

Issues & Challenges Confronting the High Performing Organizations in the Information Technology Sector

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Abstract

Purpose: To identify the major issues and challenges confronting the high performing organizations in the Information Technology Sector. To investigate the causes and suggest possible measures to minimize the impact of these issues and challenges. .

Approach: Data were collected from 104 employees based on convenience and snow ball sampling from Hyderabad Campuses of Information Technology Companies listed as top performers by the Fortune 500 India. The hypotheses have been formulated and tested using SPSS software and the results have been arrived at.

Findings: The results from statistical analysis of the data indicate that in the HPO irrespective of their designations employees feel that the organizations recruit the right people for the execution of a job and employ efficient systems for Information transfer. . The employees at all levels opine that emerging markets are thoroughly explored by the organization, and the regional diversities at the workplace, are managed effectively and efficiently.

However, the employees of different designations differed in their opinions on knowledge management through expert directories.

Practical implications: It enables one to identify the major issues and challenges which IT organizations face. Organizations seeking to transform into High Performing Organizations can equip themselves technologically and also revamp their strategies so as to be proactive and prepared to face these challenges.

Originality/value: The literature survey revealed that sector specific information could not be found in the articles reviewed. Information related to IT sector was very little. This study may serve as a point of reference for future studies in this area of concern.

Keywords: Global Industry Structures, Foresightedness, High Performing Organizations, Organization Culture, Organizational Politics

1. Introduction

In a knowledge based market today, organizations face fierce competition from each other in order to sustain themselves and operate profitably. They need to be responsive to change as there does exist a lot of uncertainty in the consumer's demands and expectations. The organizations that have emerged as High Performing Organizations are those which not only respond to change but also possess the foresightedness to predict the change and proactively revamp their strategies to gain competitive advantage. The High Performing Organizations are "uniquely positioned to support the development of human capital, infrastructural and

psychological capital, structural and social capital, diversity and creativity capital and cultural and rights based capital", (Vipin Gupta, 2011). An organization that achieves better financial and non-financial results than others over a period of at least five to ten years is considered to be a High Performing Organization. They are superior in terms of clarifying performance measures, training people to do their jobs, and enabling employees to work well together. Their employees use their skills, knowledge, and experience to create unique solutions for customers. Their strategies are more consistent, are clearer, and are well thought out. They are more likely to go above and beyond for their customers. They are more likely to adhere to high ethical standards and their leaders are relatively clear, fair, and talent-oriented.

Although these High Performing Organizations achieve better financial and non financial results than their competitors, it needs be understood that issues and challenges do exist in their functioning. The major challenge is to ensure high levels of performance amidst a lot of uncertainties and constraints. The different issues and challenges that have been identified are intensifying battle for talent, shifting centres of economic activity, geographical and regional diversity, increased scrutiny of business behaviour by regulatory bodies, the need for a highly networked business, emergence of new global industry structures, organizational politics, work life balance of employees and technological updation. Aspects such as corporate culture, social responsibility, generational gaps etc. have to be carefully examined in order to establish their association with regard to the High Performance Organizations.

The emphasis shall be on identification of the major issues and challenges that confront the High Performing Organizations and to study, analyse and develop an understanding as to how the High Performing Organizations develop an approach to solve them. The various parameters which cause these issues and challenges shall be studied.

2. Objectives of the Study

- To identify the issues and challenges that organizations face to maintain themselves as a High Performing Organization.
- To study and analyse each of the important issues or a challenge and suggest the remedial measures.
- To investigate the Employees' behaviour towards the existing issues//challenges.

3. Scope of the Study

The scope of the study is confined only to the major issues and challenges as identified from Brainstorming of experts from both industry and academia. Only the top performing IT companies which operate in and around the city of Hyderabad have been considered for the study.

4. Period of the Study

The period of the study was from October 2012 to January 2013.

5. Research Methodology:

This study emphasises aspects like intensifying battle for talent, Technologically Networked Businesses, Shifting centers of economic activity, Knowledge sharing and New entrants. This paper investigates the various approaches that are used in order to maintain a High performing organization.

This paper focuses on establishing empirical evidence for the relevance of aspects like

Recruitment and Hiring, Information Systems, Emerging Markets, Expert Directories, and Industry Structures for high performance organizational behaviour. An attempt has been made to study the perceptions of employees of different designations on the stated aspects

The hypotheses have been formulated and tested for the purpose of the study. These enable us to connect aspects like Recruitment and Hiring, Information Systems, Emerging Markets, Expert Directories and Industry Structures at different levels of high performance organizations.

6. Statistical Analysis

6.1 Reliability Test

To test the reliability of data, the data collected were subjected to Cronbach's Alpha test. Tables 1.1 and 1.2 display some of the results obtained. The overall alpha for all the items is 0.503, which is very high and indicates strong internal consistency among the given items.

6.2 Factor Analysis

Factor analysis was done in order to obtain factors with the greatest factor loading value. (Table 2)

Factor: The initial number of factors is the same as the number of variables used in the factors analysis. However, not all 25 factors will be retained. Only the first 09 factors will be retained since their Eigen value is greater than 1

Initial Eigen values: Eigen values represent the variances of the factors.

TOTAL: This column in Table 3 contains the Eigen values. The first factor will always account for the maximum variance and the next factor will account for lesser variance compared to the first factor as observed and so on. Hence each successive factors will account for lesser and lesser variance.

The scree plot Fig 1, plots the Eigen values against the corresponding factors. One can see these values in the first two columns of the table immediately above. From the third factor on, one can see that the line is almost flat, meaning that each successive factor is accounting for smaller and smaller variation in the data

The PRINCIPAL COMPONENT MATRIX (Table 4) gives the component matrix which is rotated using the VARIMAX rotation technique and gives the ROTATED COMPONENT MATRIX (Table 5). Rotation of factors helps in their better interpretation since the first factor in the ROTATED COMPONENT MATRIX is heavily loaded with training, teams, region.

Factor loading Value of 0.976 is the highest for the first factor, which represents recruitment and hiring.

The second factor is heavily loaded with delay in communication, information transfer hence it represents Information Systems and similarly the subsequent factors can be interpreted based on their Eigen value. The final list of 09 factors which collectively accounts for 79.1% of the variance in the data is shown in Table 6.

6.3 Hypotheses

6.3.1. Recruitment and Hiring

As stated in Introduction, there exists an intensifying battle for talent amongst organizations. Although the number of qualified personnel available seems to exist, there still is a dearth of talented people who possess qualities like Innovation, Humane orientation, Ethical behaviour etc. Thus one of the major challenges was recruiting and hiring the right people for the

organization.

Therefore, it can be hypothesized

H1: There is no significant association between designation and selection procedure adopted in a high performing organization.

From Tables 7 and 8, chi square is not significant (sig. value is greater than 0.05), There exists no evidence to reject the null hypothesis. It means that there is no significant association between designation and the selection procedure adopted in a high performing organization.

Employees at all levels feel that they have undergone a good amount of screening and testing before they were selected for the job. This can be considered as an important feature of a High performing Organization where in employees irrespective of their designation feel that at all levels viz Operational level, tactical level and strategic level only individuals having potential are selected.

6.3.2. Efficient Information System:

Organizations today have spread globally and business operations occur irrespective of the time of the day. Thus High Performing Organizations need to have efficient Information Transfer System.

Therefore we hypothesize that,

H2: There is no significant association between employees' designation and their opinion on the information systems.

From the Tables 9 and 10 chi square is not significant (sig. value is greater than 0.05). There is no evidence to reject the null hypothesis. It means that there is no significant association between designation and their opinions on information systems.

Employees at all levels feel that the Information transfer in their organization is efficient enough for the smooth flow of business process. Irrespective of their designations, employees are equipped with Information systems which enable efficient task execution.

6.3.3. Emerging Markets

Organizations need to understand that with the technological inventions on the rise, the entire world has become a potential market. If they intend to perform well, they need to eye the emerging markets and bring in the best resources to satisfy the demands of the customers.

Hence we hypothesize that:

H3: There is no significant association between designation and their opinions on identification of emerging markets.

From Tables 11 and 12 chi square is not significant (sig. value is greater than 0.05). There is no evidence to reject null hypothesis. It means that there is no significant association between designation and their opinions on identification of emerging markets by the organization.

This can be interpreted that, 'In a high performing organization people at all levels feel that their organization ensures that emerging markets and business opportunities are grasped by their organization.'

6.3.4 Expert Directories

Knowledge sharing is quintessential for improving the overall performance of an organization. It enables an organization to become a learning organization. The knowledge which the experts

and seniors have must be placed in expert directories which might be of immense use to others in the organization.

It can be hypothesized that:

H4: There is no significant association between designation and their opinions on knowledge sharing.

From Tables 13 and 14, chi square is significant (sig. value is less than 0.05). So we reject the null hypothesis. It means that there is a significant association between designation and their opinions on knowledge sharing. At different levels employees differ in their opinion.

6.3.5. Geographic or regional diversity:

Organizations need to work as a part of society. In countries like India, there exists a great degree of diversity Culturally, Socially, Economically, Geographically and Regionally. High Performing Organizations tend to effectively manage the diversities at workplace and ensure a coordinated system of work.

Therefore, we hypothesize:

H5: There is no significant association between designation and opinions on Cross Cultural Management.

From Tables 15 and 16 chi square is not significant (sig. value is greater than 0.05). There is no evidence to reject the null hypothesis. It means that there is no significant association between designation and their opinions on the cross cultural management.

In high performing organizations there does exist a concern for human dignity. Employees are made to feel that although their regions and religions may be different, at their workplace all are one and each one is important,

I. FIGURES AND TABLES

Table 1.1- Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.503	.531	25

Table 1.2 - Scale Statistics

Mean	Variance	Std. Deviation	N of Items
77.23	12.997	3.605	25

Table 2 - Descriptive Statistics

	Mean	Std. Deviation	Analysis N
1. Interdepartmental relationship	3.60	.568	77
2. Anticipate change	2.97	.725	77
3. Mmission	3.81	.399	77
4. Regional factors	3.51	.529	77
5. Survey	3.68	.471	77

	<i>Mean</i>	<i>Std. Deviation</i>	<i>Analysis N</i>
6. Structure	2.55	.699	77
7. Technologically advanced	3.74	.441	77
8. Interview	3.69	.466	77
9. Stress	1.69	.613	77
10. Policies	2.03	.512	77
11. Regulations	3.47	.575	77
12. Procedures	1.90	.502	77
13. Role ambiguity	1.27	.448	77
14. Role overload	1.73	.504	77
15. Communication	3.69	.466	77
16. Expert views	2.94	.522	77
17. Invest in market study	3.01	.525	77
18. Inhibitions	3.69	.466	77
19. Information transfer	3.74	.441	77
20. Delay in communication	3.74	.441	77
21. Conceptual understanding	3.69	.466	77
22. Diversity	2.94	.522	77
23. Market research	3.01	.525	77
24. Knowledge sharing	3.51	.529	77
25. Intrapreneur	3.68	.471	77

Table 3 - Total Variance Explained

<i>Com- ponent</i>	<i>Initial Eigen values</i>			<i>Extraction Sums of Squared Loadings</i>			<i>Rotation Sums of Squared Loadings</i>		
	<i>Total</i>	<i>% of Variance</i>	<i>Cumulative %</i>	<i>Total</i>	<i>% of Variance</i>	<i>Cumulative %</i>	<i>Total</i>	<i>% of Variance</i>	<i>Cumulative %</i>
1	4.289	17.157	17.157	4.289	17.157	17.157	3.337	13.347	13.347
2	3.490	13.961	31.118	3.490	13.961	31.118	3.279	13.118	26.464
3	2.573	10.293	41.411	2.573	10.293	41.411	2.313	9.250	35.715
4	2.233	8.931	50.342	2.233	8.931	50.342	2.221	8.882	44.597
5	1.848	7.394	57.736	1.848	7.394	57.736	2.175	8.699	53.296
6	1.693	6.770	64.506	1.693	6.770	64.506	2.111	8.446	61.742
7	1.361	5.442	69.948	1.361	5.442	69.948	1.468	5.872	67.614
8	1.251	5.003	74.951	1.251	5.003	74.951	1.467	5.867	73.481
9	1.042	4.167	79.118	1.042	4.167	79.118	1.409	5.637	79.118
10	.970	3.880	82.998						
11	.912	3.648	86.646						
12	.873	3.494	90.140						
13	.632	2.527	92.667						

Com- ponent	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
14	.586	2.346	95.013						
15	.506	2.024	97.037						
16	.466	1.863	98.900						
17	.275	1.100	100.000						
18	5.817E-016	2.327E-015	100.000						
19	3.417E-016	1.367E-015	100.000						
20	1.831E-016	7.325E-016	100.000						
21	8.391E-018	3.356E-017	100.000						
22	-3.350E-016	-1.340E-015	100.000						
23	-3.756E-016	-1.502E-015	100.000						
24	-4.856E-016	-1.942E-015	100.000						
25	-6.530E-016	-2.612E-015	100.000						

Table 4 - Extraction Method: Principal Component Analysis.

	Component								
	1	2	3	4	5	6	7	8	9
1. Interdepartmental relationship									
2. Anticipate change	.544								
3. Mission									
4. Regional factors				.797					
5. Survey			-.577			.595			
6. Structure							.571		
7. Technologically advanced		.873							
8. Interview	.819								
9. Stress									-.560
10. Policies									
11. Regulations					.508				
12. Procedures					-.588				
13. Role ambiguity		.508							
14. Role overload									
15. Communication	.819								
16. Expert views						.547			
17. Invest in market study									
18. Inhibitions									
19. Information transfer		.873							

	<i>Component</i>								
	1	2	3	4	5	6	7	8	9
20. Delay in communication		.873							
21. Conceptual understanding	.819								
22. Diversity						.547			
23. Market research									
24. knowledge sharing				.797					
25. Intrapreneur			-.577			.595			

Extraction Method: Principal Component Analysis.

a. 9 components extracted.

Table 5 - Rotated Component Matrix^a

Rotated Component Matrix^a

	<i>Component</i>								
	1	2	3	4	5	6	7	8	9
1. Interdepartmental relationship								-.571	
2. Anticipate change							.613		
3. Mission								.522	
4. Regional factors				.956					
5. Survey					.968				
6. Structure							.794		
7. Technologically advanced		.983							
8. Interview	.976								
9. Stress								.581	
10. Policies									.731
11. Regulations									.732
12. Procedures			-.549						
13. Role ambiguity									
14. Role overload								.577	
15. Communication	.976								
16. Expert views						.956			
17. Invest in market study			.920						
18. Inhibitions									
19. Information transfer		.983							
20. Delay in communication		.983							

Rotated Component Matrix^a

	<i>Component</i>								
	1	2	3	4	5	6	7	8	9
21. Conceptual understanding	.976								
22. Diversity						.956			
23. Market research			.920						
24. Knowledge sharing				.956					
25. Intrapreneur					.968				

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 10 iterations.

Table 6 – Factor Loading

<i>S.No</i>	<i>Name of the Factor</i>	<i>Factor Loading Value</i>
1	Recruitment and Hiring	0.976
2	Information Systems	0.983
3	Emerging Markets	0.920
4	Expert Directories	0.956
5	Industry Structures	0.968
6	Geographic or Regional Diversity	0.956
7	Large and Complex Organizations	0.794
8	Organizational Stress	0.581
9	Legal Issues	0.731

Table 7 – Chi Square Test for H1

<i>Crosstab</i>			<i>Recruitment and Hiring</i>				<i>Total</i>
			<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Agree</i>	<i>Strongly Agree</i>	
Designation	Analyst	Count	1	8	6	1	16
		% within Designation	6.2%	50.0%	37.5%	6.2%	100.0%
	Functional Consultant	Count	1	12	11	3	27
		% within Designation	3.7%	44.4%	40.7%	11.1%	100.0%
	Manager	Count	0	7	8	2	17
		% within Designation	0.0%	41.2%	47.1%	11.8%	100.0%
	System Engineer	Count	1	8	8	0	17
		% within Designation	5.9%	47.1%	47.1%	0.0%	100.0%
Total	Count		35	33	6	77	
		% within Designation	3.9%	45.5%	42.9%	7.8%	100.0%

Table 8 - Chi-Square Tests

	<i>Value</i>	<i>df</i>	<i>Asymp. Sig. (2-sided)</i>
Pearson Chi-Square	3.596 ^a	9	.936
Likelihood Ratio	5.437	9	.795
N of Valid Cases	77		

a. 8 cells (50.0%) have expected count less than 5. The minimum expected count is .62.

Table 9 – Chi Square tests for H2

<i>Crosstab</i>			<i>Information Systems</i>			<i>Total</i>
			<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Agree</i>	
Designation	Analyst	Count	6	9	1	16
		% within Designation	37.5%	56.2%	6.2%	100.0%
	Functional Consultant	Count	8	17	2	27
		% within Designation	29.6%	63.0%	7.4%	100.0%
	Manager	Count	11	5	1	17
		% within Designation	64.7%	29.4%	5.9%	100.0%
	System Engineer	Count	5	10	2	17
		% within Designation	29.4%	58.8%	11.8%	100.0%
Total	Count	30	41	6	77	
	% within Designation	39.0%	53.2%	7.8%	100.0%	

Table 10 - Chi-Square Tests

	<i>Value</i>	<i>df</i>	<i>Asymp. Sig. (2-sided)</i>
Pearson Chi-Square	6.799 ^a	6	.340
Likelihood Ratio	6.694	6	.350
N of Valid Cases	77		

a. 4 cells (33.3%) have expected count less than 5. The

b. Minimum expected count is 1.25.

Table 11 – Chi Square Test for H3

<i>Crosstab</i>			<i>Emerging Markets</i>			<i>Total</i>
			<i>Disagree</i>	<i>Agree</i>	<i>Strongly Agree</i>	
Designation	Analyst	Count	0	5	11	16
		% within Designation	0.0%	31.2%	68.8%	100.0%
	Functional Consultant	Count	0	13	14	27
		% within Designation	0.0%	48.1%	51.9%	100.0%
	Manager	Count	2	10	5	17
		% within Designation	11.8%	58.8%	29.4%	100.0%
	System Engineer	Count	1	7	9	17
		% within Designation	5.9%	41.2%	52.9%	100.0%
Total	Count	3	35	39	77	
		% within Designation	3.9%	45.5%	50.6%	100.0%

Table 12- Chi-Square Tests

	<i>Value</i>	<i>df</i>	<i>Asymp. Sig. (2-sided)</i>
Pearson Chi-Square	8.613 ^a	6	.197
Likelihood Ratio	9.507	6	.147
N of Valid Cases	77		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .62.

Table 13- Chi Square Test for H4

<i>Crosstab</i>			<i>Expert Directories</i>			<i>Total</i>
			<i>Disagree</i>	<i>Agree</i>	<i>Strongly Agree</i>	
Designation	Analyst	Count	2	14	0	16
		% within Designation	12.5%	87.5%	0.0%	100.0%
	Functional Consultant	Count	4	21	2	27
		% within Designation	14.8%	77.8%	7.4%	100.0%
	Manager	Count	4	8	5	17
		% within Designation	23.5%	47.1%	29.4%	100.0%
	System Engineer	Count	0	13	4	1
		% within Designation	0.0%	76.5%	23.5%	100.0%
Total	Count	10	56	11	77	
		% within Designation	13.0%	72.7%	14.3%	100.0%

Table 14- Chi-Square Tests

	<i>Value</i>	<i>df</i>	<i>Asymp. Sig. (2-sided)</i>
Pearson Chi-Square	12.802 ^a	6	.046
Likelihood Ratio	16.579	6	.011
N of Valid Cases	77		

a. 8 cells (66.7%) have expected count less than 5. The minimum expected count is 2.08.

Table 15- Chi Square Test for H5

Crosstab			Regional Diversity			Total
			Disagree	Agree	Strongly Agree	
Designation	Analyst	Count	1	8	7	16
		% within Designation	6.2%	50.0%	43.8%	100.0%
	Functional Consultant	Count	0	12	15	27
		% within Designation	0.0%	44.4%	55.6%	100.0%
	Manager	Count	0	8	9	17
		% within Designation	0.0%	47.1%	52.9%	100.0%
	System Engineer	Count	0	8	9	17
		% within Designation	0.0%	47.1%	52.9%	100.0%
Total	Count		1	36	77	
		% within Designation	1.3%	46.8%	51.9%	100.0%

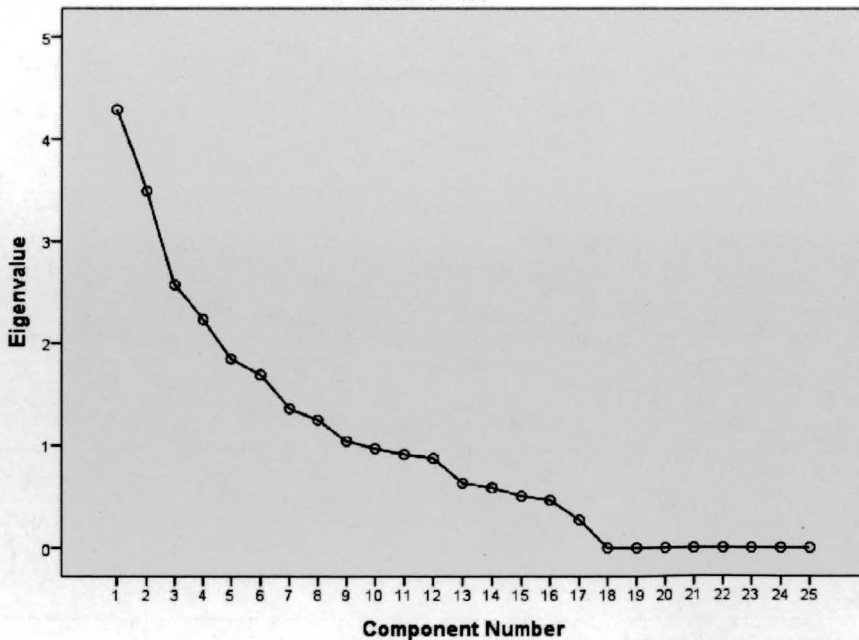
Table 16- Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.161 ^a	6	.655
Likelihood Ratio	3.501	6	.744
N of Valid Cases	77		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .21.

FIGURE 1

Scree Plot



7. Conclusion

From the study it can be concluded that the major issues and challenges that are confronting the High Performing Organizations of IT sector in Hyderabad are Recruitment and hiring, Information Systems, Emerging Markets, Expert Directories and Regional Diversities. The organizations do face many other challenges in addition to these but these have a relatively greater impact on their functioning.

The High Performing Organizations are competent enough to face all the said challenges. The result show that irrespective of their designations employees feel that the organizations recruit the right people for the execution of a job and employ efficient systems for Information transfer among inter and intra organizational units. The employees at all levels opine that emerging markets are thoroughly explored by the organization, thereby increasing the growth aspect and also organizations manage the regional diversities at the workplace, effectively and efficiently.

The study conducted brings to our attention one problem which people at all levels feel is not addressed appropriately. It is the problem of Knowledge sharing. Organizations can invest in creating expert directories which will enable quick solutions to the problems faced and thus increase the overall business efficiency and accelerate the organization's performance which further makes it a High performing organization.

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