

A Study on Demographic Profile of Employees and Organizational Performance in Information Technology (IT) Sector from Select Region

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ABSTRACT

The research article proposes a brief approach in relation to the demographic characteristics of employees and organizational performance within the organization in IT sector. The purpose of this study is to analyze the opinion of employees on the organizational performance variables. The study also focuses to determine the impact of demographic profile on organizational performance and to know (if possible) how the personnel characteristics of IT employees in an organization assist in enhancing the organizational performance. For this researcher has been considered nine organizational performance variables. Quantitative approach is adopted and a questionnaire is used to collect the primary data. 750 questionnaires have been distributed to the IT employee's who are working with various IT companies, treated them as research participants out of which 680 questionnaires were returned to the researcher with inclusive information. The study was conducted during December, 2016 - June 2018. The entire data analysis has been performed by SPSS Software using descriptive measures, multivariate correlation analysis and non parametric tests etc.,. The results and findings of the study indicate that few demographic variables showed influence on organizational performance and some of them are partially correlated. On the other hand most of the employees strongly agree that the organizational performance variables within in the organization are in consistent and plays significant role to develop an organization in IT sector.

Keywords: Organizational performance, Demographic profile, Information Technology, IT sector.

INTRODUCTION:

The term performance emerged in the mid-nineteenth century and has been used for the first time in defining the results to a sporting contest. In the twentieth century, the concept has evolved and developed more as a series of definitions that were meant to encompass the widest sense of what is perceived through performance. Organizational performance involves analyzing a company's performance in adjacent to its objectives and targets. In other words, organizational performance comprises of real results or outputs in comparison to intended outputs. Many professionals, including strategic planners, focus on organizational performance. According to Louise James, a Senior Manager at Pitcher Partners: "Organization performance reveals how far an organized group of people are successful in accompanying a particular task or a function." "Essentially, this is what we are speaking about when we refer to organizational performance and achievement of successful outcomes." The rest of the paper is organized as follows. In section II, Conceptual Organizational Performance-Definitions and theory has been discussed. Related Literature has been reviewed in section-III, Objectives and hypothesis of the study is given in section-III, Section -IV is all about the Research Methodology. Data analysis-results and findings were discussed in Section-V and Section-VI includes the Conclusion of the study.

ORGANIZATIONAL PERFORMANCE- CONCEPT, MEANINGS AND THEORY:

The concept of company performance is often used in the scholarly literature, but it is rarely defined. Organizational performance is confounded with notions such as: productivity, profitability, efficiency, earning

capacity, good quality service etc. As such, one insists on a clear and unambiguous definition of the concept of performance. Reaching the objectives translates with achieving the performance. Since the objectives of an organization cannot be defined precisely and are numerous in nature, the relative measure of performance is also more and more difficult to define. The multitude of studies at international level in the field of performance is also due to the financial crisis that swept the economy globally, which has led to a continuing need of improvement in the area of performance of entities. The concept of performance, as it appears in the dictionaries of French, English and Romania, defines it as an idea of outcome, achieved goal, quality, and less the economic aspects of efficiency and effectiveness.

Performance refers to the level of achievement of the mission at the work place, which aids in building up an employee job (Cascio, 2006). Different researchers had different thoughts about performance. Majority of the researcher's used the phrase performance to express the range of measurements of transactional efficiency and input & output efficiency (Stannack, 1996). According to Barney (1991) performance is a never ending process to controversial issues among organizational researchers. Organizational performance does not only mean to define a peculiar problem but also includes the recommendations for a given problem (Hefferman and Flood 2000). Daft (2000), identified that organizational performance is the organization's capability to achieve its goals effectively and efficiently using the valuable resources. As similar to Daft (2000), Richardo (2001) states that achieving organizational goals and objectives is simply known as organizational performance. Richardo (2001) confines that organizations success shows high return on equity and this becomes possible only with the establishment of good employee performance management system.

Didier Noyé (2002) believes that the performance consists of "achieving the goals that were concurrent with the project orientations". In his opinion, performance is not merely conclusion of an outcome, but rather it is the consequence of a comparison. Unlike other authors, he considers that performance is actually a comparison of the outcome and the objective.

Author Michel Lebas (1995) characterizes the performance as future-oriented and is particularly designed to reflect the uniqueness of each organization / individual. He defines a business as "successful" only when it achieves the goals set by the management coalition. Thus, it indicates that performance is dependent on the capability of the organization and also on the subsequent future.

Whooley (1996) concluded that performance is not an objective reality, sticking around somewhere to be measured and assessed, but a socially constructed reality that exists in people's minds. According to the author, performance includes components, products, consequences, impact and can also be linked to economy, efficiency, effectiveness, cost effectiveness or equity.

Both Lebas (1995) and Whooley (1996) considered performance as subjective and interpretative, being related to the cost lines, which emphasized the ambiguous nature of the concept.

Rolstadas (1998) believes that the performance of an organizational system is dynamic in nature because it involves the relationship among seven performance criteria which are very essential to be followed such as effectiveness, efficiency, and quality, and productivity, quality of work, innovation and profitability. Performance is sharply related in achieving the seven essential criteria, and those are regarded as performance objectives. According to Tostadas, there is no precise definition of performance as it is dependent on the seven criteria.

According to Folan's theory, performance is shaped by the environment, the objectives to be accomplished and also on the relevancy of the recognizable features. Folan used several definitions for the concept of performance and concludes that it should be analyzed and quantified in different ways.

Neely (2002) believes that performance considers the quantifying of efficiency and effectiveness of actions. As stated by Neely and other authors performance is closely related to efficiency and effectiveness. According to Kane (1996), performance is either defined at the individual level within the organization or at the organization level. It is perceived as an understanding of the attained results.

Bernadin (1995) points out that "performance must be defined as the aggregate of the effects of work, because they maintain the strongest relationship with the organization's strategic objectives, the customer's satisfaction and the economic contributions". As the author says, performance must take in to consideration both the inputs (the effort put in) and the outputs (the result of the effort put in). This definition equates performance with the "aggregate of the effects of work". Performance is achieved when all efforts are focused in achieving the set objectives and reaching the customer's satisfaction. However, Objectives and customer satisfaction cannot be measured accurately.

Hartle (1995), in his "Mixed model" of performance management, covered both skill levels and achievements, and goal setting and analysis of the results. Brumbach's definition is ambiguous, to some extent, because it does not specify what kind of result is referred to and what exactly is meant by behavior.

Philippe Lorrino (1997) states that: "Performance in the enterprise contributes in improving the cost-value couple and not just to reduce the cost or increase the value". i.e definition of performance can be translated into another equivalent definition: "Performance in the enterprise represents all which are accountable to the achievement of strategic objectives".

Bates and Holton (1995) introduced the concept of performance as "a multidimensional abstract whose measurement depends on a variety of factors". The authors say it is most important to determine the measurement objective in order to assess the effects of performance or the performing behavior.

Annick Bourguignon (1997) was unsuccessful to define the concept of performance in one way and therefore identified three main senses of the performance:

1. Performance as success.
2. Performance as the result of action.
3. Performance is achieving organizational objectives.

This definition is applied in all fields of management (management control, general politics, human resources management).

As defined by Annick Bourguignon, performance is closely related to the objectives. Thus, the fulfillment of any objective/purpose involves in reaching a certain level of performance. It should be mentioned that since there is no default classification of the objectives, the concept of performance cannot be clearly defined. According to Bourguignon, performance can only be achieved when targeted objectives are reached.

The author Profiroiu (2001), defined performance in the public sector as "there is an existence of relationship between objectives and results. Thus, Performance is the result of simultaneous exercise of efficiency, effectiveness and adequate budgetary process".

REVIEW OF RELATED LITERATURE:

Organizations play a very key role in our daily lives and therefore successful organizations are the important ingredients for developing countries. Continuous performance has become the limelight of any organization. Even though the concept of organizational performance is universal in nature; its definition is ambitious because of its varied meanings. Therefore, there is no universally accepted definition of organizational performance.

Organizational performance includes genuine productivity or outcome of a business which is calculated against the planned productivity or targets. Organizational performance is defined as the ability of firm to achieve its goals/objectives with the support of talented administration and good governance and also by having the continuous motivation in attaining the business objectives (Mahapatro, 2013).

Oxford English dictionary defines performance as performing, applying and doing each regular & committed work. This definition gives that there is a strong relationship between the work and its outcomes (Chamanifard, Nikopour & Chamanifard, 2014). Tangen, 2004 admitted effectiveness, efficiency, productivity, quality and innovation as the variables of organizational performance. Researchers had different thoughts in defining organization performance. Majority of the researchers used the phrase performance as collection and measurement of input and output efficiency as well as transactional efficiency (Shahzad, Luqman, Khan and Shabbir, 2012).

Market performance and Customer satisfaction are some of the non- financial performance indicators that help in increasing the organizational performance (Chen & Quester, 2006). The design of organizational performance is connected to the survival and success of an organization (Ahmed & Shafiq, 2014). Organizational performance is the indicator of how well a business completes its goals.

Antony and Bhattacharyya (2010) defined organizational performance as the weighted average of seven variables namely innovativeness, competitiveness, creativeness, productiveness, efficiency and profitability. An organizational culture which consists of mutual trust, integrity, care and learner simultaneously has significant effect on employee performance (Rahmisyari, 2016)

OBJECTIVES:

The objectives of the present study are:

1. To study the demographical profile of IT employees within the organization.
2. To examine the effect of demographical profile on organizational performance within the organization in IT sector.
3. To study the consistency of organizational performance variables within the organization.

HYPOTHESIS:

Based on the present study and objectives, the hypothesis is as follows:

- H₁: The demographical profile has significant impact on organization performance variables within the organization.
- H₂: The organizational performance variables are statistically in consistent with the organization pertaining to the IT sector.
- H₃: There may be a statistically significant correlation between the organizational performance variables within the organization in IT sector.

RESEARCH METHODOLOGY:

Primary data was collected with the help of self-administered questionnaire. The data has been collected from different software companies located in and around Hyderabad situated in Telangana region. 750 questionnaires have been distributed to the IT employee's who are working for various IT companies. They were all the research participants for the study. Out of which 680 questionnaires were returned to the researcher with inclusive information and the Cronbach alpha reliability coefficient has been applied to test the reliability of the data (i.e alpha=0.836. highly acceptable). The study was conducted during December, 2016 - June 2018. Organizational performance was studied as a result of cumulative experience of the employee, using 35 questions adapted to the software industry. In doing the research, total nine items were selected to measure organizational performance and respondents were asked to evaluate on these thirty five variables (i.e parameters. All were measured on five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Also, Monte Carlo simulations were applied in order to justify the model adequacy. The information with respect to the performance of each of the IT Company has been collected from the state capital region on the following metrics.

1. Sales growth(SG)
2. Productivity within organization(PWO)
3. Profitability within Industry (PWI)
4. Cost Effectiveness (CE)
5. Good Service Quality(GSQ)
6. Return on Investment(ROI)
7. Overall Performance(OA)
8. Continuation of existing clients(CEC)(Indicating the satisfaction of service)
9. Client referrals

DATA ANALYSIS- RESULTS AND FINDINGS OF THE STUDY:

This section includes data analysis, interpretation and the opinion of the respondents collected from the field survey. The data analysis for the present research was performed quantitatively with the support of both descriptive statistics and inferential statistics.

The descriptive statistical measures like mean and standard deviation were used for testing of hypothesis. For analysis of the opinionnaire, non parametric chi square test was performed and to understand the connection between organizational performance variables multivariate correlation was examined.

Table 1: Summary of Demographic characteristics profile of respondents

Demographic characteristics		Respondents	Percent
Type of Enterprise:	Multinational	481	70.7
	National	199	29.3
	Total	680	100.0
Age of Organization (In year)	Less than 5	111	16.3
	5-10	74	10.9
	10-15	123	18.1
	15-20	288	42.4
	20 & above	84	12.4
	Total	680	100.0

Demographic characteristics	Respondents	Percent	
Size of employees in your organization.....	<50000	16	2.4
	50000-10000	23	3.4
	100000-150000	532	78.2
	>200000	109	16.0
	Total	680	100.0
Gender	Male	473	69.6
	Female	207	30.4
	Total	680	100.0
Age	Below 25	121	17.8
	25-35	314	46.2
	35-45	177	26.0
	Abve 45	68	10.0
	Total	680	100.0
Nativity	Rural	213	31.3
	Semi rural	316	46.5
	Urban	151	22.2
	Total	680	100.0
Educational Qualification	Graduate	424	62.4
	Post Graduate	216	31.8
	Doctorate	40	5.9
	Total	680	100.0
Educational qualification of the parent	SSC	117	17.2
	Intermediate	64	9.4
	Graduate	460	67.6
	Post Graduate	33	4.9
	Doctorate	6	0.9
	Total	680	100.0
Occupation of the parent	Business	126	18.5
	Agriculture	159	23.4
	Employment	363	53.4
	Other	32	4.7
	Total	680	100.0
How long have you working in this organization	< 3 years	143	21.0
	3-5 years	118	17.4
	> 5 years	419	61.6
	Total	680	100.0
What is your total experience?	< 5years	203	29.9
	5-10	218	32.1
	> 10 years	259	38.1
	Total	680	100.0
Marital status	Single	163	24.0
	Married	517	76.0
	Total	680	100.0
Spouse Occupation	Home Maker	260	38.2
	Job holder	359	52.8
	Other	61	9.0
	Total	680	100.0

Demographical characteristics of the respondents:

This section required the respondents to provide information about themselves, such as organization name, type, gender, age, highest education qualifications, and occupation of parent, length of services, marital status and spouse occupation etc. The information contained in this section is analyzed and presented below;

Respondents with regard to type of enterprise:

Table -1 indicates that 70.7% of the respondents are working in a multinational enterprise and only 29.3% of respondents are working in national enterprise. This indicates that majority of people are working in multinational enterprises.

Respondents with regard to age of an organization:

Table -1 indicates that 16.3% of the respondents are working in an organization that is less than 5 years old, 10.9% of respondents are working in an organization that are greater than 5 years old but less than 10 years, 18.1% of the respondents are working in organizations that greater than 10 years old but less than 15 years old, 42.4% of the respondents are working in organizations that are greater than 15 years old but less than 20 years old and the remaining 12.4% of the respondents are working in organizations that are greater than 20 years old. This shows that majority of the respondents are from the organizations which are in between 15-20 years old and minimal number of respondents are from organizations which are in between 5-10 years old.

Respondents with regard to size:

Table -1 indicates that 2.4% of respondents work in organizations with less than 50,000 employees, 3.4% of respondents work in organization with number of employees ranging from 50,000 to 1,00,000, 78.2% of respondents are working in organization with number of employees ranging from 1,00,000 to 1,50,000 and 16% of the respondents work in organization with number of employees greater than 2,00,000. This shows that the majority of workers are from organizations with number of employees ranging from 1,00,000 to 1,50,000 and minimal respondents are from organizations with less than 50,000 employees.

Respondents with regard to gender:

Table -1 indicates that 69.6 % of respondents were males and 30.4% were females. This shows that male respondents were more dominant than females and thus it may be regarded that the IT sector is dominated by males than females.

Respondents with regard to age (In years):

Table -1 indicates that 17.8% of employees are below 25 years old, 46.2% of the respondents are aged in between 25 to 35 years, 26.0% of respondents are aged in between 35 to 45 years and 10% of respondents are older than 45 years. This shows that maximum numbers of respondents are aged in between 25 to 35 years and minimum numbers of respondents are older than 45 years.

Respondents with regard to nativity:

Table -1 showed that 31.3% of respondents are from rural areas, 46.5% of respondents are from semi-rural areas and 22.2% of respondents are from urban areas. This shows that highest number of respondents belongs to semi-rural areas and lowest number of respondents belongs to urban areas.

Respondents with regard to educational Qualifications:

Table -1 indicates that 62.4% of respondents are graduate, 31.8% of respondents are post graduate and 5.9% of respondents have doctorate degree. This shows that maximum numbers of employees are graduate and minimal number of employees have doctorate.

Respondents with regard to educational qualification of the parent:

Table -1 indicates that 17.2% of the respondent's parents have an educational qualification of SSC, 9.4% of the respondent's parents have an educational qualification of intermediate, 67.6% of the respondent's parents are graduate, 4.9% of the respondent's parents are post-graduate and 0.9% of respondent's parents are doctorate. This shows that maximum number of respondents parents are from graduate degree and minimum numbers of respondents have their parents with doctorate degree.

Respondents with regard to occupation of the parent:

Table-1 indicates that 18.5% of the respondent's parents have their own business, 23.4% of the respondent's parents are in agriculture field, 53.4% of the respondent's parents are employed and 4.7% of the respondent's parents have other occupation. This shows that maximum number of respondents has their parents employed and minimum number of respondents has their parents in other occupations.

Respondents with regard to work experience in existing organization:

Table -1 indicates that 21% of respondents are working in the existing organization for less than 3 years, 17.4% of respondents are working in the existing organization for 3 to 5 years and 61.6% of respondents are working in the existing organization for more than 5 years. This shows that maximum numbers of employees are working for more than 5 years and minimum numbers of employees are working from 3 to 5 years.

Respondents with regard to their total work experience:

Table -1 indicates that 29.9% of respondents have less than 5 years total work experience, 32.1% of respondents have 5 to 10years of total work experience and 38.1% of respondents have total work experience greater than 10 years. This shows that majority of employees have total work experience greater than 10 years whereas minimum number of employees have total work experience less than 5 years.

Respondents with regard to marital status:

Table -1 indicates that 24% of respondents are single and 76% are married. This shows that maximum numbers of respondents are married whereas minimum numbers of respondents are still single.

Respondents with regard to spouse occupation:

Table-1 indicates that 38.2% of respondents have their spouse as home maker, 52.8% of respondents have their spouse as job holder and 9.0% of the respondents have their spouse doing other occupations. This shows that maximum numbers of respondents have their spouse as job holders and minimum numbers of respondents have their spouse doing other occupations.

Table 2: Descriptive Statistics of respondents on Organizational performance variables

Organizational performance	N	Mean	Std. Deviation
1.Sales growth(SG)	680	4.17	0.870
2.Productivity within organization(PWO)	680	4.36	0.859
3.Profitability within Industry (PWI)	680	4.37	0.954
4.Cost Effectiveness (CE)	680	4.39	0.955
5.Good Service Quality GSQ)	680	4.53	0.677
6.Return on Investment(ROI)	680	4.54	0.723
7.Overall Performance(OA)	680	3.94	0.880
8.Continuation of existing clients (CEC)(Indicating the satisfaction of service)	680	4.17	0.872
9.Client referrals	680	4.30	0.944

Source: Field study

Table -2 reveals the mean and standard deviation pertaining to the opinion of respondents and it was clearly observed that majority of them positively responded about all the organizational performance variables. Typically the mean and standard deviations and number of respondents (N=680) who participated in the survey are given. Looking at the mean, we can conclude that the statement “Return on Investment (ROI).” is the most important variable that influences on organizational performance and it has the highest mean of 4.44 Many respondents strongly agreed that organizational performance metrics plays a key role in enhancing the performance of an IT organization.

Table 3: Non parametric chi-square analysis regarding the opinion of respondents on Organizational performance

Organizational Performance (OC)	1. SG	2. PWO	3. PWI	4. CE	5.GSQ	6. (ROI)	7. (OA)	8. CEC	9.CR
SD	12 (1.8)	14 (2.1)	12 (1.8)	22 (3.2)	15 (2.2)	14 (2.1)	10 (1.5)	7 (1.0)	12 (1.8)
D	36 (5.3)	18 (2.6)	46 (6.8)	19 (2.8)	15 (2.2)	14 (2.1)	35 (5.1)	48 (7.1)	50 (7.4)
NDA	29 (4.3)	34 (5.0)	20 (2.9)	40 (5.8)	26 (3.8)	51(7.5)	119 (17.5)	25 (3.7)	10 (1.5)

Organizational Performance (OC)	1. SG	2. PWO	3. PWI	4. CE	5.GSQ	6. (ROI)	7. (OA)	8. CEC	9.CR
A	350 (51.5)	258 (37.9)	204 (30.0)	192 (28.2)	221 (32.5)	167 (24.6)	337 (49.6)	344 (50.6)	261 (38.4)
SA	253 (37.2)	356 (52.4)	398 (58.5)	407 (59.9)	418 (61.5)	448 (65.9)	179 (26.3)	256 (37.6)	347 (51.0)
Total	680 (100.0)	680 (100.0)	680 (100.0)	680 (100.0)	680 (100.0)	680 (100.0)	680 (100.0)	680 (100.0)	680 (100.0)
Chi-square statistic	708.16	753.64	810.29	827.04	640.38	681.11	504.52	693.89	726.42
Df	4	4	4	4	3	3	4	4	4
Sig.	0.000*	0.000*	0.000*	0.000*	0.000*	0.000*	0.000*	0.000*	0.000*
Monte Carlo Sig.	0.000*	0.000*	0.000*	0.000*	0.000*	0.000*	0.000*	0.000*	0.000*

Source: Field study, * significant at 0.05 levels

In Table-3 chi-square analysis was applied regarding the opinion of respondents on organizational performance and its consistency.

- **Sales growth (SG):** 51.5% (350) respondents agreed and 37.2 % (253) respondents strongly agreed with the statement. The observed chi square test statistic value is 708.16 which is more than the significant value at 0.05 and 0.01 levels. From this it can be concluded that the sales growth is one of the important metric that determines the organizational performance in IT sector.
- **Productivity within organization:** 37.9% (258) respondents agreed and 52.4 % (356) respondents strongly agreed with the statement. The observed chi square value of the variable is 753.64 which is more than the significant value at 0.05 and 0.01 levels. From this it can be concluded that productivity within the organization is an important metric that determines the organizational performance in IT sector.
- **Profitability within Industry:** 30% (204) respondents agreed and 58.5 % (398) respondents strongly agreed with the statement. The observed chi square value of the variable is 810.29 which is more than the significant value at 0.05 and 0.01 levels. From this it can be concluded that profitability within industry is an important metric that determines the organizational performance in IT sector.
- **Cost Effectiveness:** 28.2% (192) respondents agreed and 59.9 % (407) respondents strongly agreed with the statement. The observed chi square value of the variable is 827.04 which is more than the significant value at 0.05 and 0.01 levels. From this it can be concluded that the cost effectiveness is an important metric that determines the organizational performance in IT sector.
- **Good Service Quality:** 32.5% (221) respondents agreed and 61.5 % (418) respondents strongly agreed with the statement. The observed chi square value of the variable is 640.38 which is more than the significant value at 0.05 and 0.01 levels. From this it can be concluded that the good service quality is an important metric that determines the organizational performance in IT sector.
- **Return on Investment:** 24.6% (167) respondents agreed and 65.9 % (448) respondents strongly agreed with the statement. The observed chi square value is 681.11 which is more than the significant value at 0.05 and 0.01 levels. From this it can be concluded that the return on investment is an important metric that determines the organizational performance in IT sector.
- **Overall Performance:** 49.6% (337) respondents agreed and 26.3 % (179) respondents strongly agreed with the statement. The observed chi square value is 504.52 which is more than the significant value at 0.05 and 0.01 levels. From this it can be concluded that the overall performance is an important metric that determines the organizational performance in IT sector.
- **Continuation of existing clients:** 50.6% (344) respondents agreed and 37.6 % (256) respondents strongly agreed with the statement. The observed chi square value of the variable is 693.89 which is more than the significant value at 0.05 and 0.01 levels. From this it can be concluded that continuation of existing clients is an important metric that determines the organizational performance in IT sector.
- **Client referrals:** 38.4% (261) respondents agreed and 51.0 % (347) respondents strongly agreed with the statement. The observed chi square value is 726.42 which is more than the significant value at 0.05 and 0.01 levels. From this it can be concluded that the client referrals is an important metric that determines the organizational performance in IT sector.

Table 4: Chi-square analysis cross tabulation: Demographic characteristics v/s org.performance

Organizational Performance metrics	Demographic characteristics								
	Age of org.	Emp. size	Gender	Age	Nativity	Education qualification	work exp in present org.	Total exp	Marital status
1.Sales growth(SG)	22.189	18.451	9.654	6.322	07.66	19.652*	21.33*	3.812	3.66
2.Productivity within organization(PWO)	33.336*	10.392	19.128*	1.566	8.66	17.111*	19.96*	19.968*	14.57
3.Profitability within Industry (PWI)	13.164	11.874	7.877	9.022	4.55	16.656*	14.88*	7.358	6.19
4.Cost Effectiveness (CE)	28.008*	16.805	2.881	8.663	6.221	10.851	6.33	5.645	7.14
5.Good Service Quality	11.848	7.819	1.128	6.333	8.77	24.631*	2.33	1.258	8.22
6.Return on Investment(ROI)	22.837*	13.939	2.660	5.366	9.33	20.959*	24.66*	9.823	4.56
7.Overall Performance(OA)	6.673	7.935	1.606	7.558	8.224	2.290	19.67*	-0.09	13.22
8.Continuation of existing clients(Indicating the satisfaction of service)	23.40*	10.268	6.124	6.998	4.22	5.595	3.66	11.48	14.10
9.Client referrals	8.397	13.472	4.16	7.22	3.22	11.531	8.997	19.131*	5.48

Source: Field study, * significant at 0.05 levels

Table -4 reveals the effect of demographical profile on organizational performance within the organization.

1. It is found that the sales growth has the impact with the educational qualifications and work experience in the organization since p- values are significant at 0.05 level.
2. Productivity within organization showed significant effect with age of organization, gender, educational qualifications and work experience in the organization since p- values are significant at 0.05 level.
3. Profitability within organization showed significant effect with educational qualifications and work experience in the organization since p- values are significant at 0.05 level.
4. Cost Effectiveness within organization showed significant effect with age of organization.
5. Good Service Quality within organization showed significant effect with educational qualification.
6. It was observed that Return on Investment in an organization has effect with age of organization, educational qualifications and work experience in the organization since p- values are significant at 0.05 level
7. Overall Performance (OA) within the organization has effect with the work experience in the organization since p- values are significant at 0.05 levels.
8. Continuation of existing clients has effect with age of organization, since p- values are significant at 0.05 level
9. Client referral within the organization has effect with the total experience in the organization since p- values are significant at 0.05 levels.

Table 5: Multivariate Correlation Analysis of organizational performance within the organization

Organizational performance)	1. SG	2. PWO	3. PWI	4. CE	5. GSQ	6. (ROI)	7. (OA)	8. CEC	9. CR
1.SG	1	.131**	.073	.147**	.036	.103**	.004	.067	-.022
2.PWO	.131**	1	.143**	.030	.051	.070	-.048	-.008	.032
3. PWI	.073	.143**	1	.055	.080*	.007	.014	.030	-.016
4.CE	.147**	.030	.055	1	.023	.286**	-.024	.086*	.013
5 GSQ	.036	.051	.080*	.023	1	.068	.021	.071	-.007
6. ROI	.103**	.070	.007	.286**	.068	1	.048	.061	.097*
7.OA	.004	-.048	.014	-.024	.021	.048	1	.281**	.283**
8.CEC	.067	-.008	.030	.086*	.071	.061	.281**	1	.351**
9.CR	-.022	.032	-.016	.013	-.007	.097*	0.283**	0.351**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table -5 reveals the correlations among organizational performance within the organization. The relationship between various metrics of organizational performances was first investigated using Karl Pearson product correlation. Preliminary analysis revealed that all associations were found to be significant at 0.95 and 0.99 confidence levels. It is found that the Sales Growth has the strongest association with the Productivity within Organization ($r=0.131$, $p<0.05$), Cost Effectiveness ($r=0.147$, $p<0.05$) Return on Investment ($r=0.103$, $p<0.05$) and vice-versa. Productivity within organization showed significant association with profitability ($r=0.143$, $p<0.05$). Cost Effectiveness (CE) has the significant correlation with Return on Investment ($r=0.286$, $p<0.05$), and Continuation of existing clients i.e indicating the satisfaction of service($r=0.086$, $p<0.05$). Overall Performance also has the strong association with Continuation of existing clients (i.e, $r=0.281$, $p<0.05$), and Client referrals ($r=0.283$, $p<0.05$). Similarly the performance measure Client referrals positively correlated with Return on Investment (i.e $r = 0.097$) as shown in Table-3.

CONCLUSIONS:

It can be concluded that the sales growth is an important measurement on organizational performance in IT sector as indicated 51.5% of respondents agreed and 37.2 % of respondents strongly agreed. The productivity within the organization is also a key element on organizational performance as showed 37.9% of respondents agreed and 52.4 % of respondents strongly agreed. On the other hand Profitability within Industry is showing significance on organizational performance because 30% of respondents agreed and 58.5 % of respondents strongly agreed with this statement. Also Cost Effectiveness within the organization is also key item on organizational performance indicating 30.0% of respondents agreed and 58.5 % of respondents strongly agreed with this statement. In similar lines, Good Service Quality is also acting as a significant entity on organizational performance because 32.5% of respondents agreed and 61.5 % of respondents strongly agreed with this statement. Another metric the Return on Investment is also an important element on organizational performance since 24.6% of respondents agreed and 65.9 % of respondents strongly agreed with this statement. Similarly, Overall Performance within the organization is also a key metric on organizational performance, because 49.6% respondents agreed and 26.3 % respondents strongly agreed with this statement. It is very clear that Continuation of existing clients is an important element on organizational performance, since 50.6% of respondents agreed and 37.6 % of respondents strongly agreed with this statement. It can be concluded that the Client referrals also plays a major role in determining organizational performance, because 38.4% of respondents agreed and 51.0 % of respondents strongly agreed with this statement. Taking into consideration the intensity of association on the organization metrics, the strong association was found on:

1. The sales growth has the strongest association with the Productivity within organization, Cost Effectiveness and Return on Investment and vice-versa.
2. Productivity within organization showed significant association with profitability within the industry.
3. Cost Effectiveness (CE) has the significant correlation with Return on Investment and Continuation of existing clients.
4. Overall Performance metric also has strong relationship with Continuation of existing clients and Client referrals.
5. The performance measure Client referrals positively correlated with Return on Investment.

So far, the study has been limited to the periphery of Hyderabad, However it provides a scope to the future scholars to extend the principles and expand the methodologies at the global level for enhancing organizational performance.

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