A STUDY ON INFLUENCE OF WORK ENVIRONMENT ON BUSINESS PERFORMANCE WITH REFERENCE TO INDIAN SEED INDUSTRY

Dr Aluvala Ravi[1]
Dr Sanjay Kumar Taurani[2]

ABSTRACT

Business Performance of the Organizations is marked by so many variables in the environment under which it operates. The present study is done in selected seed companies that focus on the set of work environmental factors that may have the influence on business performance. The primary was collected using questionnaire. A sample of 300 employees working in 50 seed companies located in the states of Andhra Pradesh and Telangana formed part of the sample units. The Data was analyzed using t-test and Regression analysis. As a result of multiple linear regression analysis, at least one of the independent variables of work environment is a significant predictor of Business performance. It is suggested that the seed retailing companies need to strengthen the work culture, Communication, marketing and Information technology for becoming a customer-centric organization and this would help them in positioning themselves for success in the turbulent times.

Keywords: Business Performance, Work environmental factors, Seed retailing Companies

I. INTRODUCTION

The evolution from the industrial age characterized by the industrial revolution to the information age of today characterized by the digital revolution has significantly altered the competitive landscape and affected the business practices of enterprises. Information technology (IT) is rapidly becoming the most critical factor in increasing productivity and reducing costs in the business organizations. On contrary to this many have revealed that the business organizations are resisting a full-blown commitment to IT which is necessary for global marketing. While the industrial age emphasized low cost production with standard operating procedures and standardized products, the information age forces unlimited differentiation and

[1] Associate Professor, Mahatma Gandhi University, Nalgonda, India
[2] Associate Professor, TKRIMS, Hyderabad, India

customization of goods and services in order to gain competitive advantage and has direct impact on Business Performance.

II. LITERATURE REVIEW

Given environmental attributes of uncertainty and complexity (Emery and Trist, 1965), the organizations ability to meet its objectives in the environment will be pegged on how effectively it will predict the magnitude and course of environmental change. Ansoff and McDonnel, (1990) observe that for optimization of a firm's profitability (performance), it has to ensure alignment between the organization and its environment. Organizational theorists have emphasized that organizations must adapt to their environment if they are to remain viable (Duncan, 1972). This is mostly emphasized by the strategic success formula put forth by Ansoff and McDonnell, (1990) and Ansoff and Sullivan's, (1993) as cited in Machuki and Aosa, (2011), which advocates that great firm performance is assured when the responsiveness of an organization's strategy matches the turbulence in the environment but also the organization's capabilities should match the aggressiveness of its strategy. The external environment also stimulates managerial attention to the threats and opportunities, which influences the organization's strategic choices. O'Cass and Julia, (2002) observed that the relationship between performance and environment call for alignment to achieve desired outcomes

III. OBJECTIVE

To determine the factors influencing Strategic Management Practices on Business Performance

Variables under study

Dependable variable

Business Performance

Independent Variables

1. Environmental Turbulence
2. Top Management Commitment
3. Shared domain knowledge
4. Collaborative planning
5. IT implementation History
6. Senior Management support
7. Organization Structure
8. Organization Culture

9. Communication

10. IT Leadership

IV. HYP OT H E S E S

H1: Environmental Turbulence has a significant influence on Business Performance

H2: Top Management Commitment has a significant influence on Business Performance

H3: Shared domain knowledge has a significant influence on Business Performance

H4: collaborative planning has a significant influence on Business Performance

H5: IT implementation History has a significant influence on Business Performance

H6: Senior Management support has a significant influence on Business Performance

H7: Organization Structure has a significant influence on Business Performance

H8: Organization Culture has a significant influence on Business Performance

H9: Communication has a significant influence on Business Performance

H10: IT leadership has a significant influence on Business Performance

V. METHODOLOGY

Research Design

The study focuses on studying the influence of Work Environment on Business Performance. The Impact of factors such as Environmental Turbulence, Top Management Commitment, Shared Domain Knowledge, Collaborative Planning, IT Implementation History, Senior Management Support, Organizational Structure, Organization Culture, Communication and IT Leadership was studied in detail.

Sample Design

The study focuses on "**Influence of Work Environment on Business Performance with reference to Indian Seed Industry**". So, the sampling units for the study are selected from the senior executives of marketing working in 50 seed companies located in the districts of Telangana and Andhra Pradesh. The list of companies are selected from NSAI, ASI & AICBA. The companies are selected based on the level of influence of Work Environment on business performance

Sample Size:

The total number of selected respondents was 300.

Sources of Data

The data for the present study was collected both from primary and secondary sources.

Primary Data

The primary data was collected from each of the 50 seed companies of Telangana and Andhra Pradesh will be interviewed.

Secondary Data

Relevant secondary data for the study was obtained from the journals, text books, and research articles on strategic Management from various published and online sources.

Questionnaire Design

Primary data was collected through questionnaire survey. The questionnaire is so framed with an intention to elicit the information from the employees working in the Seed companies of Telangana and Andhra Pradesh. The Questionnaire comprise of a mix of Open ended and closed ended questionnaire using 5 point likert's scale.

The Cronbach's Alpha calculated for the questionnaire suggests that the questionnaire is highly reliable and the inter item consistency for each variable was more than the acceptable level of 0.70. This also explains that the statements in the questionnaire were understood by the respondents. The quality of the questionnaire was ascertained and the test showed high reliability.

Regression Analysis

The regression analysis is a technique for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables.

VI. DATA FINDINGS

REGRESSION ANALYSIS

Table No 1 Regression Model:

Regression Model	R	R^2	Adjusted R^2	Standard error of the Estimate
1	.884[a]	.764	.713	.3
a. Predictors: (Constant), Environmental Turbulence, Top Management Commitment, Shared domain knowledge, Collaborative planning, IT Implementation History, Senior Management Support, Organizational structure, Organization Culture, communication and IT leadership.				

Table No 1 shows the significance of the Multi Linear Regression and the coefficients, respectively.

Multiple regression analysis in Table no 1 was employed to determine whether Factors such as Environmental Turbulence, Top Management Commitment, Shared domain knowledge and

Collaborative planning, IT Implementation History, Senior Management Support, Organizational structure, Organization Culture, communication and IT leadership influence on Business Performance.

The results of the multiple regression models indicate that the influencing factors explain the variance in business performance. The Value of R^2 (R square) is an acceptable value for explaining variability in Business performance.

The adjusted R-square in the Table no 1 shows that the dependent variable (Business performance) is affected by 71.3 % by the independent variables- Environmental Turbulence, Top Management Commitment, Shared domain knowledge , Collaborative planning IT Implementation History, Senior Management Support, Organizational structure, Organization Culture, communication and IT leadership.This shows that all the independent variables are Work Environment influencing the Business Performance.

Table No 2 below reveals that the overall model was also significant, tested with the help of ANOVA.

Model		Sum of	Df	Mean Square	F	Sig.
1	Regression	40.464	10	15.449	153.730	.000^b
	Residual	26.386	289	.103		
	Total	66.850	299			

a. Dependent Variable: Business Performance

b. Predictors: (Constant), Environmental Turbulence, Top Management Commitment, Shared domain knowledge, Collaborative planning, IT Implementation History, Senior Management Support, Organizational structure, Organization Culture, communication and IT leadership.

Table No shows the ANOVA findings that the independent variables as a whole have significant relationship with Business performance.

From Table 2, it is observed that the multiple linear regression is significant $F_{(10, 289)} = 153.730$, p-value <.0000). This means that at least one of the independent variables is a significant predictor of Business performance. Furthermore, this result is supported by the significant correlation among the variables.

Table No 3 Coefficients of Work Environment

Coefficients				
Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig

	B	**Std Error**	**Beta**		
Constant	3.360	.390		9.595	.000
Environmental Turbulence	1.304	.076	.519	8.298	.000
Top Management Commitment	.857	.079	.578	10.596	.000
Shared domain knowledge	.211	.051	.516	7.750	.000
Collaborative planning	.380	.90	.493	7.343	.000
IT Implementation History	.214	.62	.413	6.422	.000
Senior Management Support	.312	.71	.276	5.282	.000
Organizational structure	.415	.59	.243	4.413	.000
Organization Culture	.173	.78	.468	7.231	.000
Communication	.148	.83	.398	5.412	.000
IT Leadership	.169	.85	.323	5.344	.000

Table No 3 shows the coefficients of all the independent variables included in the model along with their respective P-values. It can be noted that all the factors are positively significant. The comparative figures of the factors affecting the Business performance can be seen under the unstandardized coefficients, showing that all these Work environment factors are positively influencing the Business performance.

The results depicted in Table No -2 show that the Environmental Turbulence (t=8.298, p-value=<.0005),Top Management Commitment (t=10.596, p-value=<.0005),Shared domain knowledge (t=7.750, p- value=<.0005),Collaborative planning (t=7.343, p- value=<.0005),IT implementation History (t=6.422, p- value=<.0005), Senior Management Support (t=5.282, p-value=<.0005),Organizational Structure (t=4.413, p-value=<.0005),Organizational Culture (t=7.231, p- value=<.0005),Communication (t=5.412, p- value=<.0005) and IT leadership (t=5.344, p- value=<.0005) are significant predictors of Business Performance.

From the Standardized coefficients, the most important predictor is "Top Management Commitment" (β = .578).As the table displays the positive values and all the sub-factors are significant at 0.05, it is concluded that the entire list of hypothesis is valid.

VII.   CONCLUSION

Work environment is the starting point for proactive communication and outreach to a customer, leveraging the existing knowledge about the customer to deliver better service and increased performance. While a large part of alignment of work environment relies on business processes, it is enabled by technology. Integrating various business applications allows customer data to be shared across platforms and provides everyone within an organization a snapshot of each

customer's information. This will help to have access to customer data and help in formulating marketing and technical strategies that would help to improve business performance.

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