

Influence of Organizational Environment on Managerial Choice of Dealer Performance Measures: *A Multi Dimensional Framework*

Abstract

Performance is recognized as a very important construct in management literature (Ezzamel

networks is critical for channel managers for two reasons: (i) performance measurement is an important control tool which helps in aligning actions and behavior of channel

Performance has been largely defined as the degree of success in achieving the organization's objectives (Gale, 1988; Clark and West, 1985). Performance objectives and performance measures are two aspects of the same thing. In the context of channel selection and management, the focus is on the performance of the channel manager. The performance of the channel manager is measured by the degree of success in achieving the organization's objectives.

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struggle to find a consensus on the key measures of performance although a broad consensus has emerged on one thing, i.e. performance is a multi-dimensional construct

(Chakrabarty et al., 2008; Maignan & Ferrel, 2003; Balmer & Greyser, 2002; Balmer, 2001).

Multi-dimensionality of performance measurement (i.e. how to measure the varied

as the characteristics of organizational environment. We developed a conceptual framework for performance measures in this study, which considers the logical structure to the selected measures of performance. The purpose of this *environmental framework* is firmly grounded in 'Control Theory' and characterizes performance measures into 3 categories: 1) *Cognitive*, 2) *Behavioral*, and 3) *Operational*.

Empirical data were collected from a leading firm in an emerging market, i.e. *IT firm in Indian software industry*. However, data analysis was only used to empirical test the proposed framework and performance. Results of the framework are shown below.

The following information is provided for the purpose of providing a general overview of the organizational structure and the various departments and divisions of the organization.

The organization is organized into several major divisions, each of which is responsible for a specific area of the organization's operations. These divisions are:

1. Administration: This division is responsible for the overall management and coordination of the organization's activities. It includes departments such as Human Resources, Finance, and Legal.

2. Marketing and Sales: This division is responsible for promoting the organization's products and services and generating sales. It includes departments such as Advertising, Public Relations, and Sales.

3. Operations: This division is responsible for the production and distribution of the organization's products and services. It includes departments such as Manufacturing, Logistics, and Quality Control.

4. Research and Development: This division is responsible for the development of new products and services. It includes departments such as Product Development, Research, and Innovation.

5. Information Technology: This division is responsible for the organization's information systems and technology. It includes departments such as IT Support, Network Management, and Software Development.

6. Compliance and Risk Management: This division is responsible for ensuring that the organization complies with applicable laws and regulations and manages its risks. It includes departments such as Internal Audit, Risk Management, and Compliance.

7. Environmental, Social, and Governance (ESG): This division is responsible for the organization's environmental, social, and governance performance. It includes departments such as Sustainability, Social Responsibility, and Governance.

8. Customer Support: This division is responsible for providing support to the organization's customers. It includes departments such as Customer Service, Technical Support, and Training.

9. Procurement: This division is responsible for the organization's purchasing activities. It includes departments such as Procurement, Vendor Management, and Contract Management.

10. Facilities Management: This division is responsible for the organization's physical infrastructure. It includes departments such as Facilities, Maintenance, and Security.

11. Legal and Regulatory Affairs: This division is responsible for the organization's legal and regulatory compliance. It includes departments such as Legal, Regulatory, and Compliance.

12. Human Resources: This division is responsible for the organization's workforce. It includes departments such as Recruitment, Training, and Compensation.

13. Finance and Accounting: This division is responsible for the organization's financial and accounting activities. It includes departments such as Finance, Accounting, and Tax.

14. Information Security: This division is responsible for the organization's information security. It includes departments such as Information Security, Cybersecurity, and Data Protection.

15. Quality Management: This division is responsible for the organization's quality management system. It includes departments such as Quality Control, Quality Assurance, and Process Improvement.

16. Environmental Health and Safety (EHS): This division is responsible for the organization's environmental, health, and safety performance. It includes departments such as EHS, Safety, and Environmental.

17. Corporate Social Responsibility (CSR): This division is responsible for the organization's corporate social responsibility. It includes departments such as CSR, Sustainability, and Social Responsibility.

18. Investor Relations: This division is responsible for the organization's investor relations. It includes departments such as Investor Relations, Public Affairs, and Media Relations.

19. Government and Public Affairs: This division is responsible for the organization's government and public affairs. It includes departments such as Government Relations, Public Affairs, and Policy.

20. Strategic Planning: This division is responsible for the organization's strategic planning. It includes departments such as Strategic Planning, Business Development, and Market Research.

21. Business Development: This division is responsible for the organization's business development. It includes departments such as Business Development, Sales, and Marketing.

22. Market Research: This division is responsible for the organization's market research. It includes departments such as Market Research, Analytics, and Data Science.

23. Analytics and Data Science: This division is responsible for the organization's analytics and data science. It includes departments such as Analytics, Data Science, and Business Intelligence.

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