRACTICES AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE WITH RESPECT TO IT COMPANIES IN PUNE

A Thesis

SUBMITTED TO THE

TILAK MAHARASHTRA VIDYAPEETH PUNE

FOR THE DEGREE OF DOCTOR OF PHILOSOPHY

In Management

Under the Board Of Management Studies

Estd. 1921

BY

MR. BHUSHAN NEMCHAND PATIL

Registration No. 15818003448

UNDER THE GUIDANCE OF

(Prof.) Dr. NITIN RAVSAHEB VAIDYA

DEPARTMENT OF MANAGEMENT

MARCH 2024

80_Recommendation

5.1 Conclusions

1. Demographic data:

   When we look at the distribution of the data for the demographic profiling of the sample respondents, we can draw two conclusions: first, that **male representation was higher** on the position of project managers in our research than female representation was, and second, that the majority of respondents, regardless of gender, held at least a **bachelor's degree**. Both of these conclusions are supported by the fact that the majority of respondents were graduates. When the detail data was analysed to understand the age groups and the tenure that they have served with the organization, it was found that the majority of the respondents have been with the organization for the **last 5 years**, and the number of people who have been with the organization for more than **10-15 years are very few**. This finding was made after it was discovered that the age groups and the tenure that they have served with the organization.

2. Descriptive Data:

   After conducting an investigation into the data, in particular with regard to the utilization of various management tools that will be useful in the process of putting management practices into effect, the researchers arrived at the conclusion that there were various management tools, such as balance scorecards, integrated marketing management systems, coaching and mentoring, strategic management, business process re-engineering and total quality management systems. The fact that all of these tools have been heavily utilized hints at and ultimately leads to the conclusion that all of the participating organizations' respondents have assured that the IT organizations are using management tools heavily. Furthermore, given that the IT industry as a whole is one that is more process driven, the utilization of management tools of this kind is not only understandable but also necessary.

   Based on the analysis of the data from the management practice component, specifically leadership, we can infer that organizations have a robust communication and decision-

making process. This process consistently strengthens the vision and mission of the organizations, ultimately fostering a culture of innovation. This is achieved through effective goal setting and the implementation of well-planned strategies.

Upon analyzing the data, specifically focusing on the management practice of communication and decision making, we can conclude that all the organizations that took part in this survey have multiple communication channels in place to disseminate information among employees at all levels. Consequently, a significant amount of data is being generated, which organizations are utilizing through various data analytical tools to derive insights. These insights, derived from the data, contribute to the creation of a transparent ecosystem and enhance the decision-making process for organizational leaders.

Analysing the data for the employee engagement and development component of management practice, we conclude that organizations are encouraging employees to have a say in the decision-making process by promoting various engagement programs among them and motivating them to upskill or reskill themselves through the opportunities provided by the organizations.

After analysing the organizational culture aspect of management practice, we have determined that all participating organizations prioritize business diversity, equity, and inclusiveness. As a result, they are fostering an inclusive and diverse culture, rather than one that is predominantly hierarchical.

With the development of technology and the liberalization of finances to the businesses, today's organizations are highly innovative and ready to innovate their products or services for the market, as shown by an analysis of the integrated marketing and communication component of management practice.

In order to comprehend the adaptability and openness to change aspect of management practice, we can conclude that modern businesses strive to be very agile. They want to maintain competitiveness by promptly responding to the ever-evolving trends and patterns in the IT market.

Upon investigating the customer satisfaction analysis in management practice research, the researcher concluded that modern IT companies prioritize efficient processes and

agility. These companies believe that establishing a robust feedback system for clients can improve service quality, enhance customer satisfaction, and foster long-term loyalty.

3. Hypotheses Testing Data:

Hypothesis-1: After analysing the various aspects of management practice, the researcher concludes that the components of customer satisfaction, readiness to change, and innovation receive consistent responses from the respondents. This suggests that these crucial components can only be achieved by periodically changing communication, decision-making processes, culture, employee engagement, and leadership. These latter components create an environment that fosters innovation, strengthens market position, and ultimately enhances customer satisfaction.

Hypothesis-2: After analysing various management practices, the researcher concluded that strategic management, coaching, and mentoring tools have a more consistent application compared to total quality management, integrated marketing management, and ERP. This is because quality management and marketing communication need to be adjusted or changed periodically to align with the goals of strategic management. Additionally, understanding the full potential of these tools is crucial. Therefore, strategic management, coaching, and mentoring are acting as a foundation for effectively utilizing other tools throughout the implementation of management practices.

Hypothesis-3: Upon analysing the data to find the relationship, the researcher arrived at the conclusion that Management tools are vital instruments that organizations utilize to enhance efficiency, production, and overall performance. These tools assist managers in making well-informed decisions, optimizing processes, and attaining organizations objectives. The correlation between management tools and organizational performance is substantial, as the appropriate tools, when utilized proficiently, may result in improved performance in several aspects.

Hypothesis-4: The researcher conducted an analysis of the data in order to comprehend the influence of management practices on organizational performance. As a result, the

researcher arrived at the conclusion that management practices have a significant impact on nearly every aspect of organizational performance. Efficient management enables organizations to effectively respond to difficulties, seize opportunities, and attain sustained development and success. An efficiently run an organization possesses the qualities of adaptability, customer service, creativity, and financial stability, all of which greatly enhance its overall performance and competitive edge.

5.2 Recommendations

In the section, researcher provides particular advice, solutions, or courses of action based on the findings of the study that was provided in the thesis.

1. The organization's communication channels should be designed to make it easy for employees to share information with one another while also serving as a feedback mechanism, allowing for more informed decisions to be made that will ultimately benefit the business and give it a competitive edge in the long run.

2. Management practices have been implemented across the organization using a wide variety of tools, and these tools have been used at varying rates of frequency. As a result, organizations would do well to train their employees to make effective and efficient use of these tools at the appropriate times to ensure long-term success.

3. In the present era, organizations possess a significant amount of data. Our analysis confirms that organizations are utilizing data insights to their advantage. By constructing various data models to comprehend different business scenarios, organizations can enhance their decision-making process, foster a culture of innovation, and establish a competitive position in the market.

4. In order to keep up with the rapid changes occurring in the IT sector, it is recommended that organizations provide opportunities for their employees to earn master's degrees in a variety of fields of study. This will help to develop a highly skilled and versatile workforce, which in turn will give businesses an edge up in the market.

5. Given the current state of the economy, it is evident that there is a conflict occurring. Our research has shown that the majority of respondents have been with the organization for one to five years, while there are very few respondents with different tenures. Therefore, it is crucial for the organization to prioritize the development of employee engagement programs in the sector. These programs should aim to cultivate employee loyalty towards the organization. This loyalty should be based on proactive measures that provide employees with opportunities for professional and personal growth.

5.3 Scope for future research

Incorporating scope for future research in thesis is crucial as it showcases researchers understanding of the constraints of study and offers guidance for researchers who may wish to expand upon researcher's findings.

1. To gain a better understanding of the deeper significance of putting management practices into action and how it plays a role in the overall performance of businesses, a qualitative research might be carried out.

2. Due to the fact that management methods were of the sort which may be better comprehensible by the senior executives of the business, a tiny group of CXO level personnel could provide distinct insights regarding these practices and the performance of the organizations.

3. Insights about how gender affects management practices and how to generalize such changes might be gleaned from a gender-based study. Female project managers were found to be underrepresented in the current study, suggesting that including more women in the sample would yield different results.

4. Researchers could expand their study beyond the IT sector in Pune to other cities like Bangalore, Chennai, and Delhi to learn more about the management practices that IT firms are implementing and how these practices affect organizational performance.