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## Antecedents That Affect Change In Organizational Performance

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### Abstract

The efficiency of strategic management in an organization is because it offer formulas on how issues related to resources may e dealt with. Interest in factors that influence its total organisational performance today is a concern of all organisations. This study aimed at identifying the antecedent variables that predict endogenous organisational results. Consequently, the quantitative research method was used for the best implementation of the results. Out of 270 Volunteers randomly selected, the participants completed the sixty questionnaires that were issued to them. Out of 250 questionnaires given to the responders 20 questionnaires were not recovered; out of 250 questionnaires filled up 225 can be used and thus gives an 83% response rate. From the study the factors which determine the productivity of the organization have been outlined include environment, working condition, culture and politics, economy, human relation, organizational structure and organizational leadership. Based on the research it was recommended that the organisations must spend strategically more to cultivate more capital in assisting the staff members to fulfill their obligation as the department must endeavor to employ adequate manpower to meet the strategic directions set.

### Keywords

Impact, Organization, Performance, strategically

### Introduction

Evaluations and analyses of organisational performance have been the subject of many research studies in the past years (Al-Tit, 2017), as the specifics of success can be affected by a multitude of factors. For example, Avdelidou-Fischer (2006) pursued an evaluation of the structural types and the financial performance of 500 companies concluding that the organizational structure impacted performance. In the same line, Felício et al. (2014) examined the HR and HC of managers and its effects on performance of SMEs. They provided the evidence of the significance of the managerial cognitive capabilities in improving the organizational performance. Further research has also presented more important issues like participation and involvement of stakeholder, executive social network (Perez et al., 2012.), organizational learning (Morales et al., 2008), Human resource management and organizational culture (Kaya and Yesil, 2013, Ukanwah and Ndaguba, 2015). Although the above aspects have received considerable research attention from other parts of the globe, what pertains to the performance of organisations in South Africa context receives little attention. Filling this gap, this current study seeks to establish the determinants of organizational performance with regard to realizing

sustainable human settlements, and improvement of the quality of life of the populace residing in the households. This research's aim is to assess the major drivers of department performance with reference to a specified department. Recommendations which are deduced from findings are intended to assist the administration in the areas of correctional attainment.

Central to the research is the question:

What constitutes an effective framework for analysing the elements impacting organizational performance?

### **Objectives**

This research aims to achieve the following objectives: Identifying basic characteristics of organization performance, describing the application of planning process of potential value for firms and arguing about the relationship between strategic planning and organisation performance. The study is important for the following reasons: It will advance the knowledge on organizational performance. It is of special interest to the Department of Human Settlements for understanding the concept of how various tactics that would assist an organisation in overcoming some of the foregoing difficulties and enhance the performance of this department. Apart from that, the study gives detailed information on areas of underperformance, which can be useful to related stakeholders, including government authorities that frequently engage the organizations in question.

The findings may also encourage the academic community to reconsider or update performance management theories and models, therefore awareness or call to scholars is relevant here as well. However, the study has some drawbacks, which are Some of the limitations of the study are: The study heavily depends on the perception of the employees, The sample selected for the study, The methods used in data analysis. These limitations should however be taken into consideration when analysing the findings. Nonetheless the identified elements still hold in this today's complex world as a measure of reliability and usefulness for organizations irrespective of the degree to which they intend to improve their organizational performance. It is saddening to acknowledge that political elite have continued to display their incompetence and inefficiency; and this after they were given many chances when the country experienced serious challenges.

### **Literature Review**

Performance planning and strategy are an important input in the Annual Performance Report in the Ministry of Education. Pursuant to the National Treasury Framework that was initiated in 2007, every department of the government is required to develop plans and or strategies for implementation, finance the operation of the plan as well as assess the outcomes of the plan or strategy through strategic planning and evaluation of the plan. This is another target, and here are the long term planning and organisational performance issues which are vital for the departments. On this we can all agree that any strategic planning that is taken should facilitate the correct actions that'd result in good performance in any organization. Thus, there is growing consensus with other scholars who have postulated that organization performance can be explained by efficient, multiple variables performance measures. Hove and Banjo (2015) described organizational effectiveness as the sub-options of organizational performance. However, for the accomplishment of the identified performance, more, long term planning initiatives should offer the right response for changing the corporate environment. The definition proposed by Dobrin et al. (2012) was an understanding of performance in organizations as an achievement of the strategic goals; this definition stress strongly on efficiency, which is a standard optimisation variable quantitatively determined. In the view of Gavrea and Stegorean (2011), the two authors also stress a lot on continued performing and say

that it should be identified as the main goal of every company because development involves performance part.

### **Factors that can impact an Organization's Performance**

The following are help criteria based on the literature that has been reviewed, stake holders, intellectual capital, human resource management, individual attributes, gender and age of workers, and the organizational characteristics and novelty and originality of the working environment. Some of these, having been discussed in the literature are: organization governance practices, r&d, positive organizational environment and structure. For example, current research carried out with industrial Companies by Al-Tit,(2017) make it clear that cultural factors, perceptions and beliefs impact on organizational performance. Staff performance as an element of organisational sector was presented in research by Dobrin et al., 2012. However, this study was limited and based on the quantities mentioned as follows: t, knowledge-based capital, human resource management, individual attributes, sexual and age gaps, organisational attributes, invention, and originality, background, corporate governance standards, research, a constructive organisational culture and architecture. For example, a recent research study carried out among industrial companies by Al-Tit,(2017) identified that the cultural characteristics, beliefs and belief, have an impact on the organizational performance. The aspects of governance practices, R&D, an effective organizational culture, and the design of the organization have been further emphasised in the literature. For example, Al-Tit, A. Did this perception augment the study of Japanese IPO Industrial Companies as a recent trend? What about the Japanese culture? AlTawil D. etal. What do authors of mentioned above papers want to state in their works? According to a study then Dobrin et al., (2013), the role of staff performance in organizational section was pointed out. However, this research was a refinement and was based however on taking into account the aspects that are listed under subheadings below.

### **Human Resources Management (HRM)**

Currently, there is an over whelming body of literature in economics on human resource management. It is about how to place productivity of an organization or how to deploy a right man to a challenging position. In a research Ukanwah and Ndaguba (2015) emphasise that an organisation efficiency is expressed in the staff's capability to generate, assimilate and apply knowledge. This goes in agreement to the research that has been done by the HRM gurus who attributed a trained and controlled personnel the kind of competitive advantage. The way through which organizational HR are managed in terms of motivation is a good benchmark in determining how well organizations do it. According to the degree of management of the HR function, the objectives of the strategic management are achieved (Ylmaz and Bulut, 2015). hence where firms need to enhance on functions of human resources to meet the outlined objectives and goals (Cania, 2014).

### **Institutional Resources**

The organization resources must therefore have to be well utilized as also be maintained in a way where by personnel can easily access the tools to enable them do their work. The planned objectives will be compromised since the strategic goals and the organizational planned aims are interfered with if the organizations do not get the required resources to get the work done. According to the above, Hastings (2010) avows that the resource management role is to supply information and materials to assist with acquisition and in-service patient care and perhaps the elimination of the physical business assets. In recent past there has been the use of investment management technologies towards the provision of the required resource management by government.

## **Organizational Culture**

Favourable organisational culture greatly improves the aspect that is instrumental in determining organisational performance that is organisational efficiency or inefficiency particularly in public organisations where citizens receive hostility from employees as they encounter officials who are serving the public. Ahmed & Shafiq (2014) did empirical study through which it comes to know that the knowledge of the organizational culture helps the workers to understand the background and management of the organization. Subsequent other research confirmed that there is a direct relationship between Organisational culture and compliance towards the Firm values, manage or preferred method of doing a thing. But perhaps one of the most significant justifications for organizational culture is that it serves as a control tool to address changes in desirable and undesirable behaviours.

## **Leadership**

From empirical evidence in the existing scholarly literature: It is established that executive leadership style and Organizational executive have parts to play in the accomplishment of targets and, in the general advancement of an organisation (McLaggan et al., 2013). Hurduzeu (2015) established that creativity and innovation has to be implemented by a leader which challenges the follower's values and increases the organisational performance. Another study established of the construction industry in the United Arab Emirates that the construction industry had only series and merged styles of leadership: collaborative and consensual. Therefore the study concluded that leadership define job satisfaction and performance because more than half of the respondents stated that leadership plays a significant role in determining job satisfaction. Thus, there is a need for good leadership that will foster the organizations victory which Mokgolo et al (2012)"

## **Workplace Environment**

Dyer et al stated that conducive workplace environment enhances the performance of the employees so many from the literature richness of data while non conducive environment may endanger workers. Empirical research conducted by Vashdi et al. (2012) reveal that four classes of contexts, inventive, leadership, as well as service influenced the performance of the workers and findings in public service and that perception of organizational politics moderated the enfeebling relations that exist between corporate contexts .Another study done by Taiwo and Idunnu (2010) showed that the level of happiness of workers and the level of productivity was determined by the level of satisfaction that the latter enjoyed from the portrayed workplace environment . To a certain extent, however, some employees do have opportunities to pass messages around the business organization, but a bad surrounding working environment might put some workers in jeopardy. The leadership, service and inventive types of environment were found to affect performance as well as public service findings of the workers and that the perception of organizational politics explains this relationship, according to empirical research carried out by Vashdi et al 134 in various environments of corporations and their aspects politics and quality of public organizations. This is substantiated further by the findings of Taiwo and Idunnu (2010) which discovered that, satisfaction from workplace environment affects happiness and productivity of workers. However, coworkers within the workplace should be able to share thoughts and ideas across the organization.

## **Organizational Structure**

structure requires development and its flexibility to enable the achievement of organizational goals to be established. The components of the organisational structure are the level of formalisation, the degrees of hierarchy, the level of acquisition and merger, the power

concentration and the communication patterns. According to Maduenyi et al. (2015), the purpose of organisation structure is to apportion responsibilities among members of the team, and to ensure everyone is productive towards the aim of the company. According to the same authors the structure has an impact on business performance, thus implying that firms that want to get to the intended objectives must put right structures in place. In this case the organizational structure could help in the communication between one or several administrative units and could potentially general lead to an enhancement of the business's performance.

### **Environmental Factors**

Today in the business world a corporation should evaluate both external and internal conditions, political, economical, social, technical or ecological legal condition or using the S.H.W.O.T analysis as these factors affect the organization's productivity. Capacity to operate within context is the cornerstone in the performance of every organization. From the above literature, it is clear that the environment in which a business operates does play a role (Chitechi, 2014).Chitechi (2014) also notes that the achievement of the company in its realization also has a large effect resulting from shifts in the external environment.

### **Research Methodology**

As such, the quantitative research method has been employed in this research. According to Eyisi (2016), quantitative study employs use of numbers in the analysis and descriptions of the study and therefore the investigator is relieved of the time he would have spent explaining his findings. As a side instrument to cater basic tabular data and number figures, the researchers applied quantitative analysis. The strategy was acceptable because, as mentioned by Rahman (2016), a quantitative study can be generalised due to a larger sample size achieved by random sampling.

### **Sampling Method**

Each of the organizations was the target population of the research in relation to all the employees. The population of this study was small and medium organizations which served as the source population for the sample population and the sample units have been selected by means of simple random sampling from the sample frame. According to Powell, (1997), the samples for this research were selected purposively subject to certain considerations with regard to population, sample size and mode of data collection as described below. Organization staff who resigned was exclude, sample list and reviewed, and new recruited staff was exclude because this will distort the study findings. This was done with a view to maintaining the near approximate of the target population by sample size All the 225 workers are used in this study as a sample.

### **Analysis of Data**

To also include, we verified data obtained during work and converted it into the right format for further assessment during the data preparation stage. In order to achieve this, validating, revising, editing, data entering and data cleaning were utilised. Estimation was done by using IBM SPSS version 22. The actual statistical outcomes were presented in tabular format since the study presented both inferential and descriptive stats.

### Frequency Tables for Demographic Information

<b>GENDER</b>					
		<b>FREQUENCY</b>	<b>PERCENT</b>	<b>VALID PERCENT</b>	<b>CUMULATIVE PERCENT</b>
	<b>MALE</b>	98.0	36.3	39.2	39.2
<b>VALID</b>	<b>FEMALE</b>	152.0	56.3	60.8	100.0
	<b>TOTAL</b>	250.0	92.6	100.0	
<b>TOTAL</b>		270.0	100.0		

<b>AGE</b>					
		<b>FREQUENCY</b>	<b>PERCENT</b>	<b>VALID PERCENT</b>	<b>CUMULATIVE PERCENT</b>
	<b>25 TO 30 YEARS</b>	4	1.5	1.6	1.6
	Between 30 and 35 years	182	67.4	72.8	74.4
<b>VALID</b>	Between 35 and 40 years	49	18.1	19.6	94
	>40 years	15	5.6	6	100
	<b>Total</b>	250	92.6	100	
<b>TOTAL</b>		270	100		

### Results

Among 270 participant, only randomly selected participants received survey mails. The authors failed to receive 20 of them in the 250 questionnaires sent to the different responders. The organizers of the study received back the filled questionnaires of 225 out of the 250 administered, meaning a response rate of 83 percent. From the response rate point of view it would be possible to justify that the number of respondents was significantly higher than the several response rates of the similar sort published in the research. For instance Greenlaw & Brown Werry, (2009) with the 51.58% response rate was reasonable in their research study. On the gender distribution of the respondents, 56.3 % of the respondents were female, which indicates the fact that women today are also more aware of the need to study and gain professional and academic qualification, which will give them employment.

Average 22550185117.8136.4 Variables that can Affect Organizational Performances The table below depicts shows the variables that affect organizational performance. In Table, the means of all the participants' opinions are given as 117.81 and the corresponding standard deviations as 36.4 for the items. The survey data involved the following questions related to this variable. In other words, a respondents' economic factors were statistically analysed to be one of the factors that affect its performance, tion of earliest onset is displayed in the table with the mean of 18.65 and std.deviation of 3.755).ess are shown in the table. The sum mean of 117.81, together with the standard deviations of 36.4 in Table, represents the participants' views. The respondent's economic factors were analysed statistically to show that they are one of the variables affecting the department performance with mean 18.65 and std. dev of 3.755.le,

show the participants' opinions. The respondents analysed statistically economic factors as one of the variables influencing the department's performance, with a mean of 18.65 and an associated std. dev. of 3.755. The next thing was political factors Political factors can be very critical in shaping or determining the position a firm takes in the international trade. Last, validity was checked using Valid N 225 formula and got the results of the mean were 17.8 and standard deviation of 3.635 for total scores of the human resources were considered as the third factor in the analysis with mean value of 11.36 and almost equal standard deviation value 5.215 of the variables influencing the organizational effectiveness are presented in the following table. table. Mean is calculated as 117.81 while the Standard Deviation is 36.4 as flagged in the above table which represents the participants' point of view. The respondents also quantitatively tested the economic factors as one of the variables that influence the performance of the department with mean of 18.65, std. dev of 3.755. The second was political factor. The empirical mean result was 17.8 and SD =3.635, valid N= 225. Human resources were considered as 3rd criterion with a mean value of 11.36, and almost similar standard deviation of 5.215. Leadership was in the fourth place on the index with the mean rating of 11.9 and standard deviation of 4.03. The fifth component was identified as the external factors and the mean given to this component was 17 with the related standard deviation of 5.475. The measures of central tendencies and dispersion of the given components were tabulated in table 4. The other was the economic factors with economic factor rating of 18.65 with the matching Standard deviation of 3.755. Average score for technical factor was 12.75 with standard error equal to 4.72. Table demonstrates the result of analysis of the variables that impact organizational potency. Further, the overall mean of 117.81 and thus the overall standard deviation of 36.4 of Table reflect the participants' opinions.

Out of the respondents, 18.65 economists were one of the groups of their respondents. The socio-economic factors had 4753 like standard deviation. Political factors came next in the ranking. The same standard deviation was assessed in totality of valid N 225 with a mean of 17.899535=. Human resources also performed good with 11.36 standard mean which was 3rd in ranking. 11.9 mean was the score for leadership whilst the standard deviation was 4.03 and was ranked the fourth factor. The perceived external factors scored a mean of 17 with standard deviation of 5.475 placing the mean at 5th position in the component. The second most mentioned source of income from the group of respondents was farming having a mean of 18.65, with standard deviation equal to 3.755. Technical factor received a slightly lower mean of 12.75 and the standard deviation of 4.72.

<b>Variables Affecting Organizational Performance</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Stn.deviation</b>
Human Resources	225	5	25	11.36	5.215
Political	225	10	25	17.8	3.625
Organizational culture	225	5	25	15.55	5.245
Leadership	225	5	20	11.9	4.03
External factors	225	5	25	17	5.475
Organizational Structure	225	5	20	12.8	4.335
Economic Factors	225	10	25	18.65	3.755
Technological Factors	225	5	20	12.75	4.72
Factors that Affect Organizational Performance Average	225	50	185	117.81	36.4

## **Discussion**

Effects on Organization Performance As per the responders, some of the factors mentioned were supported the findings of the study that in as relating to the department economic factors are catastrophic. Specific positive confirmation has been defining the improvement of the political policies thus the operations of the department. Polvency 5 As Nytimes (2015) confessed the findings of the present research support Chitechi's (2014) argument that organizations can exist and operate only if there are changes to the outside environment. Despite the fact that the department was developed within a very high politicization level, it was rather surprising to find out that in this organization diligence of the employees and their positive contribution to the execution of the tasks of the department was valued as it was expected to be embodied in the organizational culture. This work agrees with the findings of Ahmed and Shafiq(2014) opinion that there is a way to inform the workers about an organization so that they can be in a position to understand an organization's history and how it operates.

Nonetheless, the participants' conservative and indifferent attitude towards how the proper funding should be provided to the department based on the response means and standard deviations of the participants' response. Concerning the organizational resource, there was ambiguity on amount of organizational resources available for the staff to work; concerning human resource, there was a concern on the human resource available to support the department to accomplish its objectives. Other possible issues identified were specifically related to the organization structure and the capacity of that structure to sufficiently respond to the needs of the organization. There is also a question as to the degree of an organization's utilization of different technologies. The following therefore becomes obvious; availability of advanced technology must can improve the performance of employees in organizations. That notwithstanding, the absence or non-use of the theory under consideration might have an adverse effect on that performance and therefore its: Significance or worth, as prosaic terms cannot be over stressed, emphasized or highlighted. One feels that from the technology's standpoint the idea of working within the department has become impossible. Random variables emerged as to the extent to which strategic change including the introduction of new heads in the newly formed departments fostered positivity among the employees and the management and in the same proportion enhanced overall organizational performance.

## **Conclusion And Future Directions Of Research**

In this case, the concern of the study was to establish some of the factors that restrain an organization from achieving success. From this study, the performance indicators impacting the organization includes; environmental scanning, working environment, organizational culture, assets, human resource, structure, political, economical, and technological leadership. They also pointed out that strategic planning is a frame work for aligning the political strategies with Organizational Significant Issues.

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