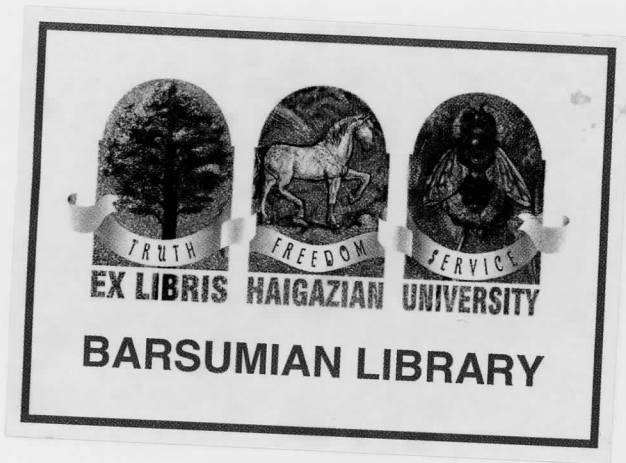


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**FACTORS AFFECTING
ORGANIZATIONAL PERFORMANCE
IN FOR-PROFIT AND NOT-FOR-PROFIT ORGANIZATIONS
IN LEBANON**

By

HOURY ARTINE YOGHOUREDJIAN

Approved By:

Sona Jerejian

A Thesis

Dr. Sona Jerejian, Assistant Professor in Business Administration

First Reader

Faculty of Business Administration and Economics

Submitted in Partial Fulfillment of the Requirements for the
Degree of Master of Business Administration

To the Faculty of Business Administration and Economics

Dr. Alwan Tawak, Lecturer in Business Administration

At Haigazian University.

Second Reader

Faculty of Business Administration and Economics

Beirut, Lebanon

Date of Thesis Presentation: June 04, 2012

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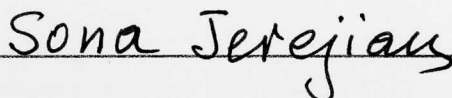
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AN ABSTRACT OF THE THESIS OF

Houry Artine Yoghourdjian for Master of Business Administration

Major: Management

Title : Factors Affecting Organizational Performance in For-Profit and Not-For-Profit Organizations in Lebanon

The purpose of this study was to investigate the factors affecting organizational performance in both for-profit and not-for-profit organizations in Lebanon, and to find out whether those factors are different in for-profit and not-for-profit organizations.

An empirical study was performed, using survey research. The data was collected through a questionnaire conducted on 110 organizations in Lebanon, and the questionnaire was developed based on extensive literature review.

The results of the study indicated that appropriate organizational culture, proper decision-making, putting employees first, group and team performance management, talent and performance management, evaluation and feedback system, leadership, and organization design and structure are positively related to organizational performance. The results also concluded that these 8 factors identified as affecting organizational performance are not different in for-profit and not-for-profit organizations.

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INTRODUCTION: SIGNIFICANCE OF THIS THESIS

This research will try to demonstrate whether the factors affecting organizational performance in for-profit organizations are the same as in not-for-profit organizations in Lebanese organizations.

I have had the chance to work in both for-profit and not-for-profit organizations, and throughout my work experience in both types of organizations I have always wondered whether the same factors would affect performance in both settings.

Unfortunately, most not-for-profit organizations in Lebanon do not pay much attention to the factors that are known to be positively related to organizational performance, considering them only relevant in for-profit organizations; thus, mismanaging large amounts of resources provided to them.

Not-for-profit organizations have an important role to play in society, and this should be done in the most effective and efficient way possible.

For this reason, it was important for me, and I thought for researchers and practitioners as well, to demonstrate whether the factors that are important in for-profit organizations are also important in not-for-profit organizations, and whether there is a difference between the two.

I wanted to explore in a literature review what specific factors affect performance in these two types of organizations in Lebanon, in order to be able to test later whether those factors differ in for-profit and not-for-profit organizations.

My literature review gave me information and understanding about the topic, more than I expected, and helped me identify the factors that affect both for-profit and not-for-profit organizations; these include organizational culture, decision-making, putting employees first, group and team performance, talent and performance management, evaluation and feedback, leadership, and organization design and structure.

I surveyed 77 for-profit and 33 not-for-profit organizations in Lebanon.

My study contains two main sections. The first is my literature review and the second is my analysis of the factors affecting performance in the for-profit and not-for-profit organizations of my sample. My study also has a section on limitations, conclusions, and recommendations.

performance, management, evaluation and feedback, leadership, and organization design and structure, elaborated below.

Organizational Culture

The first and foremost step that organizations should take after a commitment is to define the organization's mission and the plan to accomplish that mission (H. Brown and D. Ruff, 2003). Then comes the role of the organization's culture. The culture, as H. Brown and D. Ruff put it, is "the shared set of values, beliefs, norms, and assumptions."

According to D. Westland (2009), the organizational culture is the combination of the internal organizational environment among employees, the management approaches and performance to gain employees trust, and the work performed within the organization.

Managers should be especially careful when dealing upon the culture of the organization, since as explained by G. Spreitzer and C. Porac (2012), employees are greatly influenced by the organization's internal environment and the embedded culture. By creating a thriving culture, managers can overcome organizational inertia and create a productive and thriving workforce.

On the other hand if the organization's internal environment doesn't encourage thriving and creates uninvited behavior and cynicism, decreases employee efforts and productivity greatly, and according to G. Spreitzer and C. Porac (2012), this decrease in effort from the employee's side is intentional because of the experienced uninvited behavior. For that reason, managers should include civility as a criterion for hiring, which is something few or no

LITERATURE REVIEW

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Organizational Culture

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companies take into consideration. When employees are hired for civility, civility will automatically be bred in the organization's culture, leading in turn to a productive workforce.

As D. Wentland (2009) states, culture is the "societal glue" in the organization that brings together everything and everyone within the organization, creating a workplace where employees will want to exercise maximum effort. According to the researcher, the creation of this "great place to work" is one of the decisive points for organizational sustainability and success.

According to him, organizations are able to maintain successful partnership by creating a culture of trust, and the best organizational environment is that where "cooperation is encouraged, politicking and favoritism is discouraged, and performance and compensation issues are based on merit".

However, not all organizational cultures are similar, and not all actions that are successful in one culture are expected to be successful in another one. Managers should understand the culture and subculture of the organization to be able to make the best decision possible and to implement the relevant action. (H. Brown and D. Ruhl, 2003)

In addition to that, organizations should also institute "a common understanding of culture and metrics for it" as to C. Dewar and S. Keller (2012). According to these researchers, the three factors of 'organizational health' are the "ability to align, execute, and renew". High-performing cultures have clear vision, strategy, and shared behaviors; they have few or no conflict during execution and continually improve and renew themselves faster than competition. Once organizations exhibit these factors, culture will be easy to measure and manage just like business performance.

Part of the organizational culture is also the reward system, since it supports the vision and mission of the organization. One could know what an organization values by looking into

what it rewards. For that reason, the reward system should be compatible with the organization's priorities. (H. Brown and D. Ruhl, 2003)

When implementing changes to the culture, organizations should focus on the most important ones, so that in turn all employees focus on them also; if organizations focus on all changes at once, the effort and its impact will be split and thus frail (C. Dewar and S. Keller, 2012).

The culture change should be incorporated within business improvement plans, because culture change initiatives on their own are usually left at the end of the program and don't have high success rates, as to C. Dewar and S. Keller (2012). According to these researchers, once the organizational culture is clear, integrating culture changes into business initiatives will be easy.

Decision-Making

The second factor affecting organizational performance is the decision-making process. It includes "recognizing and defining the nature of a decision situation, identifying alternatives, choosing the most effective alternative, and putting it into practice". (R. Griffin, 2008)

As to P. Rogers, and M. Blenko (2006), the best way to sustain a business is to make the right decisions as rapidly and as swiftly as possible. It's better to have a good decision implemented quickly, than to have an excellent idea implemented slowly. According to them, what industry the organization is in, how well known the organization is, and how ingenious the strategy is, are not important compared to the decision making process. It's the "quality, speed, and execution of their decision making" that matters the most, and differentiates the great performers from the rest. (P. Rogers, M. Blenko, 2006)

According to these researchers, flexibility, efficiency, and speed of the decision are critical to an organization's success, as they create high metabolism within the organization, which helps it take advantage of opportunities and overcome obstacles. However, as P. Rogers and

M. Blenko (2006) state, not all decisions are as important as others; the most significant decisions are those that create value for the organization; also, not all the significant decisions are the big strategic decisions; they are also the day-to-day operating decisions, which are just as critical as the strategic decisions.

They also mention that effective decision making doesn't end with coming up with the right decision, but by implementing that decision; action is the goal here, and not just action by consensus, but action by truly believing in the decision.

P. Rogers and M. Blenko (2006) continue to explain that there isn't one structure for decision-making that fits all organizations and that is perfect for every decision. The best thing that organizations can do is have a well-aligned organization that reinforces roles. Organizations should learn to involve "the right people at the right level in the right part of the organization at the right time", but not stop there; they should support the right approach to decision making through the organizational culture.

Organizations should find out where value is created the most and assign roles accordingly. Just as important as assigning roles and even more is having a system that aligns decision making, thus eliminating obstacles within the organization. (P. Rogers and M. Blenko, 2006)

The decision maker would be the single point of accountability in the organization, thus he/she should have "good business judgment, a grasp of the relevant tradeoffs, a bias for action, and a keen awareness of the organization." (P. Rogers and M. Blenko, 2006)

It is crucial for the organizational success that the decision makers fully understand the organizational culture and the way the decisions affecting employees also influence how they perform and interact with customers, and thus impact the overall organizational performance. (D. Wentland, 2009)

The most important and crucial type of decision making is the one that includes several departments and functions, where cross-functional collaboration is of utmost importance to

reach the best possible result for the organization (P. Rogers and M. Blenko, 2006). For that reason organizations should work on improving cross-functional and departmental decision making, and eliminating any obstacle among them.

The most effective way for organizations to get rid of obstacles is to recognize them during each change in the business, using simple tools, and rethinking through each decision role and responsibility. P. Rogers and M. Blenko (2006) affirm that this is a difficult task to do; however, if performed efficiently, it would lead to a more effective and productive organization, and would be something very hard to be copied by competitors.

They continue to explain that the most important thing is that organizations assign clear roles and responsibilities to employees and decision makers, leading to a better coordination and quicker response times.

P. Rogers and M. Blenko (2006) stress on the fact that “practicing beats preaching”; they state that during the decision designing stage, organizations should also involve the employees that will be affected by the decision, in order to help them understand it completely and motivate them to adopt it.

They conclude by stating that when managers finally realize “that they’re spending less time sitting through meetings wondering why they are there” and when “meetings start with a common understanding about who is responsible for providing valuable input” then the organization has started to become better at decision making, and thus on the path to high organizational performance.

Putting Employees First

The third factor that influences organizational performance is putting employees first. As stated by R. Florida and J. Goodnight (2005), an organization’s most important assets are not its products, materials, or systems, but its employees. It’s the “creative capital” of the

organization who come up with creative ideas, products, and services, and thus eventually lead to organizational success and productivity. This idea is emphasized by S. Covey (2003), stating that employees are the “stewards of certain resources, and stewardship is the key to discovering, developing, and managing all other assets.”

H. Brown and D. Ruhl (2003) highlight the fact that all organizations should strive to have the best workforce and the best management team, and consequently they should always recognize employees for their worth.

According to D. Wentland (2009), in order to increase organizational performance, and be competitive in the long run, organizations should invest in its employees, treating them as its most important asset, and always putting them first, because it's the employees that make the difference between average and successful organizations. Furthermore, organizations should prove that they actually put their employees first, by embedding the idea in its systems and by establishing policies and procedures that validate that. He continues to state that “many organizations claim to put their employees first; however few actually do.”

G. Spreitzer and C. Porath (2012) state that “happy employees produce more than unhappy ones”; they would be more motivated to go to work, more willing to give it their best and even more, more likely to endure more work, and less likely to quit. They also would attract employees similar to them, who are just as dedicated to the job as they are. This idea is further emphasized by D. Parmenter (2010) who states that “happy staff makes happy customers who make happy shareholders.”

G. Spreitzer and C. Porath (2012) continue to emphasize that putting employees first is crucial to creating a thriving workforce, where employees are satisfied, productive, and “engaged in creating the future” of the organization and their own. Thriving employees are able to avoid burnout, continually grow themselves and the organization, and create a sustainable high organizational performance.

With regards to thriving, these researchers explain that the two components of thriving are vitality and learning, where vitality is the passion and excitement for their work and learning is the personal growth through knowledge and skills. Organizations can generate vitality by showing the employees their worth in the organization and showing them that their work makes a difference.

G. Spreitzer and C. Porath (2012) emphasize that vitality without learning is not sustainable and even damaging; so is learning without vitality. “Learning creates momentum for a time, but without passion it can lead to burnout. Vitality alone can be deadening.”

These researchers advise that for organizations to have thriving employees, managers should foster employee empowerment, and they shouldn't cease to do so when employees make mistakes; on the contrary, they should encourage empowerment even more during mistakes, because it's those moments that create the most learning, not only for the ones involved in the situation, but for all employees.

H. Brown and D. Ruhl (2003) accentuate this idea, stating that when employees are empowered, they are encouraged to make decisions and take the necessary actions; by doing so, employees would in time be “the best at what they do”.

In addition to empowerment, organizations should also share information with employees, providing them with the necessary knowledge and confidence to take initiatives and make the right decisions. Making all information available to all employees builds trust and helps them to better understand how their work relates to the organization's mission, vision and strategy, thus increasing their effectiveness and productivity. (G. Spreitzer and C. Porath, 2012)

I. Unterman and R. Davis (1984) state that some of the best means that organizations can motivate employees are recognizing them and involving them in decision making and implementation.

As to C. Benko and M. Anderson (2010), one of the sure ways to engage employees in the workplace and facilitating sharing of information, is to create transparency in the organization, making it easier for employees to be aware of all management decisions.

The management-employee relationship shouldn't be that of control and subordination, but rather that of a partnership and cooperation, where employees are aware of the organization's concern for them. This pushes the employees to put their maximum effort for the organization's success, thus creating the most productive workforce possible. (D. Wentland, 2009)

D. Wentland (2009) affirms that investing in employees is a "definitive key to organizational success"; he explains that by investing in employees the organization would achieve a distinct competitive advantage that would lead to great organizational performance and success.

He further elaborates that the investment in employees should be a continuous process, starting from the hiring stage and only ending if employee leaves the organization, and it should provide "comprehensive and equitable employment package that, at the minimum, consists of a reasonable pay scale, benefits, and training."

H. Brown and D. Ruhl (2003) explain that employee training should be done continuously throughout the tenure of the employee with the organization, because as these researchers put it "the only thing worse than losing a trained employee, is hiring a new one and not training that person."

Another way to increase employee commitment to the organization and involvement in the workplace is to understand the employee's physical and mental abilities and to match them to the job. This also increases employee job satisfaction and improves employee perception of the company, leading to higher productivity and performance, and thus better organizational performance. (D. Wentland, 2009)

D. Wentland (2009) continues to explain that when employees are motivated, supported, and rewarded, they will be more committed to the organization and more productive in the workplace; consequently, the organization will be more productive and successful.

According to the researcher, employees will definitely be more willing to give it their best when their abilities are matched to the job, they have opportunities for advancement available to them, and their accomplishments are recognized by managers. On the other hand, G.

Spreitzer and C. Porath (2012) explain that although feedback is an important factor for superior organizational performance, constant feedback given to employees, even if positive, can be overwhelming and thus have the opposite effect on performance; for that reason organizations should pay special attention to putting employees first and “giving them a say in how they accomplish their work”, thus giving rise to a feedback that is stimulating and that encourages personal and organizational growth.

According to I. Unterman and R. Davis (1984), the best way to motivate employees to outperform themselves continually is to have a flexible reward system, which provides worthy employees with bonuses or perquisites. He continues to say that it's the employees that make the notable changes in the organization, not the systems or plans; thus managers, should pay special attention to satisfying employees.

Furthermore, the organization should make sure that its existence has a meaning above and beyond merely pursuit of profit, and that it has in place policies and procedures demonstrating ethical behavior and practices; for the employee to exert the best effort possible, he should know that, in addition to the fact that his work has a positive impact in the workplace, the organization contributes somehow to the well-being of the society as a whole and constantly pursues ethical behavior. (D. Wentland, 2009)

Finally, as D. Wentland (2009) puts it, “the right action principle” should be applied continually by the organization, where the integrity of the employees should be respected

throughout the implementation of company goals and objectives. After all, it is only in “a great place to work” that employees put the best effort possible, thus resulting in the best organizational performance.

Team and Group Performance

Another factor affecting organizational performance is team and group performance. As D. Wentland (2009) states, “maximizing group performance is as critical as maximizing individual performance.”

According to V. Druskat and S. Wolff (2001), group performance is almost neglected by organizations, when in reality, instead of focusing on individual competency the organization should focus on group competency, because most work in organizations is performed by teams and groups. Instead of solely focusing on the emotional intelligence and performance of individuals, organizations should give their attention to group performance, and find ways to help teams work better. P. Drucker (1990) stresses on this idea, stating that as organizations become more successful, the need to build better teams becomes more important.

As to D. Wentland (2009), in most organizations, individuals alone cannot accomplish all goals and satisfy all customers; here comes the role and importance of teams. Teams and groups facilitate accomplishing all goals of the organization and improving organizational performance. According to P. Drucker (1990) teams make the strength of the individuals in the team better and more effective, and their weaknesses irrelevant.

According to C. Benko, M. Anderson (2010), through collaboration within the team, the organization would be able to benefit from the “flow of information, knowledge, and teamwork”, and it is collaboration and teamwork that leads to long-term employee productivity and high performance, resulting in heightened organizational performance.

Thus, a “definitive key to organizational success and sustainability” is the understanding and management of group and team performance in order to increase their effect on the overall organizational performance. (D. Wentland, 2009)

However, as to V. Druskat and S. Wolff (2001), only identifying the practices that result in team and group effectiveness is not enough; organizations cannot solely recognize

“cooperation, participation, and commitment to goals” as means to effective group performance. Instead, these researchers insist on the necessity of three factors for the effectiveness of groups and teams; they represent these factors as “trust among members, a sense of group identity, and a sense of group efficacy”. They explain that without these factors the team will not be the best it could be; for the members to be fully involved in the team there should be mutual trust among them, a feeling that they are part of something meaningful, and a belief in the effectiveness of the team members together as a group.

These researchers continue to explain that in order to create the most effective teams and groups, organizations should create emotionally intelligent norms for the teams that would support “behaviors for building trust, group identity, and group efficacy”. These behaviors would eventually become habits of the team, and result in thorough involvement in the work.

According to A. Pentland (2012), other factors important for the success of teams include “intelligence, personality, skill, and content of discussion”; however, the researcher stresses on the fact that even more important than all the aforementioned factors is communication, which is the most vital factor for team success. The key to this success, as A. Pentland (2012) puts it, is in the way the team communicates, and not the communication’s content; “it’s not what you say, but how you say it.”

A. Pentland (2012) explains that the characteristics of teams with high performance are “observable, quantifiable, [and] measurable”, and according to him, these characteristics and ways to reinforce them could be taught to team members.

According to the researcher, the dynamism of the team members and their involvement outside official meetings can serve as forecasts to team performance and productivity. For that reason managers should encourage employees to mingle also outside working hours and outside the organization.

A. Pentland (2012) explains that even simple methods like changing policies and procedures, changing office design, changing means of communication, encouraging more involvement and contribution by team members, and setting personal example by managers can greatly effect team and group performance.

Finally, according to K. Birdi, M. Patterson, and S. Wood (2007) using team learning practice improves the knowledge, skills, attitudes, and behaviors of individuals within the team, thus improving team performance, and leading to great organizational performance.

Talent and Performance Management

The fifth factor that affects organizational performance is talent and performance management. According to T. Amabile and S. Kramer (2007) an essential factor influencing employees personally and their performance is the “knowledge worker’s inner work life”, and the inner work life in turn is influenced by events, not personalities. (T. Amabile and S. Kramer, 2009)

As to T. Amabile and S. Kramer (2009), the constituents of the inner work life are “perception, emotions, and motivation”, or “thoughts and cognitions, feelings, and drive”. It’s these three factors combined together that influence performance, through influencing each other and forming a system of interrelated and interdependent parts.

These researchers continue to state that although it’s the collective inner work life system that influences performance, motivation is the factor that has the initial and greatest impact on it.

It is motivation that defines whether the employee will do his/her required task and how the

work will be performed. In other words, motivation is the “choice, desire, and drive” of the employee to perform the job and continue with it. (T. Amabile and S. Kramer, 2009)

According to A. Anderson, organizations should establish a motivation system “beyond the weekly paycheck” in order to have the most productive employees, resulting in the greatest performance possible. He continues to state that, when employees sense that the organization is committed to them and their achievements, they in turn become committed to the organization and give it their best to accomplish their jobs.

The second component of inner work life, emotion, may have both negative and positive influence on the job performance of individuals, including “creativity, decision making, and negotiations” according to T. Amabile and S. Kramer (2009).

As to these researchers, managers should understand the emotional intelligence of the workforce and use them throughout the day-to-day decisions and actions, in order to create the best performing workforce possible. Managers can understand the emotional intelligence by being sensitive to the employee’s emotions, needs, wants, and perceptions, and by understanding what motivates them. (D. Goleman and C. Cherniss, 2001)

T. Amabile and S. Kramer (2009) also explain the importance of the third component of inner work life, perception, stating that each employee unconsciously interprets the events of the workday; thus, managers should pay attention to how the events would be interpreted by employees and take precautions to guard against misperceptions.

T. Amabile and S. Kramer (2009) conclude that if organizations support the inner work life as a whole and work to improve it, the result would be long-term success and great performance, because, as to the researchers (2007), employees perform better in the organization and give it their best when they experience “positive emotions, strong intrinsic motivation, and favorable perceptions” of their workplace and everybody involved in it.

Accordingly, it’s how managers motivate employees and how they treat them that affect the

performance of the workforce more than anything else. After all, the everyday managerial behavior not only affects the job of the workforce, but also affects the employees' inner work life.

The researchers continue to explain that managers should strive to provide employees with "direct help, adequate resources and time", to give them "learning" not "evaluative" feedback, and to set "clear goals", thus helping the employees' development within the organization. A. Anderson also shares the same idea, stating that organizations should provide employees with all the necessary tools to accomplish the job, in order to have the best performance possible.

According to K. Birdi, M. Patterson, and S. Wood (2007), by providing employees with individual learning practices and training opportunities, managers can improve the employees' "task-related knowledge and skills", their "motivation, self-efficacy and job satisfaction"; These factors in turn increase the employees' individual performance and thus the overall organizational performance.

Finally, as to C. Benko and M. Anderson (2010), collaboration and cooperation both within and outside the organization are important in developing employees' talents; it is only when employees are talented and their talent is recognized and developed, that they join organizations and want to remain with the organization because they consider that they would learn and develop more than they would at any other organization. Through fostering the talents of employees, the organization develops a better performing workforce, resulting in higher organizational performance.

Evaluation and Feedback

Another factor affecting organizational performance is evaluation and feedback. As I.

Guerra-Lopez (2008) states, feedback is a great element improving organizational performance.

I. Unterman and R. Davis (1984) emphasize this idea, stating that an important factor for organizational failure is the lack of “feedback and evaluation mechanisms.”

According to D. Wentland (2009), managers should make it clear to employees how their job relates to and contributes to the organization’s mission and goals, in order to result in a more productive workforce. H. brown and D. Ruhl (2003) add that the feedback process must be proactive and not reactive. Proactivity, as to S. Covey (2004), is more than just taking initiative; it is the notion that the individual is responsible for his/her own life through decisions.

An essential component to have a meaningful feedback, as stated by I. Guerra-Lopez (2008), is evaluation. As to H. Brown and D. Ruhl (2003), evaluation is an important determinant for organizational effectiveness and must be performed on a continuous and ongoing basis.

According to I. Guerra-Lopez (2008), evaluation is an efficient way to make decisions as it is based on reliable data. The researcher continues to state that evaluation should be used in organizations “not to prove, but to improve” and “for fixing and improving, never for blaming”; also, this idea should be the building block on which all evaluations are done at the organization, at present and in the future.

I. Guerra-Lopez (2008) also states that the evaluation with all its components should always be aligned with both the goals and objectives of the organization and the organizational decisions that would result from the evaluation. According to the researcher, evaluation should not be solely utilized to discover what was erroneous in the organization; on the contrary, when the evaluation “asks and answers the right questions”, it could be used to

recognize what should be upheld and preserved. Once the organization truly comprehends the results of the evaluation, it could adjust it to better “meet the intended objectives.”

The researcher continues to say that evaluation is performance-based; it compares outcome with intentions, identifies the obstacles and the drivers of the anticipated performance, and lays out a plan to improve the system, in order to validate that the goals and objectives of the program are effective and efficient in helping the organization reach the desired internal and external results. I. Guerra-Lopez (2008) also states that the evaluation, in order to be useful, should “focus on ends and not just means”.

One of the most significant elements of evaluation, as to I. Guerra-Lopez (2008) is communicating the findings, and it shouldn't only be performed at the end of the evaluation process; on the contrary, it should be an ongoing process throughout the evaluation.

According to the researcher, when the organization fosters open communication and transparency, different opinions would be taken into consideration, thus minimizing bias and resulting in “more accurate findings.”

This idea is also emphasized by H. Brown and D. Ruhl (2003), who state that feedback systems should be utilized continuously, making modifications when needed, in order to reach in the best result possible over time. According to these researchers, the evaluation within the feedback system should be an ongoing process, evaluating throughout, right at the end, and after the training.

As to A. Anderson, the evaluation should be an interactive process between the manager and employees, where the manager makes his comments on the performance of the employee, the employee indicates what he/she has learned throughout the year, and both of them together prepare the coming year's plan to improve the employee's performance. The researcher also mentions that the employee evaluations should be comprehensive to ensure the “ongoing performance of employees.”

R. Nambudiri and K.R. Jayashimha (2009) state, with regards to this concept, that in order to have accountability and measurability of employee performance in the organization, the manager should formulate the employee yearly plan in advance, have employees self-appraise themselves, determine and understand deviations from the plan, and give feedback to all employees.

According to K. Cravens, E. Oliver, and J. Stewart (2010), positive organizational learning is the basis for developing effective and efficient measures for managerial performance, in order to help them meet organizational goals.

As to I. Guerra-Lopez (2008), for performance systems to grow, organizations should have the will and ability to learn, accept valuable feedback, and use feedback to adapt” as needed.

G. Spreitzer and C. Porath (2012) emphasize on the fact that it is the feedback system that helps employees focus their work on reaching personal and organizational goals, by eliminating uncertainty. According to the researchers, feedback “creates opportunities for learning and the energy so critical for a culture of thriving.”

Leadership

The seventh factor that has an effect on organizational performance is leadership. As stated by R. Hughes, R. Ginnett, and G. Curphy (2009) leadership is the “process of influencing an organized group toward accomplishing its goals.”

S. Covey (2004) states that leadership is “doing the right thing”; it combines employees in complementary teams in order to increase organizational performance. As to S. Covey (2007), leadership is the “enabling art”, it is “communicating to people their worth and potential so clearly that they come to see it in themselves.”

S. Covey (2007) continues to state that there are four roles of leadership. The first role is “modeling trustworthiness to create trust”, when there is little trust; trustworthiness,

according to the researcher (2003), is the foundation of trust and is based on the character and the competence of the employees; while trust is the “emotional bank account between two people”.

S. Covey (2007) states that the second leadership role is to “encourage and nurture the empowerment” of employees in order to “serve the vision and the values of the organization.” As to the researcher (2003), empowerment is providing employees with the necessary resources, systems, and tools to make decisions and accomplish tasks themselves. It basically means “give a man a fish and you feed him for a day. Teach him how to fish and you feed him for a lifetime.”

According to S. Covey (2007), the last two roles of leadership are to “focus on pathfinding to build common vision and values” when there is none, and “aligning goals, structures, systems, and processes” when there is misalignment.

It is the leader’s job, as to S. Covey (2003), to help the employees build on their intelligence, judgment, and character. In addition to that, S. Covey (2004) states that leaders “model by example” showing who they are and how they act so that employees see, “build caring relationships” showing they understand and care so that employees feel, and “mentor by instruction” so that employees hear; they can transform their organization and the employees by “communicating vision, clarifying purposes, making behavior congruent with belief, and aligning procedures with principles, roles and goals.” (S. Covey, 2003)

According to D. Wentland (2009), leaders should “set the tone”, walk their talk, and be willing to empower employees, in order to have thriving workforce in the organization.

The right type of leader, as to D. Wentland (2009), creates a productive workforce with driven and motivated employees by giving great attention to the needs of the employees. It is only then that employees in turn would focus in the needs of the customers, leading to a high performance organization.

D. Wentland (2009) adds that the right type of leader not only focuses on following up on the goals and objectives of the organization, but does so by also respecting the development and integrity of the employees.

The researcher continues to explain the characteristics of the right type of leader, stating that the leader would embrace any type of change whenever the organization needs it, would help the employees develop their “capacity to learn, adapt, and change” through encouraging the development of a learning culture in the organization, and would focus on the employees instead of him or herself. As to D. Wentland (2009), employees trust managers when it is evident that they give “operational, financial, marketing and employee satisfaction issues” equal importance and consideration. By truly focusing on employee satisfaction and care, leaders would have supreme organizational performance and success.

According to D. Wentland (2009), the “personality characteristics” of the right type of leader can be summarized as being easily adaptable to different conditions and situations, “sociable, conscientious, tactful, considerate, and open to various points of view.”

D. Wentland (2009) concludes by stating that employees are inspired and motivated the most by the sincere commitment of the leader towards them, because it’s that feature that differentiates the right type of the leaders from all others. This would push employees to give it their best to achieve organizational goals in the most efficient and effective way possible, thus leading to extraordinary organizational performance and success.

Organizational Design and Structure

The last factor affecting organizational performance is the design and structure of the organization. R. Griffin (2008) states that the formation of the organizational design is one of the most important elements in managing the organization, because it’s the element that links all other elements in the organization.

But unfortunately, as states G. Jones (2009), many managers fail to understand the importance of the organizational design and structure on the effectiveness and efficiency of the organizational performance, and they fail to recognize that having a weak organizational design leads to the deterioration and failure of the organization.

According to H. Brown and D. Ruhl (2003), the structure of the organization is made up of “positions, titles, reporting relationships, level of authority and responsibility.” Managers should make sure that the organizational structure is designed in such a way as to best reflect the organization’s “philosophy, values, and beliefs”, develop its “vision, mission, goals, and objectives”, and accomplish the work.

K. Cravens, E. Oliver, and J. Stewart (2010) state that structure could be formed both at the individual and organizational level. As to the researchers, at the individual level, the structure helps managers make both decisions and mistakes, and learn from them; this in turn helps the individuals and the organization to favorably react to and be strengthened by adverse conditions. As for the organizational level, the researchers mention that the structure supports the organization’s ability to “transfer expertise and resources, and to rapidly process feedback” with a “resilient” and not “rigid” response to threat.

According to G. Jones (2009), managers should make sure to find a balance between the organization’s level of integration and level of differentiation, to have a decision making system balanced between centralization and decentralization, and to have standardization by means of rules and norms, along with using mutual adjustment in order to give the employees a chance to find new and improved methods to achieve organizational goals and objectives.

H. Brown and D. Ruhl (2003) state that organizations should strive to have the simplest structure possible and to get rid of all “unnecessary complexity”, in order to achieve the organizational goals and objectives.

As to G Jones (2009) in order to foster innovation in technology, and to have swift response to actions of competition, the organization should have flexible designs. According to the researcher flexibility is encouraged by organic organizational structures, which help employees “initiate change and adapt quickly to changing conditions.”

R. Griffin (2008) mentions that flat organizational structure results in high “employee morale and productivity”, and S. Covey (2003) states that it is the organization with flat and flexible structure that is endowed with high trust and where employees are empowered to supervise themselves.

C. Benko and M. Anderson (2010) reinforce this idea, by stating that flat organizational structures “push down accountability and decision making to the front lines” and empower employees to immediately react to changes in the market. This way, as to the researchers, the employees are more engaged in the organization and have more “knowledge and insight” to offer than before, because the employees would feel more associated with the organization when it “communicates and collaborates” with them.

According to G. Jones (2009), organizations that are informal, decentralized, and practicing mutual adjustment are more effective and efficient in unstable and uncertain environments.

E. Kong (2008) states that the organization should have a proficient “strategic management framework” in order to independently pursue its mission and enhance its efficiency and effectiveness. As to the researcher, the intellectual capital is an example of such a framework, helping organizations to utilize their resources effectively.

According to C. Benko and M. Anderson (2010), smart organizations “recognize the importance of authentic and transparent communications” that build trustworthiness and reliability in the organization.

The researchers continue to say that lattice organizations are the best at enabling communication and participation, enabling all employees at all levels to share and cultivate

knowledge, access important information through formal and informal networks, and interact with each other. Participation of all employees across all levels and departments in the organization both builds and is dependent on flat and not ladder organizations.

As to the researchers, relationships in a lattice organization are not rigidly tied to “hierarchy or location”; on the contrary they are loosely matched to them. This type of organizations encourages employees to build networks, gain expertise, and make distinctive contributions.

C. Benko and M. Anderson (2010) explain that lattice organizations comprehend that communication is an important element for employee participation and productivity in the company, and that in order to improve the effectiveness and efficiency of internal and external communication they should concentrate on collaboration and transparency.

P. Rogers and M. Blenko (2006) state that it is essential to have “clear accountability” in the organization, to know the individuals responsible for input, decision making, and carrying out of tasks. They stress on the fact that “ambiguity is the enemy”, which results in delay and holdup.

Finally, as C. Benko and M. Anderson (2010) put it, “transparency motivates employees because it fosters trust, and trust is a critical success factor in organizational performance.”

RESEARCH QUESTIONS

The preceding literature review was prepared to provide a basis for the following research questions:

1. Whether appropriate organizational culture, proper decision-making, putting employees first, group and team performance management, talent and performance management, evaluation and feedback system, leadership, and organization design and structure are factors affecting organizational performance in Lebanese organizations.
2. When taken together, which of the aforementioned 8 factors have the most significant effect on organizational performance?
3. Whether each of the aforementioned 8 factors affecting organizational performance are the same in both for-profit and not-for-profit organizations in Lebanon.

HYPOTHESES

My hypotheses are the following:

First Set of Hypotheses:

- 1st Hypothesis: Appropriate organizational culture is positively related to organizational performance.*
- 2nd Hypothesis: Proper decision-making is positively related to organizational performance.*
- 3rd Hypothesis: Putting employees first is positively related to organizational performance.*
- 4th Hypothesis: Group and team performance management is positively related to organizational performance.*
- 5th Hypothesis: Talent and performance management is positively related to organizational performance.*
- 6th Hypothesis: Evaluation and feedback system is positively related to organizational performance.*
- 7th Hypothesis: Leadership is positively related to organizational performance.*
- 8th Hypothesis: Appropriate organization design and structure are positively related to organizational performance.*

Second Set of Hypotheses:

- 1st Hypothesis: Appropriate organizational culture is different in for-profit and not-for-profit organizations.*
- 2nd Hypothesis: Proper decision-making is different in for-profit and not-for-profit organizations.*

3rd Hypothesis: Putting employees first is different in for-profit and not-for-profit organizations.

4th Hypothesis: Group and team performance management is different in for-profit and not-for-profit organizations.

5th Hypothesis: Talent and performance management is different in for-profit and not-for-profit organizations.

6th Hypothesis: Evaluation and feedback system is different in for-profit and not-for-profit organizations.

7th Hypothesis: Leadership is different in for-profit and not-for-profit organizations.

8th Hypothesis: Appropriate organization design and structure are different in for-profit and not-for-profit organizations.

METHODOLOGY

Overview

This research was conducted in order to determine whether appropriate organizational culture, proper decision-making, putting employees first, group and team performance management, talent and performance management, evaluation and feedback system, leadership, and organization design and structure play a significant role in organizational performance, measured through increase in number of employees, increase in number of customers served, and sustained revenue. Another objective of the research was to determine whether the aforementioned factors are different in for-profit and not-for-profit organizations. In order to answer these research questions, I opted to obtain the view of employees in for-profit and not-for-profit organizations in line with this topic. Specifically, a total of 110 employees from 110 companies within Lebanon were randomly selected to make up the sample. Selected participants answered a survey questionnaire structured using five-point Likert scale, as it is the most widely used approach to scaling responses in survey research. Data gathered from this research instrument were then computed for interpretation. Along with primary data, secondary resources were used in the form of published articles and literature gathered from both for-profit and not-for-profit perspectives, in order to prove them in the Lebanese culture and to support the survey results.

Participants

In order to determine whether appropriate organizational culture, proper decision-making, putting employees first, group and team performance management, talent and performance management, evaluation and feedback system, leadership, and organization design and structure do play an important role in organizational performance, a total of 110 respondents

were asked to participate. To achieve pertinent information, certain criteria were imposed.

The participants qualified for sample selection must be non-managerial employees, but knowledgeable about their respective companies. This qualification ensured that the participants know their respective companies well enough, but not be biased to respond positively about them as would managers do, making the survey as objective as possible. One respondent was selected from each of the 110 companies in Lebanon.

The number of registered organizations in Lebanon total 18,891, divided between 13,368 for-profit organizations and 5,523 not-for-profit organizations. Thus, 70% represented for-profit organizations, and 30% not-for-profit organizations.

The population included For-profit organizations registered at the Chamber of Commerce, Industry and Agriculture of Beirut and Mount Lebanon, and not-for-profit organizations registered with the United Nations Development Program of Lebanon.

Using the sample formula demonstrated below, the sample size was calculated as 96 organizations, with 95% confidence level and 10% margin of error. The size was rounded up to 100 and an extra 10% was added, in order to account for any missing data or results to be excluded. The sample size after all the calculations totaled 110 companies. 100% response rate was ensured.

$$\text{Sample size} = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)} = \frac{3.84 \times 18,891 \times 0.5 \times 0.5}{(0.1 \times 0.1 \times 18,890) + (3.84 \times 0.5 \times 0.5)}$$

Where X^2 is the chi-square for 1 degree of freedom at 95% confidence level, p is the population proportion, d is the degree of accuracy expressed as a proportion, and N is the population size.

Correction for Finite Population is not needed, as the population is greater than 20 times the sample size.

Stratified random sampling was used for the sample selection, instead of simple random sampling, in order to ensure that cases from smaller strata of the population are included in sufficient numbers to allow comparison. The two subpopulations were for-profit organizations and not-for-profit organizations.

In order to conduct this sampling strategy, the two subpopulations were defined, numbers were assigned for each company in the total list of each subpopulation, and the random function in Excel was used in order to select members from each of the subpopulations to make up the total sample.

Since 70% of the total sample size represented for-profit organizations, and 30% not-for-profit organizations, 77 organizations were randomly selected from the for-profit subpopulation and 33 organizations were randomly selected from the not-for-profit subpopulation.

The for-profit organizations were selected from different industries, including agriculture, construction, production, manufacturing, wholesale/retail trading, transportation and warehousing, printing, information technology, telecommunications, banking, food and beverages.

The not-for-profit organizations were selected from different organizational types, including service, development, community based, environmental, conservation, advocacy, social work, charity, civil acts.

The human resource managers of each organization were then contacted and asked to select a representative of the employees to fill in the questionnaire.

Instruments

The survey questionnaire was used as the main data-gathering instrument for this study (See the Appendix). The first set of questions explored the perceptions of employees on the presence of appropriate organizational culture, proper decision-making, putting employees first, group and team performance management, talent and performance management, evaluation and feedback system, leadership, and organization design and structure in their respective organizations. Another set of questions explored the level of organizational performance in each organization.

The questions were formed by using ideas extracted from the literature review and formulated to fit the Lebanese organizations.

The questionnaire was structured using five-point Likert scale, providing five choices for every question or statement. The choices represent the degree of agreement each respondent has on the given question. The following scale was used: Strongly Disagree - Disagree - Neutral - Agree - Strongly Agree

The Likert survey was the selected questionnaire type as this enabled the respondents to answer the survey easily. In addition, this research instrument helped in carrying out the quantitative approach effectively with the use of statistics for data interpretation.

In order to test the validity of the questionnaire used for the study, the questionnaire were piloted with five managers, and later tested on 11 employees, representing 10% of the actual sample size. These respondents as well as their answers were not part of the actual study process and were only used for testing purposes. After the questions were answered, the respondents were asked for any suggestions or any necessary corrections to ensure further improvement and validity of the instrument. The survey questionnaire was revised based on the suggestions of the respondents. Irrelevant questions were excluded and vague or difficult terminologies changed into simpler ones in order to ensure comprehension. Also, negative

questions were incorporated in the questionnaire to make sure that the respondents were paying attention.

DESCRIPTIVE STATISTICS

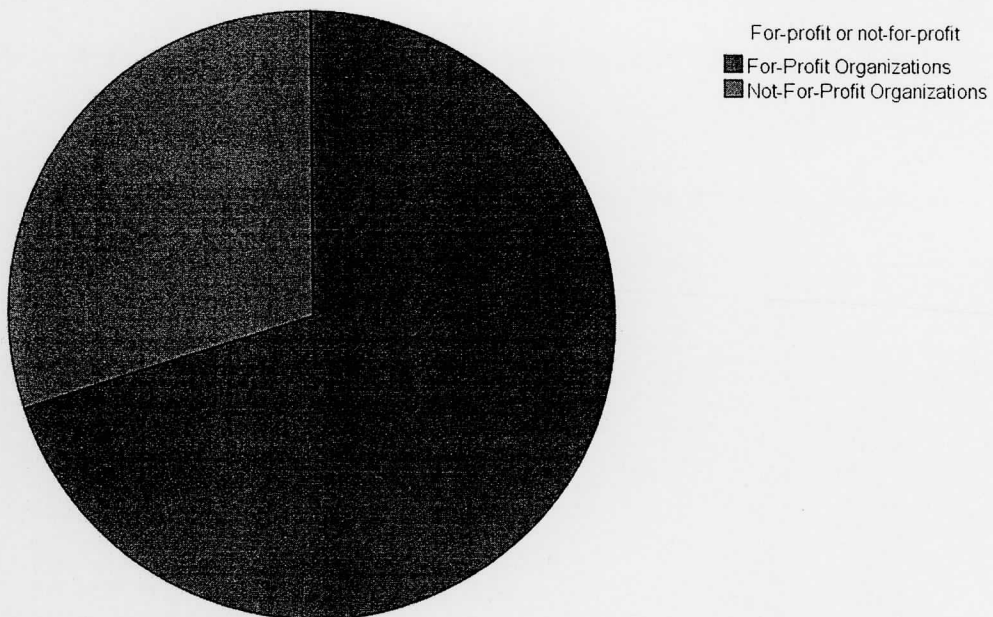
Ethical Considerations

As this study required the participation of human respondents, certain ethical issues were addressed. The consideration of these ethical issues was necessary for the purpose of ensuring the privacy as well as the safety of the participants. Among the significant ethical issues that were considered in the research process include consent and confidentiality. In order to secure the consent of the selected participants, all important details of the study were relayed, including its aim and purpose. By explaining these important details, the respondents were able to understand the importance of their role in the completion of the research. The confidentiality of the participants was also ensured by not disclosing their names or personal information in the research. Only relevant details that helped in answering the research questions were included.

STATISTICAL ANALYSIS

DESCRIPTIVE STATISTICS

The research was conducted on 77 for-profit organizations and 33 not-for-profit organizations. The pie chart below graphically shows the distribution of the sample size between both types of organizations.



The selected organizations represented a variety of industries for for-profit organizations, and a variety of organizational types for not-for-profit organizations, chosen through random sampling using Excel.

The industries for for-profit organizations include agriculture, construction, production, manufacturing, wholesale/retail trading, transportation and warehousing, printing, information technology, telecommunications, banking, food and beverages.

The organizational type for not-for-profit organizations include service, development, community based, environmental, conservation, advocacy, social Work, charity, civil acts.

The questionnaire for this study did not contain any questions on demographics, since it doesn't help the research in any way. For this reason more descriptive statistics were not generated.

Factor analysis allows us to study the properties of numerous variables and the ways that relate them up. It is used to show the extent to which variables are related to each other, and to prove internal consistency of the scales as a whole.

Reliability analysis was performed on all independent variables overall and also on each group of the independent variables, using the Cronbach's alpha test.

The Cronbach's alpha is a measure of internal consistency or reliability, i.e. it measures the extent to which items in the same instrument all measure the same trait.

The SPSS output detailing the Case Processing Summary and the Reliability Statistics for reliability analysis of all the independent variables is shown below:

Case Processing Summary

		N	%
Case	Total	110	100%
	Excluded	0	0%
	Total	110	100%

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.975	.975	45

The Cronbach's alpha is equal to 0.975, which indicates a high level of internal consistency. It can work with this specific sample including appropriate organizational culture, proper decision-making, putting employees first, group and team performance management, talent

RELIABILITY TEST

Reliability analysis allows us to study the properties of measurement scales and the items that make them up. It is used to show the extent to which variables are related to each other, and to prove internal consistency of the scale as a whole.

Reliability analysis was performed on all independent variables overall and also on each group of the independent variables, using the Cronbach's alpha test.

The Cronbach's alpha is a measure of internal consistency or reliability, i.e. it measures the extent to which items in the same instrument all measure the same trait.

The SPSS output, detailing the Case Processing Summary and the Reliability Statistics for reliability analysis of all the independent variables is shown below:

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded ^a	0	.0
	Total	110	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.975	.976	40

The Cronbach's alpha is equal to 0.975, which indicates a high level of internal consistency for our scale with this specific sample including appropriate organizational culture, proper decision-making, putting employees first, group and team performance management, talent

and performance management, evaluation and feedback system, leadership, and organization design and structure.

Since the 40 questions in my survey reflected different underlying dimensions, there was a chance that the Cronbach's alpha will not be able to distinguish between them.

For this reason, Reliability analysis using the Cronbach's alpha test was also performed on individual independent variables, each relating to a different factor and each with its own group of questions.

The SPSS output, detailing the Reliability Statistics for each of the independent factors is shown below:

1. Reliability test for organizational culture:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.884	.891	7

The Cronbach's alpha is equal to 0.884, which indicates high level of internal consistency for our scale.

Item-Total Statistics

	Corrected Item-Total Correlation
Creation of a thriving workplace	.721
Presence of ethical policies and procedures	.603
Contribution to the well-being of society	.635
Shared values understood by employees	.764
Creation of culture of trust	.627
Discouragement of conflict	.745
Creation of a great place to work	.696

The Item-Total Statistics table shows the item-total correlation, which represents how each item is correlated with a scale computed from only the other 8 items.

From the numbers above, we can see that each of the individual items is correlated with the scale as a whole. Thus, they are measuring the same construct as the other variables.

2. Reliability test for Decision Making:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.818	.827	4

The Cronbach's alpha is equal to 0.818, which indicates high level of internal consistency for our scale.

Item-Total Statistics

	Corrected Item-Total Correlation
Balanced decision making	.609
Understanding that decisions influence employees	.651
Fast decision making	.680
Involving employees who will be affected by the decision made	.659

From the item-total correlation results, we can see that each of the individual items is correlated with the scale as a whole. Thus, they are measuring the same construct as the other variables.

3. Reliability test for Putting Employees First:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.839	.840	5

The Cronbach's alpha is equal to 0.839, which indicates a high level of internal consistency for our scale.

Item-Total Statistics

	Corrected Item-Total Correlation
Sharing of information with employees	.715
Putting employees first and customers second	.660
Employees recognized for their work	.669
Managers making clear that the work of the employees matter	.609
Knowing that the employees make changes, not the systems	.570

From the item-total correlation results, we can see that each of the individual items is correlated with the scale as a whole. Thus, they are measuring the same construct as the other variables.

4. Reliability test for Group and Team Performance Management:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.836	.836	3

The Cronbach's alpha is equal to 0.836, which indicates a high level of internal consistency for our scale.

Item-Total Statistics

	Corrected Item-Total Correlation
Sense of group identity	.729
Sense of group efficacy	.757
Measurable team performance	.611

From the item-total correlation results, we can see that each of the individual items is correlated with the scale as a whole. Thus, they are measuring the same construct as the other variables.

5. Reliability test for Talent and Performance Management:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.857	.860	5

The Cronbach's alpha is equal to 0.857, which indicates a high level of internal consistency for our scale.

Item-Total Statistics

	Corrected Item-Total Correlation
Presence of a motivation system beyond the monthly paycheck	.672
Managers understanding emotional intelligence	.675
Managers paying attention to how events are interpreted by employees	.636
Managers developing talent of employees	.691
Managers helping employees grow	.709

From the item-total correlation results, we can see that each of the individual items is correlated with the scale as a whole. Thus, they are measuring the same construct as the other variables.

6. Reliability test for Evaluation and Feedback system:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.776	.780	3

The Cronbach's alpha is equal to 0.776, which indicates a relatively good level of internal consistency for our scale.

Item-Total Statistics

	Corrected Item-Total Correlation
Considering feedback & evaluation important in reaching goals	.614
Continuous evaluation	.595
Interactive evaluation process	.642

From the item-total correlation results, we can see that each of the individual items is correlated with the scale as a whole. Thus, they are measuring the same construct as the other variables.

7. Reliability test for Leadership:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.890	.890	7

The Cronbach's alpha is equal to 0.890, which indicates a high level of internal consistency for our scale.

Item-Total Statistics

	Corrected Item-Total Correlation
Managers acting according to the leadership principle of communicating to employees their worth	.693
Managers focusing on pathfinding	.739
Managers encouraging empowerment of employees	.673
Managers modeling by example	.595
Managers building caring relationships	.708
Managers mentoring by instruction	.719
Motivation of employees by commitment of managers	.668

From the item-total correlation results, we can see that each of the individual items is correlated with the scale as a whole. Thus, they are measuring the same construct as the other variables.

8. Reliability test for Organizational Design and Structure:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.857	.867	6

The Cronbach's alpha is equal to 0.857, which indicates a high level of internal consistency for our scale.

Item-Total Statistics

	Corrected Item-Total Correlation
Balanced organizational structure	.595
Flexible in responding to change	.681
Involving the right people at the right part of the organization	.627
Flexible reward system	.663
Encouragement of cross-functional cooperation	.708
Compensation system based on merit & not favoritism	.686

From the item-total correlation results, we can see that each of the individual items is correlated with the scale as a whole. Thus, they are measuring the same construct as the other variables.

Finally, reliability analysis was also performed on the dependent variable's 3 measures. The

SPSS output is shown below:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.864	.864	3

The Cronbach's alpha is equal to 0.864, which indicates a high level of internal consistency for our scale.

Inter-Item Correlation Matrix

	Increase in number of employees	Sustained revenue	Increase in number of customers served
Increase in number of employees	1.000	.681	.726
Sustained revenue	.681	1.000	.631
Increase in number of customers served	.726	.631	1.000

The inter-item correlation matrix above displays the correlation of each item with every other item.

We can see from the table that the dependent variables are well correlated with each other, showing inter-item correlation of 0.681 for sustained revenue and increase in number of employees, 0.631 for sustained revenue and increase in number of customers served, and 0.726 for increase in number of customers served and increase in number of employees.

In order to see how each measure is correlated with the scale as a whole, the item-total statistics was generated.

The results are shown below:

Item-Total Statistics

	Corrected Item-Total Correlation
Increase in number of employees	.779
Sustained revenue	.707
Increase in number of customers served	.742

From the item-total correlation results above, we can see that each of the individual items is correlated with the scale as a whole. Thus, they are measuring the same construct as the other variables.

1. Factor Analysis performed on organizations' culture:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.810
Bartlett's Test of Sphericity - Approx. Chi-Square	457.600
df	21
Sig.	.000

The KMO measures the sampling adequacy, which should be greater than 0.5 for a satisfactory factor analysis to proceed with.

The KMO in this case is 0.810 which is greater than 0.5, so it is satisfactory to proceed with the factor analysis.

Bartlett's test of sphericity tests the null hypothesis that the correlation matrix is an identity matrix. It is used to show that there is at least a statistically significant correlation within the correlation matrix.

FACTOR ANALYSIS

Factor analysis is used in data reduction to identify underlying variables that explain the pattern of correlations within a set of observed variables, and to describe the structure of the variables.

All variables involved in the factor analysis are interval and are assumed to be normally distributed.

Factor analysis was performed on each group of individual independent variables. The results are shown below.

1. Factor Analysis performed on organizational culture:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.863
Bartlett's Test of Sphericity	Approx. Chi-Square	407.800
	df	21
	Sig.	.000

The KMO measures the sampling adequacy which should be greater than 0.5 for a satisfactory factor analysis to proceed with.

The KMO in this case is 0.863 which is greater than 0.5, so it is satisfactory to proceed with the factor analysis

Bartlett's test of sphericity tests the null hypothesis that the correlation matrix is an identity matrix. It is used to show that there is at least 1 statistically significant correlation within the correlation matrix.

We can see from the table above that the Bartlett's test of sphericity is 0.000, which is less than 0.05, so it is significant. This means that the correlation matrix is not an identity matrix, and that there is at least 1 statistically significant correlation within the correlation matrix.

From the above satisfactory test results, we can pass on to performing the factor analysis.

The total Variance Explained table shows all the factors extractable from the analysis along with their eigenvalues, the percent of variance attributable to each factor, i.e. how much percent of the total variance each of the factors explains, and the cumulative variance of the factor and the previous factors.

From the table we can see all the factors extractable from the analysis; in this case 1 factor was extracted, accounting for %60.622 of the total variance.

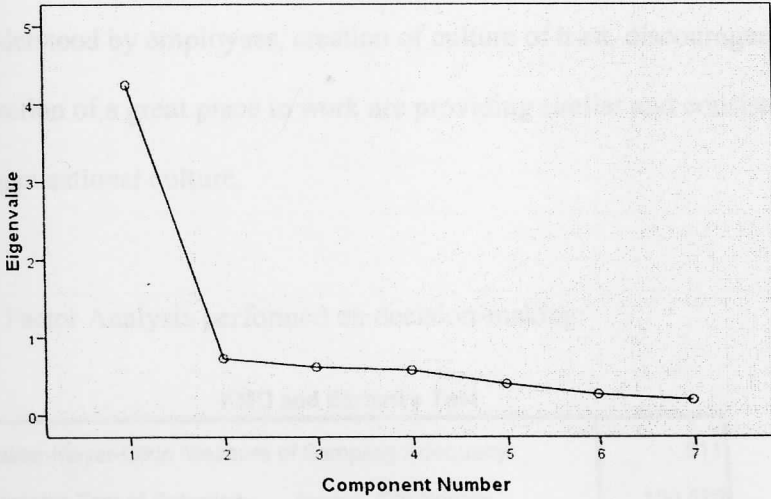
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.244	60.622	60.622	4.244	60.622	60.622
2	.725	10.363	70.985			
3	.614	8.771	79.757			
4	.571	8.159	87.916			
5	.394	5.623	93.539			
6	.261	3.729	97.268			
7	.191	2.732	100.000			

Extraction Method: Principal Component Analysis.

The scree plot is a graph of the eigenvalues against all the factors. It shows us graphically the factors extracted. We notice how the curve flattens after factor 1, meaning that each successive factor is accounting for much smaller amounts of the total variance.

Scree Plot



Component Matrix^a

	Component
	1
Creation of a thriving workplace	.810
Presence of ethical policies and procedures	.711
Contribution to the well-being of society	.734
Shared values understood by employees	.856
Creation of culture of trust	.719
Discouragement of conflict	.835
Creation of a great place to work	.771

Extraction Method: Principal Component Analysis.

The Component Matrix table makes the interpretation of the factor analysis easier, showing the loadings of the variables on the extracted components.

We can see from the table that the results of the factor analysis further reinforces the result of the reliability analysis, showing the loadings of the 7 variables on only 1 extracted component.

The Component Matrix table shows us that creation of a thriving workplace, presence of ethical policies and procedures, Contribution to the well-being of society, shared values understood by employees, creation of culture of trust, discouragement of conflict, and creation of a great place to work are providing similar and consistent measure, representing organizational culture.

2. Factor Analysis performed on decision-making:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.811
Bartlett's Test of Sphericity	Approx. Chi-Square	150.879
	df	6
	Sig.	.000

The KMO is 0.811 which is greater than 0.5, so it is satisfactory to proceed with the factor analysis

The Bartlett's test of sphericity is 0.000, which is less than 0.05, so it is significant. This means that the correlation matrix is not an identity matrix, and that there is at least 1 statistically significant correlation within the correlation matrix.

From the above satisfactory test results, we can pass on to performing the factor analysis.

From the table we can see all the factors extractable from the analysis; in this case 1 factor was extracted, accounting for %65.923 of the total variance.

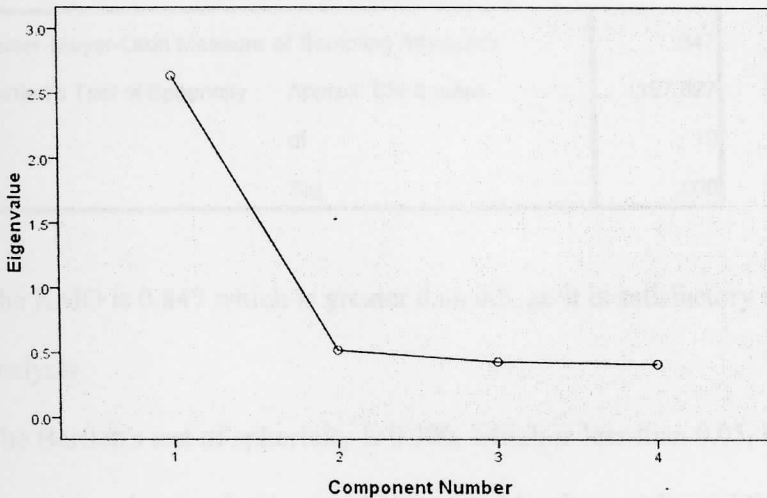
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.637	65.923	65.923	2.637	65.923	65.923
2	.520	12.994	78.917			
3	.430	10.745	89.662			
4	.414	10.338	100.000			

Extraction Method: Principal Component Analysis.

The scree plot shows us graphically the factors extracted. We notice how the curve flattens after factor 1, meaning that each successive factor is accounting for much smaller amounts of the total variance.

Scree Plot



Component Matrix^a

	Component
	1
Balanced decision making	.777
Understanding that decisions influence employees	.815
Fast decision making	.833
Involving employees who will be affected by the decision made	.821

Extraction Method: Principal Component Analysis.

We can see from the table that the results of the factor analysis further reinforces the result of the reliability analysis, showing the loadings of the 4 variables on only 1 extracted component.

The Component Matrix table shows us that balanced decision making, understanding that decisions influence employees, Fast decision making, and involving employees who will be

affected by the decision made are providing similar and consistent measure, representing decision making.

3. Factor Analysis performed on putting employees first:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.847
Bartlett's Test of Sphericity	Approx. Chi-Square	197.627
	df	10
	Sig.	.000

The KMO is 0.847 which is greater than 0.5, so it is satisfactory to proceed with the factor analysis

The Bartlett's test of sphericity is 0.000, which is less than 0.05, so it is significant. This means that the correlation matrix is not an identity matrix, and that there is at least 1 statistically significant correlation within the correlation matrix.

From the above satisfactory test results, we can pass on to performing the factor analysis.

From the table we can see all the factors extractable from the analysis; in this case 1 factor was extracted, accounting for %61.115 of the total variance.

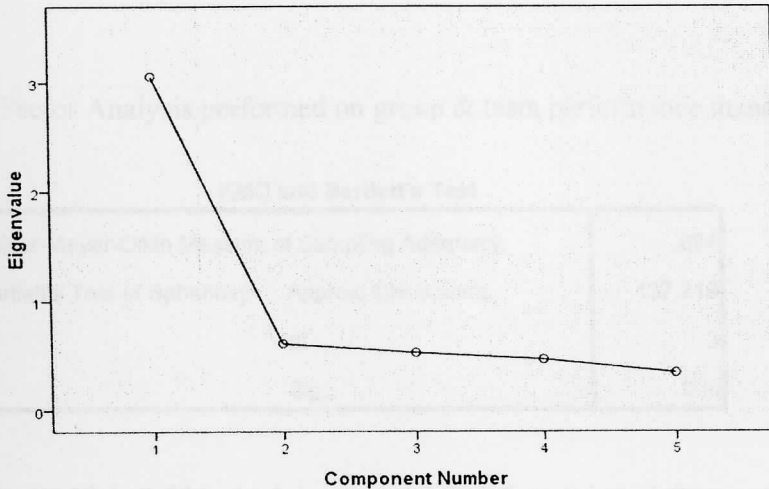
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.056	61.115	61.115	3.056	61.115	61.115
2	.610	12.198	73.313			
3	.527	10.536	83.849			
4	.465	9.306	93.155			
5	.342	6.845	100.000			

Extraction Method: Principal Component Analysis.

The scree plot shows us graphically the factor extracted. We notice how the curve flattens after factor 1, meaning that each successive factor is accounting for much smaller amounts of the total variance.

Scree Plot



Component Matrix^a

	Component
	1
Sharing of information with employees	.836
Putting employees first and customers second	.794
Employees recognized for their work	.803
Managers making clear that the work of the employees matter	.754
Knowing that the employees make changes, not the systems	.718

Extraction Method: Principal Component Analysis.

We can see from the table that the results of the factor analysis further reinforces the result of the reliability analysis, showing the loadings of the 5 variables on only 1 extracted component.

The Component Matrix table shows us that sharing of information with employees, putting employees first and customers second, employees recognized for their work, managers making clear that the work of the employees matter, and Knowing that the employees make changes, not the systems are providing similar and consistent measure, representing putting employees first.

4. Factor Analysis performed on group & team performance management:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.694
Bartlett's Test of Sphericity	Approx. Chi-Square	137.719
	df	3
	Sig.	.000

The KMO is 0.694 which is greater than 0.5, so it is satisfactory to proceed with the factor analysis

The Bartlett's test of sphericity is 0.000, which is less than 0.05, so it is significant. This means that the correlation matrix is not an identity matrix, and that there is at least 1 statistically significant correlation within the correlation matrix.

From the above satisfactory test results, we can pass on to performing the factor analysis.

From the table we can see all the factors extractable from the analysis; in this case 1 factor was extracted, accounting for %75.438 of the total variance.

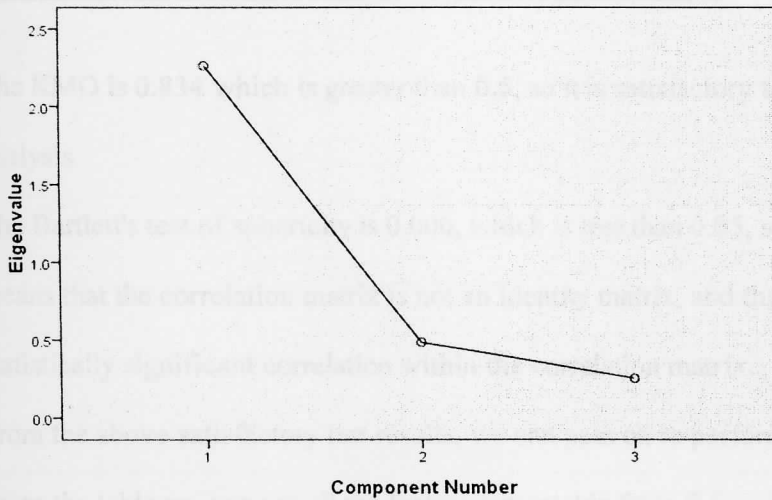
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.263	75.438	75.438	2.263	75.438	75.438
2	.485	16.155	91.593			
3	.252	8.407	100.000			

Extraction Method: Principal Component Analysis.

The scree plot shows us graphically the factor extracted. We notice how the curve flattens after factor 1, meaning that each successive factor is accounting for much smaller amounts of the total variance.

Scree Plot



Component Matrix^a

	Component
	1
Sense of group identity	.890
Sense of group efficacy	.903
Measurable team performance	.811

Extraction Method: Principal Component Analysis.

We can see from the table that the results of the factor analysis further reinforces the result of the reliability analysis, showing the loadings of the 3 variables on only 1 extracted component.

The Component Matrix table shows us that sense of group identity, sense of group efficacy, and measurable team performance are providing similar and consistent measure, representing group and team performance management.

5. Factor Analysis performed on talent & performance management:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.834
Bartlett's Test of Sphericity	Approx. Chi-Square	228.963
	df	10
	Sig.	.000

The KMO is 0.834 which is greater than 0.5, so it is satisfactory to proceed with the factor analysis

The Bartlett's test of sphericity is 0.000, which is less than 0.05, so it is significant. This means that the correlation matrix is not an identity matrix, and that there is at least 1 statistically significant correlation within the correlation matrix.

From the above satisfactory test results, we can pass on to performing the factor analysis.

From the table we can see all the factors extractable from the analysis; in this case 1 factor was extracted, accounting for %64.124 of the total variance.

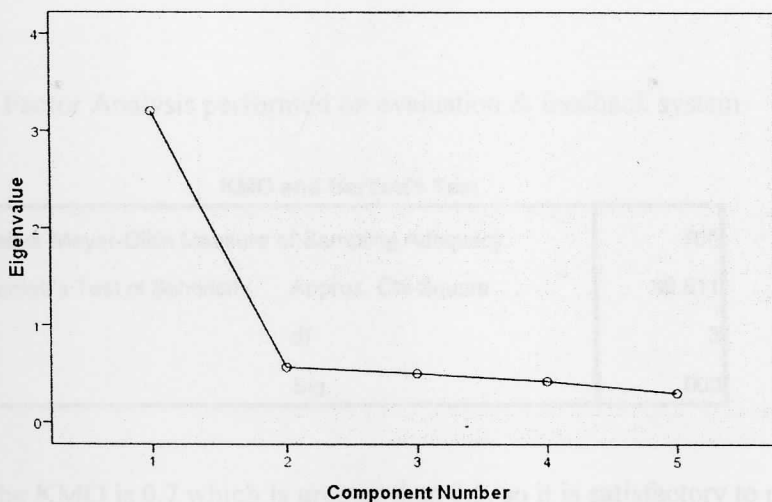
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.206	64.124	64.124	3.206	64.124	64.124
2	.566	11.321	75.445			
3	.504	10.079	85.524			
4	.422	8.438	93.962			
5	.302	6.038	100.000			

Extraction Method: Principal Component Analysis.

The scree plot shows us graphically the factor extracted. We notice how the curve flattens after factor 1, meaning that each successive factor is accounting for much smaller amounts of the total variance.

Scree Plot



Component Matrix^a

	Component
	1
Presence of a motivation system beyond the monthly paycheck	.797
Managers understanding emotional intelligence	.801
Managers paying attention to how events are interpreted by employees	.770
Managers developing talent of employees	.812
Managers helping employees grow	.824

Extraction Method: Principal Component Analysis.

We can see from the table that the results of the factor analysis further reinforces the result of the reliability analysis, showing the loadings of the 5 variables on only 1 extracted component.

The Component Matrix table shows us that presence of a motivation system beyond the monthly paycheck, managers understanding emotional intelligence, managers paying attention to how events are interpreted by employees, managers developing talent of

employees, and managers helping employees grow are providing similar and consistent measure, representing talent and performance management.

6. Factor Analysis performed on evaluation & feedback system:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.700
Bartlett's Test of Sphericity	Approx. Chi-Square	89.611
	df	3
	Sig.	.000

The KMO is 0.7 which is greater than 0.5, so it is satisfactory to proceed with the factor analysis

The Bartlett's test of sphericity is 0.000, which is less than 0.05, so it is significant. This means that the correlation matrix is not an identity matrix, and that there is at least 1 statistically significant correlation within the correlation matrix.

From the above satisfactory test results, we can pass on to performing the factor analysis.

From the table we can see all the factors extractable from the analysis; in this case 1 factor was extracted, accounting for %69.498 of the total variance.

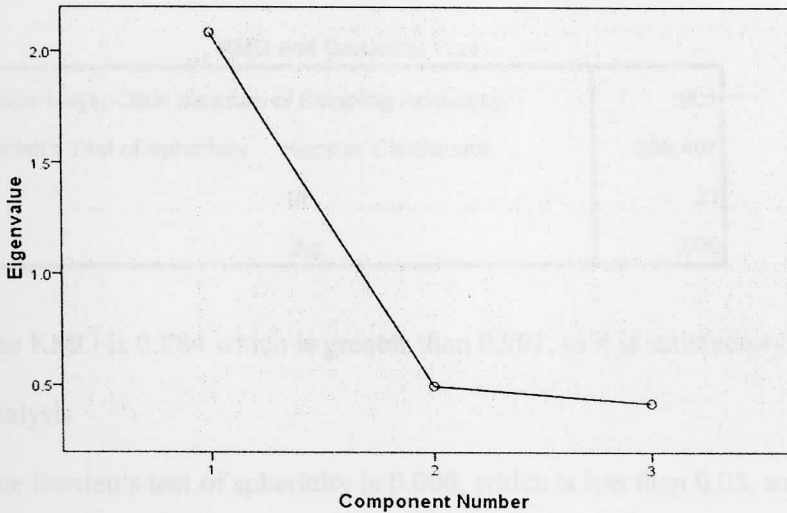
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.085	69.498	69.498	2.085	69.498	69.498
2	.496	16.532	86.030			
3	.419	13.970	100.000			

Extraction Method: Principal Component Analysis.

The scree plot shows us graphically the factor extracted. We notice how the curve flattens after factor 1, meaning that each successive factor is accounting for much smaller amounts of the total variance.

Scree Plot



Component Matrix^a

	Component
	1
Considering feedback & evaluation important in reaching goals	.832
Continuous evaluation	.817
Interactive evaluation process	.851

Extraction Method: Principal Component Analysis.

We can see from the table that the results of the factor analysis further reinforces the result of the reliability analysis, showing the loadings of the 3 variables on only 1 extracted component.

The Component Matrix table shows us that considering feedback & evaluation important in reaching goals, continuous evaluation, and interactive evaluation process are providing similar and consistent measure, representing decision making.

7. Factor Analysis performed on leadership:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.901
Bartlett's Test of Sphericity	Approx. Chi-Square	358.407
	df	21
	Sig.	.000

The KMO is 0.884 which is greater than 0.901, so it is satisfactory to proceed with the factor analysis

The Bartlett's test of sphericity is 0.000, which is less than 0.05, so it is significant. This means that the correlation matrix is not an identity matrix, and that there is at least 1 statistically significant correlation within the correlation matrix.

From the above satisfactory test results, we can pass on to performing the factor analysis.

From the table we can see all the factors extractable from the analysis; in this case 1 factor was extracted, accounting for %60.367 of the total variance.

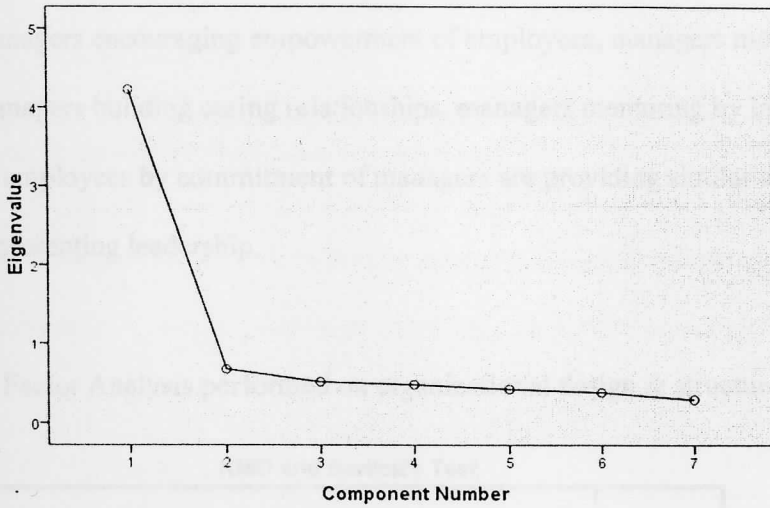
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.226	60.367	60.367	4.226	60.367	60.367
2	.676	9.658	70.025			
3	.516	7.378	77.403			
4	.481	6.876	84.279			
5	.424	6.054	90.333			
6	.384	5.486	95.819			
7	.293	4.181	100.000			

Extraction Method: Principal Component Analysis.

The scree plot shows us graphically the factor extracted. We notice how the curve flattens after factor 1, meaning that each successive factor is accounting for much smaller amounts of the total variance.

Scree Plot



Component Matrix^a

	Component
	1
Managers acting according to the leadership principle of communicating to employees their worth	.783
Managers focusing on pathfinding	.820
Managers encouraging empowerment of employees	.768
Managers modeling by example	.698
Managers building caring relationships	.796
Managers mentoring by instruction	.805
Motivation of employees by commitment of managers	.762

Extraction Method: Principal Component Analysis.

We can see from the table that the results of the factor analysis further reinforces the result of the reliability analysis, showing the loadings of the 7 variables on only 1 extracted component.

The Component Matrix table shows us that managers acting according to the leadership principle of communicating to employees their worth, managers focusing on pathfinding, managers encouraging empowerment of employees, managers modeling by example, managers building caring relationships, managers mentoring by instruction, and motivation of employees by commitment of managers are providing similar and consistent measure, representing leadership.

8. Factor Analysis performed on organizational design & structure:

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.866
Bartlett's Test of Sphericity	Approx. Chi-Square	274.143
	df	15
	Sig.	.000

The KMO is 0.866 which is greater than 0.5, so it is satisfactory to proceed with the factor analysis

The Bartlett's test of sphericity is 0.000, which is less than 0.05, so it is significant. This means that the correlation matrix is not an identity matrix, and that there is at least 1 statistically significant correlation within the correlation matrix.

From the above satisfactory test results, we can pass on to performing the factor analysis.

From the table we can see all the factors extractable from the analysis; in this case 1 factor was extracted, accounting for %60.165 of the total variance.

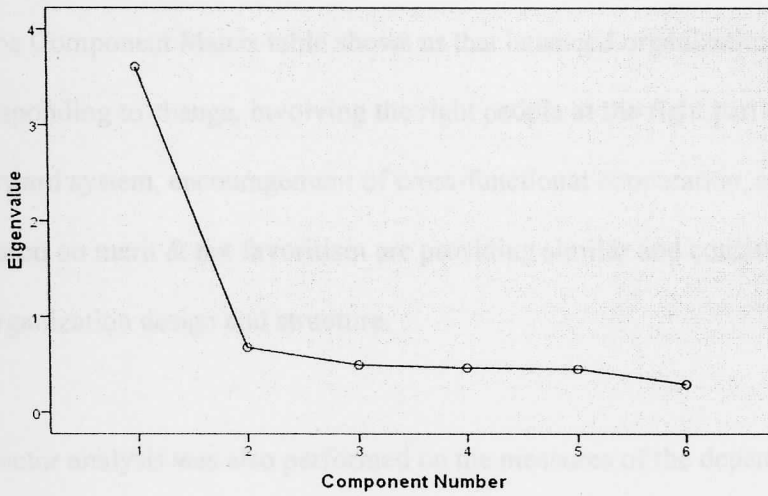
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.610	60.165	60.165	3.610	60.165	60.165
2	.680	11.328	71.493			
3	.497	8.290	79.783			
4	.467	7.783	87.566			
5	.453	7.557	95.124			
6	.293	4.876	100.000			

Extraction Method: Principal Component Analysis.

The scree plot shows us graphically the factor extracted. We notice how the curve flattens after factor 1, meaning that each successive factor is accounting for much smaller amounts of the total variance.

Scree Plot



Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.728
Bartlett's Test of Sphericity	Approx. Chi-Square
	135.044
	df
	3
	Sig.
	.000

Component Matrix^a

	Component
	1
Balanced organizational structure	.712
Flexible in responding to change	.799
Involving the right people at the right part of the organization	.743
Flexible reward system	.783
Encouragement of cross-functional cooperation	.812
Compensation system based on merit & not favoritism	.800

Extraction Method: Principal Component Analysis.

The Component Matrix table shows us that all factors are providing similar and consistent measure, representing organizational design & structure.

We can see from the table that the results of the factor analysis further reinforces the result of the reliability analysis, showing the loadings of the 6 variables on only 1 extracted component.

The Component Matrix table shows us that balanced organizational structure, flexible in responding to change, involving the right people at the right part of the organization, flexible reward system, encouragement of cross-functional cooperation, and compensation system based on merit & not favoritism are providing similar and consistent measure, representing organization design and structure.

Factor analysis was also performed on the measures of the dependent variable, with the results shown below.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.728	
Bartlett's Test of Sphericity	Approx. Chi-Square	155.044
	df	3
	Sig.	.000

The KMO is 0.728 which is greater than 0.5, so it is satisfactory to proceed with the factor analysis

The Bartlett's test of sphericity is 0.000, which is less than 0.05, so it is significant. This means that the correlation matrix is not an identity matrix, and that there is at least 1 statistically significant correlation within the correlation matrix.

From the above satisfactory test results, we can pass on to performing the factor analysis.

From the table we can see all the factors extractable from the analysis; in this case 1 factor was extracted, accounting for %78.628 of the total variance.

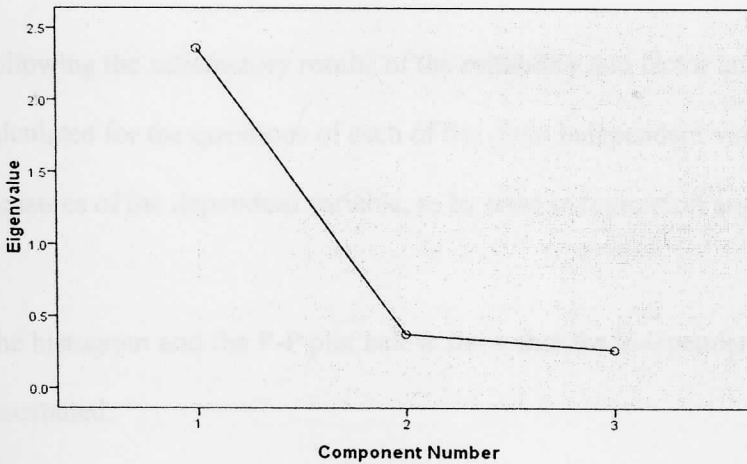
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.359	78.628	78.628	2.359	78.628	78.628
2	.375	12.514	91.142			
3	.266	8.858	100.000			

Extraction Method: Principal Component Analysis.

The scree plot shows us graphically the factor extracted. We notice how the curve flattens after factor 1, meaning that each successive factor is accounting for much smaller amounts of the total variance.

Scree Plot



Component Matrix^a

	Component
	1
Increase in number of employees	.907
Sustained revenue	.866
Increase in number of customers served	.887

Extraction Method: Principal Component Analysis.

We can see from the table that the results of the factor analysis further reinforces the result of the reliability analysis, showing the loadings of the 3 measures on only 1 extracted component.

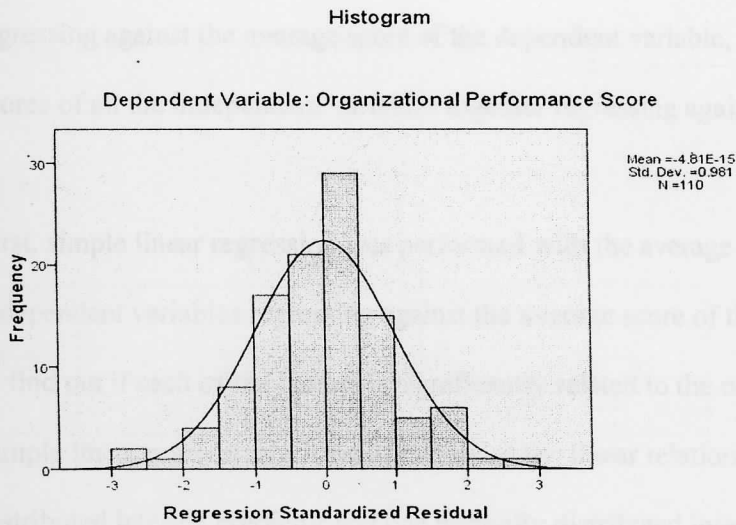
The Component Matrix table shows us that increase in number of employees, increase in number of customers, and sustained revenue are providing similar and consistent measure, representing organizational performance.

REGRESSION ANALYSIS

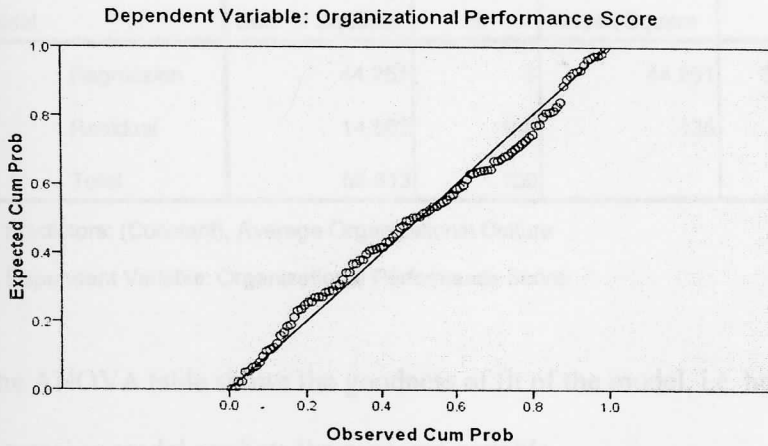
Following the satisfactory results of the reliability and factor analysis, the average score was calculated for the questions of each of the eight independent variables and also for the measures of the dependent variable, to be used in regression analysis and t-test.

The histogram and the P-P plot below show that the independent variables are normally distributed.

The histogram shows a bell-shaped curve and the normal plot of the residuals shows the points close to the diagonal line.



Normal P-P Plot of Regression Standardized Residual



Regression was performed with the average score of each one of the independent variables regressing against the average score of the dependent variable, and also with the average scores of all the independent variables together regressing against the dependent variable.

First, simple linear regression was performed with the average score of each of the independent variables regressing against the average score of the dependent variable, in order to find out if each of the factors is significantly related to the organizational performance. Simple linear regression allows us to look at the linear relationship between one normally distributed interval predictor and one normally distributed interval outcome variable. It is used to specify the nature of the relation between two variables. It shows the prediction of the dependent variable, given the value of the independent variable.

1. Organizational Culture regressed against organizational performance:

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.251	1	44.251	328.177	.000 ^a
	Residual	14.562	108	.135		
	Total	58.813	109			

a. Predictors: (Constant), Average Organizational Culture

b. Dependent Variable: Organizational Performance Score

The ANOVA table shows the goodness of fit of the model, i.e. how significantly the regression model predicts the outcome variable.

The Sig. column indicates the statistical significance of the regression model that was applied. Having $P < 0.05$ indicates that the regression model applied is significantly good enough in predicting the outcome variable.

The predictor for this model, as mentioned above, is the average score of organizational culture.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867 ^a	.752	.750	.36720

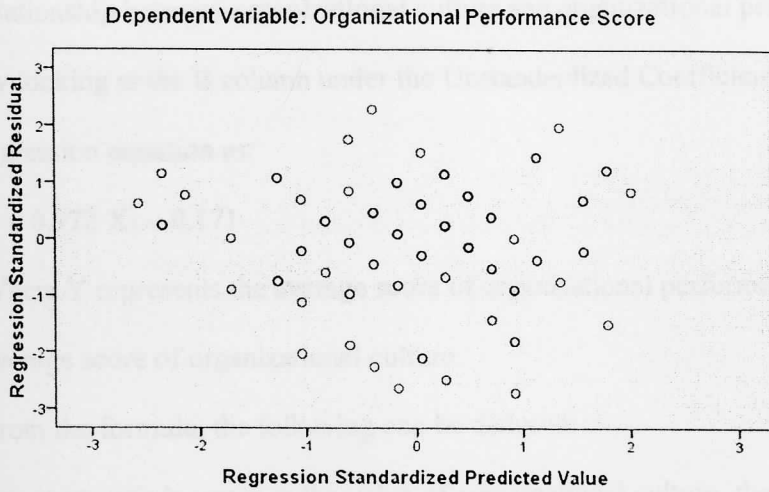
a. Predictors: (Constant), Average Organizational Culture

b. Dependent Variable: Organizational Performance Score

The Model Summary table above shows the value of R^2 , which refers to the fraction of variance explained by the model. It captures the percentage of deviation from the mean in the dependent variable that could be explained by the independent variable.

In this case, 75.2% of the variance in the score of organizational performance is explained by the average score of organizational culture.

Scatterplot



The scatterplot above shows that heteroscedasticity is not present in the data.

Coefficients^a

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
1 (Constant)	-.171	.201	-.852	.396
Average Organizational Culture	.972	.054	18.116	.000

a. Dependent Variable: Organizational Performance Score

The coefficients table above provides us with information on the independent variable, in order to be able to predict the dependent variable from it.

The coefficient for the independent variable shows how much an increase of one in its value will change the dependent variable, holding all others constant.

From the table above, we see that the relationship between organizational culture and organizational performance is positive (.972).

Based on the t-value (18.116) and p-value (0.000), we would conclude this relationship is statistically significant. Hence, we would say there is a statistically significant positive linear relationship between organizational culture and organizational performance.

By looking at the B column under the Unstandardized Coefficients, we can present the regression equation as:

$$Y = 0.972 X_1 - 0.171$$

Where Y represents the average score of organizational performance and X1 represents the average score of organizational culture.

From the formula, the following can be deduced:

For every unit increase in the value of organizational culture, the value of organizational performance increases by 0.972 units, holding all others constant.

2. Decision Making regressed against organizational performance:

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.322	1	38.322	201.982	.000 ^a
	Residual	20.491	108	.190		
	Total	58.813	109			

a. Predictors: (Constant), Average Decision Making

b. Dependent Variable: Organizational Performance Score

The ANOVA table shows $P < 0.05$, indicating that the regression model applied is significantly good enough in predicting the outcome variable.

The predictor for this model, as mentioned above, is the average score of decision making.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807 ^a	.652	.648	.43558

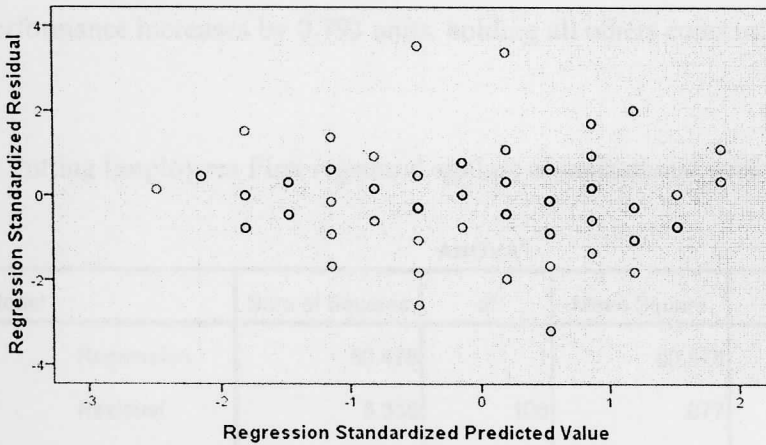
a. Predictors: (Constant), Average Decision Making

b. Dependent Variable: Organizational Performance Score

The model summary shows that R^2 is 0.652, which means that 65.2% of the variance in the average score of organizational performance is explained by the average score of decision making.

Scatterplot

Dependent Variable: Organizational Performance Score



The scatterplot above shows that heteroscedasticity is not present in the data.

Coefficients^a

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	.750	.192	3.914	.000
	Average Decision Making	.793	.056	14.212	.000

a. Dependent Variable: Organizational Performance Score

From the Coefficients table above, we see that the relationship between decision making and organizational performance is positive (.793).

Based on the t-value (14.212) and p-value (0.000), we would conclude this relationship is statistically significant. Hence, we would say there is a statistically significant positive linear relationship between decision making and organizational performance.

By looking at the B column under the Unstandardized Coefficients, we can present the regression equation as: $Y = 0.793 X_2 + 0.75$

Where Y represents the average score of organizational performance and X_2 represents the average score of decision making.

From the formula, the following can be deduced:

For every unit increase in the value of decision making, the value of organizational performance increases by 0.793 units, holding all others constant.

3. Putting Employees First regressed against organizational performance:

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.478	1	50.478	654.053	.000 ^a
	Residual	8.335	108	.077		
	Total	58.813	109			

a. Predictors: (Constant), Average Putting Employees First

b. Dependent Variable: Organizational Performance Score

The ANOVA table shows $P < 0.05$, indicating that the regression model applied is significantly good enough in predicting the outcome variable.

The predictor for this model, as mentioned above, is the average score of putting employees first.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.926 ^a	.858	.857	.27781

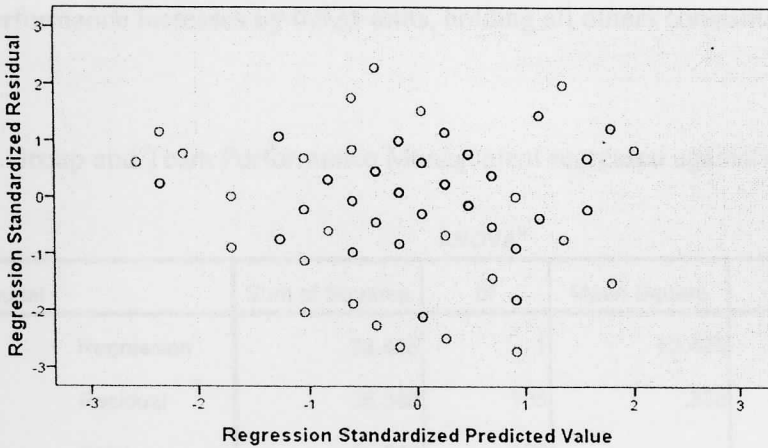
a. Predictors: (Constant), Average Putting Employees First

b. Dependent Variable: Organizational Performance Score

The model summary shows that R^2 is 0.858, which means that 85.8% of the variance in the average score of organizational performance is explained by the average score of putting employees first.

Scatterplot

Dependent Variable: Organizational Performance Score



The scatterplot above shows that heteroscedasticity is not present in the data.

Coefficients^a

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	.307	.124	2.469	.015
	Average Putting Employees First	.925	.036	25.574	.000

a. Dependent Variable: Organizational Performance Score

From the Coefficients table above, we see that the relationship between organizational culture and organizational performance is positive (.925).

Based on the t-value (25.574) and p-value (0.000), we would conclude this relationship is statistically significant. Hence, we would say there is a statistically significant positive linear relationship between putting employees first and organizational performance.

By looking at the B column under the Unstandardized Coefficients, we can present the regression equation as: $Y = 0.925 X_3 + 0.307$

Where Y represents the average score of organizational performance and X3 represents the average score of putting employees first.

From the formula, the following can be deduced:

For every unit increase in the value of putting employees first, the value of organizational performance increases by 0.925 units, holding all others constant.

4. Group and Team Performance Management regressed against organizational performance:

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.425	1	23.425	71.488	.000 ^a
	Residual	35.388	108	.328		
	Total	58.813	109			

a. Predictors: (Constant), Average Group & Team Performance Management

b. Dependent Variable: Organizational Performance Score

The ANOVA table shows $P < 0.05$, indicating that the regression model applied is significantly good enough in predicting the outcome variable.

The predictor for this model, as mentioned above, is the average score of group and team performance management.

Model Summary^b

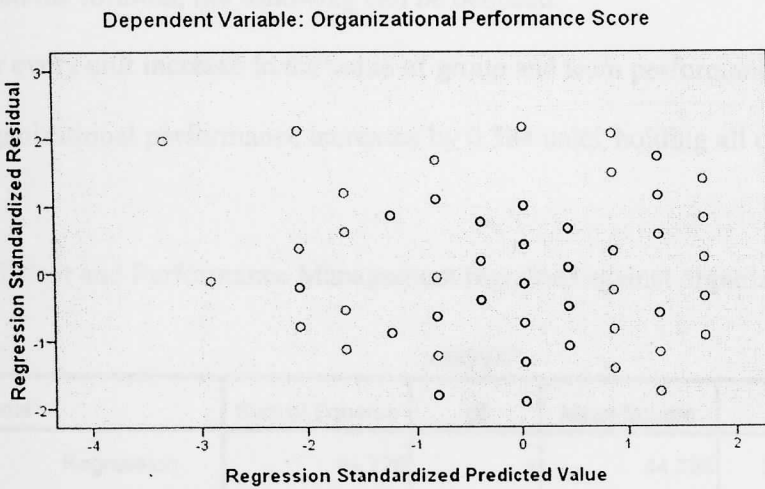
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631 ^a	.398	.393	.57243

a. Predictors: (Constant), Average Group & Team Performance Management

b. Dependent Variable: Organizational Performance Score

The model summary shows that R^2 is 0.398, which means that 39.8% of the variance in the average score of organizational performance is explained by the average score of group and team performance management.

Scatterplot



The scatterplot above shows that heteroscedasticity is not present in the data.

Coefficients^a

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	1.287	.257	5.011	.000
	Average Group & Team Performance Management	.584	.069	8.455	.000

a. Dependent Variable: Organizational Performance Score

From the Coefficients table above, we see that the relationship between organizational culture and organizational performance is positive (.584).

Based on the t-value (8.455) and p-value (0.000), we would conclude this relationship is statistically significant. Hence, we would say there is a statistically significant positive linear relationship between group and team performance management and organizational performance.

By looking at the B column under the Unstandardized Coefficients, we can present the regression equation as: $Y = 0.584 X_4 + 1.287$

Where Y represents the average score of organizational performance and X_4 represents the average score of group and team performance management.

From the formula, the following can be deduced:

For every unit increase in the value of group and team performance management, the value of organizational performance increases by 0.584 units, holding all others constant.

5. Talent and Performance Management regressed against organizational performance:

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.726	1	44.726	342.887	.000 ^a
	Residual	14.087	108	.130		
	Total	58.813	109			

a. Predictors: (Constant), Average Talent & Performance Management

b. Dependent Variable: Organizational Performance Score

The ANOVA table shows $P < 0.05$, indicating that the regression model applied is significantly good enough in predicting the outcome variable.

The predictor for this model, as mentioned above, is the average score of talent and performance management.

Model Summary^b

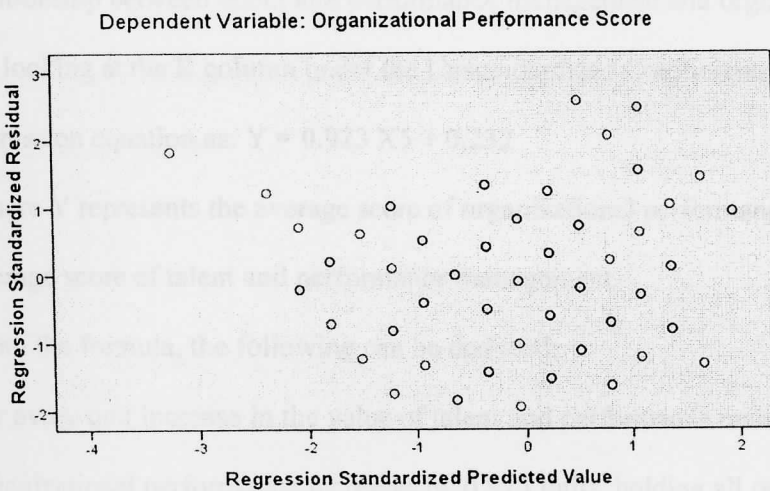
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 ^a	.760	.758	.36116

a. Predictors: (Constant), Average Talent & Performance Management

b. Dependent Variable: Organizational Performance Score

The model summary shows that R^2 is 0.760, which means that 76% of the variance in the average score of organizational performance is explained by the average score of talent and performance management.

Scatterplot



The scatterplot above shows that heteroscedasticity is not present in the data.

Coefficients^a

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
1 (Constant)	.232	.175	1.325	.188
Average Talent & Performance Management	.923	.050	18.517	.000

a. Dependent Variable: Organizational Performance Score

From the Coefficients table above, we see that the relationship between organizational culture and organizational performance is positive (.923).

Based on the t-value (18.517) and p-value (0.000), we would conclude this relationship is statistically significant. Hence, we would say there is a statistically significant positive linear relationship between talent and performance management and organizational performance.

By looking at the B column under the Unstandardized Coefficients, we can present the regression equation as: $Y = 0.923 X_5 + 0.232$

Where Y represents the average score of organizational performance and X_5 represents the average score of talent and performance management.

From the formula, the following can be deduced:

For every unit increase in the value of talent and performance management, the value of organizational performance increases by 0.923 units, holding all others constant.

6. Evaluation and Feedback system regressed against organizational performance:

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	29.646	1	29.646	109.773	.000 ^a
Residual	29.167	108	.270		
Total	58.813	109			

a. Predictors: (Constant), Average Evaluation & Feedback System

b. Dependent Variable: Organizational Performance Score

The ANOVA table shows $P < 0.05$, indicating that the regression model applied is significantly good enough in predicting the outcome variable.

The predictor for this model, as mentioned above, is the average score of evaluation and feedback system.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.710 ^a	.504	.499	.51968	1.654

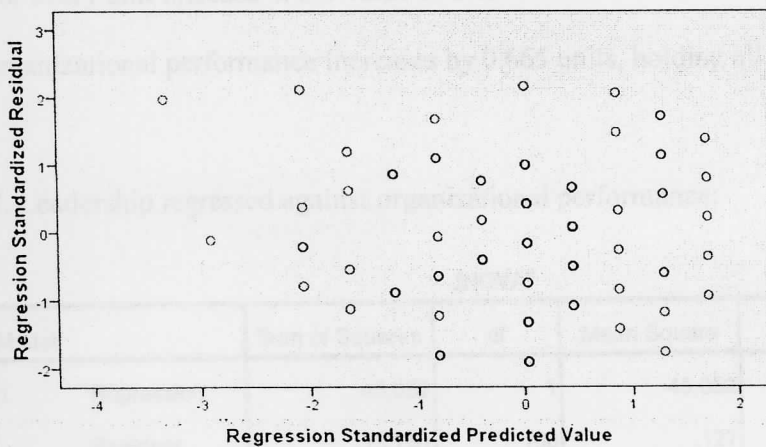
a. Predictors: (Constant), Average Evaluation & Feedback System

b. Dependent Variable: Organizational Performance Score

The model summary shows that R^2 is 0.504, which means that 50.4% of the variance in the average score of organizational performance is explained by the average score of evaluation and feedback system.

Scatterplot

Dependent Variable: Organizational Performance Score



The scatterplot above shows that heteroscedasticity is not present in the data.

Coefficients^a

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	1.080	.228	4.741	.000
	Average Evaluation & Feedback System	.665	.063	10.477	.000

a. Dependent Variable: Organizational Performance Score

From the Coefficients table above, we see that the relationship between evaluation and feedback system and organizational performance is positive (.665).

Based on the t-value (10.477) and p-value (0.000), we would conclude this relationship is statistically significant. Hence, we would say there is a statistically significant positive linear relationship between evaluation and feedback system and organizational performance.

By looking at the B column under the Unstandardized Coefficients, we can present the regression equation as: $Y = 0.665 X_6 + 1.08$

Where Y represents the average score of organizational performance and X₆ represents the average score of evaluation and feedback system.

From the formula, the following can be deduced:

For every unit increase in the value of evaluation and feedback system, the value of organizational performance increases by 0.665 units, holding all others constant.

7. Leadership regressed against organizational performance:

JNOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.052	1	45.052	353.585	.000 ^a
	Residual	13.761	108	.127		
	Total	58.813	109			

a. Predictors: (Constant), Average Leadership

b. Dependent Variable: Organizational Performance Score

The ANOVA table shows $P < 0.05$, indicating that the regression model applied is significantly good enough in predicting the outcome variable.

The predictor for this model, as mentioned above, is the average score of leadership.

Model Summary^b

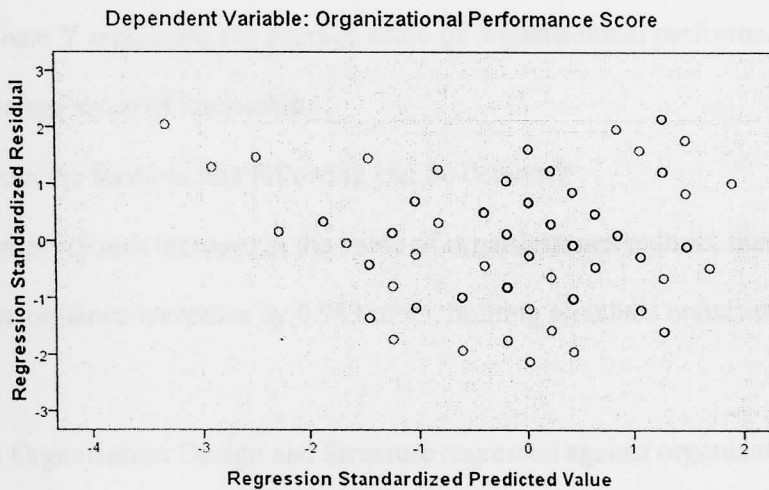
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875 ^a	.766	.764	.35695

a. Predictors: (Constant), Average Leadership

b. Dependent Variable: Organizational Performance Score

The model summary shows that R^2 is 0.766, which means that 76.6% of the variance in the average score of organizational performance is explained by the average score of leadership.

Scatterplot



The scatterplot above shows that heteroscedasticity is not present in the data.

Coefficients^a

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	.057	.181	.316	.752
	Average Leadership	.943	.050	18.804	.000

a. Dependent Variable: Organizational Performance Score

From the Coefficients table above, we see that the relationship between leadership and organizational performance is positive (.943).

Based on the t-value (18.804) and p-value (0.000), we would conclude this relationship is statistically significant. Hence, we would say there is a statistically significant positive linear relationship between leadership and organizational performance.

By looking at the B column under the Unstandardized Coefficients, we can present the regression equation as: $Y = 0.943 X7 + 0.57$

Where Y represents the average score of organizational performance and X7 represents the average score of leadership.

From the formula, the following can be deduced:

For every unit increase in the value of organizational culture, the value of organizational performance increases by 0.943 units, holding all others constant.

8. Organization Design and Structure regressed against organizational performance:

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.699	1	39.699	224.317	.000 ^a
	Residual	19.114	108	.177		
	Total ^c	58.813	109			

a. Predictors: (Constant), Average Organization Design & Structure

b. Dependent Variable: Organizational Performance Score

The ANOVA table shows $P < 0.05$, indicating that the regression model applied is significantly good enough in predicting the outcome variable.

The predictor for this model, as mentioned above, is the average score of organization design and structure.

Model Summary^b

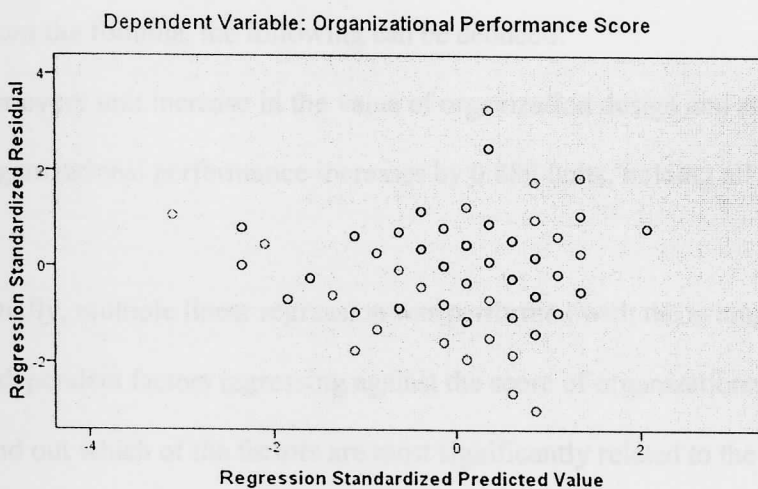
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822 ^a	.675	.672	.42069

a. Predictors: (Constant), Average Organization Design & Structure

b. Dependent Variable: Organizational Performance Score

The model summary shows that R^2 is 0.675, which means that 67.5% of the variance in the average score of organizational performance is explained by the average score of organization design and structure.

Scatterplot



The scatterplot above shows that heteroscedasticity is not present in the data.

Coefficients^a

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	.365	.207	1.764	.081
	Average Organization Design & Structure	.889	.059	14.977	.000

a. Dependent Variable: Organizational Performance Score

From the Coefficients table above, we see that the relationship between organization design and structure and organizational performance is positive (.889).

Based on the t-value (14.977) and p-value (0.000), we would conclude this relationship is statistically significant. Hence, we would say there is a statistically significant positive linear relationship between organization design and structure and organizational performance.

By looking at the B column under the Unstandardized Coefficients, we can present the regression equation as: $Y = 0.889 X_8 + 0.365$

Where Y represents the average score of organizational performance and X_8 represents the average score of organization design and structure.

From the formula, the following can be deduced:

For every unit increase in the value of organization design and structure, the value of organizational performance increases by 0.889 units, holding all others constant.

Finally, multiple linear regression was performed with the average scores of all the independent factors regressing against the score of organizational performance, in order to find out which of the factors are most significantly related to the organizational performance.

Multicollinearity occurs when one or more of the independent variables are related to one another.

In order to adjust for multicollinearity, step-wise regression was used. Stepwise regression adds and removes variables in steps until the optimum model is reached.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
4 Regression	52.384	4	13.096	213.893	.000 ^d
Residual	6.429	105	.061		
Total	58.813	109			

d. Predictors: (Constant), Average Putting Employees First, Average Organizational Culture, Average Decision Making, Average Leadership

e. Dependent Variable: Organizational Performance Score

The ANOVA table shows the goodness of fit of the model, i.e. how significantly the regression model predicts the outcome variable.

The Sig. column indicates the statistical significance of the regression model that was applied. Having $P < 0.05$ indicates that the regression model applied is significantly good enough in predicting the outcome variable.

The predictors for this model, as mentioned above, are average score of putting employees first, average score of organizational culture, average score of decision making, and average score of leadership.

Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
4	.944 ^d	.891	.887	.24744

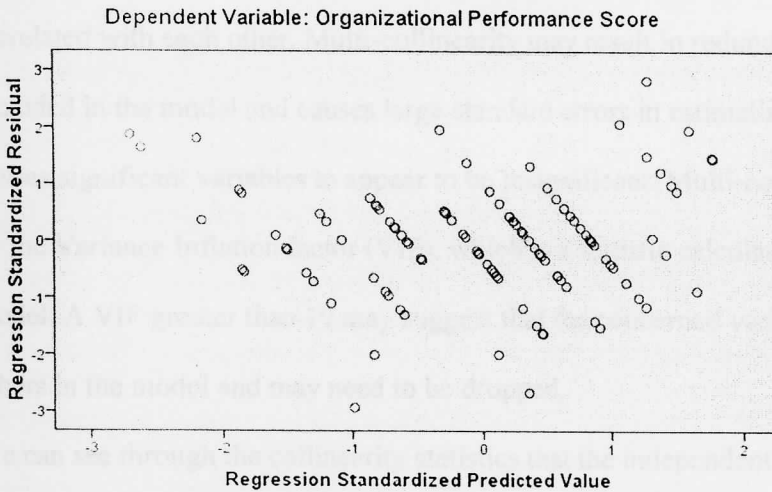
d. Predictors: (Constant), Average Putting Employees First, Average Organizational Culture, Average Decision Making, Average Leadership

e. Dependent Variable: Organizational Performance Score

The Model Summary table above shows the value of R^2 , which refers to the fraction of variance explained by the model. It captures the percentage of deviation from the mean in the dependent variable that could be explained by the independent variables. This is an overall measure of the strength of association and does not reflect the extent to which any particular independent variable is associated with the dependent variable.

In this case, 89.1% of the variance in the average score of organizational performance is explained by the average scores of putting employees first, organizational culture, decision making, and leadership. 10.9% of those differences remains unexplained in the error term. Thus, the average scores of putting employees first, organizational culture, decision making, and leadership most significantly affect the average score of organizational performance; all other independent variables, including the average scores of group and team performance management, talent and performance management, evaluation and feedback system, and organizational design and structure, don't have high significant effect on the average score of organizational performance.

Scatterplot



The scatterplot above shows that heteroscedasticity is not present in the data.

Coefficients^a

Model	Unstandardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error			Tolerance	VIF
4 (Constant)	-.151	.141	-1.075	.285		
Average Putting Employees First	.513	.081	6.326	.000	.158	6.332
Average Organizational Culture	.200	.078	2.563	.012	.215	4.649
Average Decision Making	.141	.053	2.635	.010	.351	2.847
Average Leadership	.178	.079	2.241	.027	.192	5.207

a. Dependent Variable: Organizational Performance Score

The coefficients table above provides us with information on each independent variable, in order to be able to predict the dependent variable from the independent variables.

Multi-collinearity is a condition when independent variables included in a model are correlated with each other. Multi-collinearity may result in redundant variables being included in the model and causes large standard errors in estimating the coefficients, i.e. it causes significant variables to appear to be insignificant. Multi-collinearity can be identified by the Variance Inflation factor (VIF), which is a statistic calculated for each variable in a model. A VIF greater than 10 may suggest that the concerned variable is multi-collinear with others in the model and may need to be dropped.

We can see through the collinearity statistics that the independent variables included in the model are not correlated with each other. The Variance Inflation factor (VIF) for all the independent variables is less than 10 for all the identified predictors. Thus, there are no multicollinearity problems. This was already expected, since step-wise regression was performed.

The coefficient for each independent variable shows how much an increase of one in its value will change the dependent variable, holding all other independent variables constant.

We see that the relationship between each of the independent variables selected and organizational performance is positive with B coefficients of 0.513, 0.200, 0.141, and 0.178 for putting employees first, organizational culture, decision making, and leadership respectively.

Based on the t-values of 6.326, 2.563, 2.635, and 2.241, and p-values of 0.000, 0.012, 0.010, and 0.027, we would conclude that the relationships are statistically significant. Hence, we would say that there is statistically significant positive linear relationship between the independent variables selected and organizational performance.

By looking at the B column under the Unstandardized Coefficients, we can present the regression equation as:

$$Y = 0.513 X_1 + 0.2 X_2 + 0.141 X_3 + 0.178 X_4 - 0.151$$

Where Y represents the average score of organizational performance, and the X-s respectively represent the average scores of putting employees first, organizational culture, decision making, and leadership.

From the formula, the following can be deduced:

For every unit increase in the value of putting employees first, the value of organizational performance increases by 0.513 units, holding all others constant.

For every unit increase in the value of organizational culture, the value of organizational performance increases by 0.2 units, holding all others constant.

For every unit increase in the value of decision making, the value of organizational performance increases by 0.141 units, holding all others constant.

For every unit increase in the value of leadership, the value of organizational performance increases by 0.178 units, holding all others constant.

INDEPENDENT-SAMPLES T-TEST

The independent-samples t-test is used to test for a difference between two independent groups (in this case for-profit and not-for-profit) on the means of a normally distributed interval dependent variable, and identify whether the difference between the group means is statistically significant.

When comparing groups like this, their variances must be relatively similar for the first t-test to be used. Levene's test checks for this. If the significance for Levene's test is 0.05 or below, the "Equal Variances Not Assumed" test is used; otherwise, the "Equal Variances Assumed" test is used.

When the value for F is large and the P-value is less than .05, this indicates that the variances are heterogeneous which violates a key assumption of the t-test. "Equal Variances Not Assumed" test accounts for heterogeneous variances and provides an accurate result even when the homogeneity assumption has been violated.

As in all statistical tests, the basic criterion for statistical significance is a "2-tailed significance" less than .05.

Independent samples t-test was performed on all the factors proven to have a significant effect on organizational performance, in order to demonstrate whether those factors are different in for-profit and not-for-profit organizations.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
Average Organizational Culture	Equal variances assumed	.023	.879	-1.482	.141
	Equal variances not assumed			-1.528	.131
Average Decision Making	Equal variances assumed	4.957	.028	.451	.653
	Equal variances not assumed			.414	.681
Average Putting Employees First	Equal variances assumed	.029	.864	.705	.482
	Equal variances not assumed			.730	.468
Average Group & Team Performance Management	Equal variances assumed	.131	.718	-1.492	.138
	Equal variances not assumed			-1.526	.132
Average Talent & Performance Management	Equal variances assumed	.127	.722	-.006	.995
	Equal variances not assumed			-.006	.995
Average Evaluation & Feedback System	Equal variances assumed	.033	.856	-.282	.779
	Equal variances not assumed			-.279	.781
Average Leadership	Equal variances assumed	.007	.934	-.286	.775
	Equal variances not assumed			-.298	.767
Average Organization Design & Structure	Equal variances assumed	.798	.374	-.729	.468
	Equal variances not assumed			-.706	.483

From the table above we can see that we do not reject the equality of means for all the variables. Thus, we can conclude the following:

The 1st factor that affects organizational performance, appropriate organizational culture is not different in for-profit and not-for-profit organizations.

The 2nd factor that affects organizational performance, proper decision making is not different in for-profit and not-for-profit organizations.

The 3rd factor that affects organizational performance, putting employees first is not different in for-profit and not-for-profit organizations.

The 4th factor that affects organizational performance, group and team performance management is not different in for-profit and not-for-profit organizations.

The 5th factor that affects organizational performance, talent and performance management is not different in for-profit and not-for-profit organizations.

The 6th factor that affects organizational performance, evaluation and feedback system is not different in for-profit and not-for-profit organizations.

The 7th factor that affects organizational performance, leadership is not different in for-profit and not-for-profit organizations.

The 8th factor that affects organizational performance, appropriate organization design and structure is not different in for-profit and not-for-profit organizations.

Finally, independent-samples t-test was also performed on the average score of the dependent variable, in order to demonstrate whether it is different in for-profit and not-for-profit organizations.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
Organizational Performance Score	Equal variances assumed	.787	.377	.991	.324
	Equal variances not assumed			.968	.337

From the table above we can see that we do not reject the equality of means for the dependent variable.

since most not-for-profit organizations do not give much importance to these factors and take them for granted.

In conclusion, we reject the null hypotheses of the first set of hypotheses and accept the alternative hypotheses, presented earlier in the research, shown again below:

1st Hypothesis: Appropriate organizational culture is positively related to organizational performance.

2nd Hypothesis: Proper decision-making is positively related to organizational performance.

3rd Hypothesis: Putting employees first is positively related to organizational performance.

4th Hypothesis: Group and team performance management is positively related to organizational performance.

5th Hypothesis: Talent and performance management is positively related to organizational performance.

6th Hypothesis: Evaluation and feedback system is positively related to organizational performance.

7th Hypothesis: Leadership is positively related to organizational performance.

8th Hypothesis: Appropriate organization design and structure are positively related to organizational performance.

We fail to reject the null hypotheses of the second set of hypotheses, and reject the alternative hypotheses presented earlier in the research, shown again below.

1st Hypothesis: Appropriate organizational culture is different in for-profit and not-for-profit organizations.

2nd Hypothesis: Proper decision-making is different in for-profit and not-for-profit organizations.

3rd Hypothesis: Putting employees first is different in for-profit and not-for-profit organizations.

4th Hypothesis: Group and team performance management is different in for-profit and not-for-profit organizations.

5th Hypothesis: Talent and performance management is different in for-profit and not-for-profit organizations.

6th Hypothesis: Evaluation and feedback system is different in for-profit and not-for-profit organizations.

7th Hypothesis: Leadership is different in for-profit and not-for-profit organizations.

8th Hypothesis: Appropriate organization design and structure are different in for-profit and not-for-profit organizations.

LIMITATIONS

Although this research was carefully prepared, I am still aware of the following limitations:

Since the human resource manager was asked to choose a representative of employees within the organizations, the manager could have been biased and chosen someone who is most likely to respond favorably or at least not negatively to the questions.

Also, the size of the companies selected was not incorporated in this thesis, which could have had an impact on the results.

RECOMMENDATIONS

Recommendations to managers in Lebanon:

To work on improving the organizational culture, decision-making, putting employees first, group and team performance management, talent and performance management, evaluation and feedback system, leadership, and organization design and structure in their organizations, since these factors were found to be positively related to organizational performance in both the literature review and the statistical results.

To focus mostly on putting employees first, appropriate organizational culture, proper decision making, and leadership, since according to the statistical results those are the factors that would increase organizational performance the most in the Lebanese organizations

Recommendation to managers of not-for-profit organizations in Lebanon:

To pay special attention to and work on developing the organizational culture, decision-making, putting employees first, group and team performance management, talent and performance management, evaluation and feedback system, leadership, and organization design and structure, since they were found to be the same in for-profit and not-for-profit organizations, and positively related to organizational performance in both settings.

The purpose of this questionnaire is to assist us in defining the Thrive for the World degree. The results will be used to help us design a program that will help our members, profit and non-profit organizations.

Your responses to these questions are important, highly confidential, and will be used in strict confidence. You are not required to identify yourself or your organization.

I sincerely thank you for your interest in a world as Thrive for the World, and I truly appreciate your sense of social responsibility.

General Information

Organization type: For-profit
 Non-profit

Your position in your organization: _____

Directions

Read each question carefully and express your response by filling in the appropriate check box according to the following scale: Strongly Disagree - Disagree - Neutral - Agree - Strongly Agree.

APPENDIX

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. In your organization, the decision making system is balanced between centralization and decentralization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. In your organization there is a balance between standardization by means of rules and norms and permitting natural adjustment by sharing knowledge and information through formal or informal interaction with each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Your organization is flexible in responding to change similar to actions of competitors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Your organization understands that decisions influence customer and their performance and interaction with customer.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Your organization is slow in making decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Your organization shares information with employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The purpose of this questionnaire is to assist me in defending my thesis for my MBA degree.

The results would describe the effect some factors have on organizational performance in both for-profit and not-for-profit organizations.

Your responses to these questions are important, highly appreciated, and will be held in strict confidence. You are not required to identify yourself or your organization.

I genuinely thank you for your valuable time spent on filling the questionnaire, and I truly appreciate your sense of social responsibility.

General Information

Organization type: For-profit
 Not-for-profit

Your position in your organization: _____

Directions

Read each question carefully and express your sincere opinion, by filling in the appropriate check box, according to the following scale: Strongly Disagree - Disagree - Neutral – Agree - Strongly Agree.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. In your organization, the decision making system is balanced between centralization and decentralization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. In your organization there is a balance between standardization by means of rules and norms and practicing mutual adjustment by sharing knowledge and information through formal or informal interaction with each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Your organization is flexible in responding to change and/or to actions of competition.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Your organization understands that decisions influence employees in their performance and interaction with customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Your organization is slow in making decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Your organization shares information with employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7. Your organization involves the employees who will be affected by the decision made.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Your organization puts employees first and customers second.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Your organization creates a productive and thriving workplace (where employees are passionate about their work and where they continuously grow and develop).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Employees in your organization are recognized for their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. The managers in your organization make it clear to the employees that their work makes a difference.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Your organization would agree with the following statement: "It's the employees that make the notable changes in the organization, not the systems or plans."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Members of teams have a sense of group identity (a feeling that they are part of something meaningful).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Members of teams have a sense of group efficacy (a belief in the effectiveness of the team members together as a group).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Your organization can observe, quantify, and measure team performance so that it would later be easy to teach better team performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Your organization has a motivation system beyond the monthly paycheck.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Managers in your organization understand the emotional intelligence of the workforce (they are sensitive to the employee's emotions, needs, and wants, and they understand what motivates them).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Managers in your organization pay attention to how events are interpreted by employees and take precautions to guard against misperceptions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. The managers in your organization work on developing the talent of the employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
20. Your organization considers the system for feedback and evaluation as not important in helping employees focus their work on reaching personal and organizational goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Evaluation is performed on a continuous and ongoing basis in your organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. The evaluation in your organization is an interactive process between the manager and employees (managers and employees together evaluate and prepare the plan to improve the employee's performance).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. The managers in your organization act according to the following principle: "leadership is communicating to people their worth and potential so clearly that people come to see it in themselves."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Managers in your organization focus on pathfinding (they build common vision and values, and they align goals, structures, systems, processes, and roles).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Managers in your organization encourage the empowerment of employees (they provide them with the necessary resources, systems, tools, and training so that they can make decisions in how they accomplish their tasks).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Managers in your organization model by example; they walk their talk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Managers in your organization build caring relationships with employees, giving great attention to their needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Managers in your organization mentor by instruction, encouraging the development of a learning culture in the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Managers in your organization help employees grow by providing them with continuous training and development opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. You are inspired and motivated by the sincere commitment of the managers in your organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Your organization involves the right people at the right level in the right part of the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
32. Your organization rewards employees with a flexible reward system, which includes reasonable pay scale and benefits.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Your organization has policies and procedures that relate to ethical behavior and practices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. You perceive your organization as contributing to the well-being of the society as a whole.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. The shared values and beliefs in your organization are understood by the employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. The management practices in your organization create a culture of trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Your organization encourages cross-functional cooperation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Conflict is encouraged in your organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. Performance and/or compensation issues in your organization are based on favoritism.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. Your organization is a great place to work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. In the last 5 years, the number of employees in your organization has increased.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. In the last 5 years, the number of customers served by your organization has increased.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. In the last 5 years, revenue has been sustained in your organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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