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**RESEARCH PAPER****Factors Affecting Organizational Effectiveness in the Development Sector Organizations in Afghanistan****Shawkat Ali**

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**ABSTRACT**

This study investigates the factors affecting the organizational effectiveness in the development sector organizations in Afghanistan. The main objectives of the study are several folds including: Firstly, to investigate the effects of employee engagement on organizational effectiveness. Secondly, to examine the effects of employee retention on organizational effectiveness. Thirdly, to examine the effect of job satisfaction on org effectiveness. The simple random sampling techniques is used to collect the data from the corresponding population. The sample of the study is 120 employees working in developmental sector organizations in Afghanistan. The ordinary least square estimation technique is used to assess the factors that affects the organizational effectiveness. The findings reveal that employee engagement, employee retention, and job satisfaction have a significant positive effects on organizational effectiveness. The study recommends that organizations should pay high attention toward satisfying, retention, and engaging the employees that would rises the organizational effectiveness.

**KEYWORDS** Afghanistan, Development, Organizational Effectiveness, Organizations

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**Introduction**

There is no generally accepted definition of the term 'Organizational effectiveness' in today's society. Multidimensional characterization arises from different outcomes that can be divided into financial and non-financial performance showing the achievements. Indeed, this holistic approach requires covering various aspects, including physical structures, strategies, processes, and people.

Due to inappropriate duties, care should be taken not to use short- and medium-term measures of this structure. Analysis of organizational performance measures begins with staffing and management skills, with a regulatory focus on the ability to purchase and use less resources and using the environment to achieve results. The dynamic nature requires rigorous analysis and decision-making, not only on the basis of current practice but also expected tasks that can influence future outcomes.

The point to note is that specific factors in the performance metro will improve the conditions in which it arises. The Corporate Assessment Model is created to measure business performance and provides a variety of strategies to improve corporate performance. Depending on the performance appraisal vision, performance levels may vary. The researcher aim to reduce costs and differentiate with the goal of creating a competitive advantage. Focusing on key aspects of defining organizational performance, including personnel, quality, innovation and development, information technology, leadership, and the work environment, will affect economic, social, and political development. Many researchers seem to generate theories of regulatory performance

across different participants, situations, and market boundaries, particularly over time. The success of an organization depends on its ability to adapt to the environment and its role in the organization as well as its ability to connect with people, implement change processes and manage operations (Armstrong, 2006).

Therefore, five administrative performance and measurement perspectives, which are report accounting, balance, strategic management, entrepreneurship and small business growth most authors agree that they can be captured during corporate life. Katz and Kahn (1978) Quinn and Cameron (1983), Quinn and Rohrbi (2012) argue that entrepreneurial phase that gathers creative resources, and focuses on innovation which is a collaborative process where human relationships and team structure are central.

Any method that succeeds depends on the type of organization and environment where it works. In fact, employees are in a better position to get the most out of them if they are not alone. The level of work varies greatly with employee engagement. Some of the methods used before but not limited to include comparing, rebuilding business processes, sustainable growth, cultural change, knowledge management, learning organization, and goal management.

Organizations are created to provide a structure to support the collaborative efforts of individuals working for a common goal. Organizational efficiency is clearly the overall executive task of the person involved in the organ. Each person is expected to participate in the overall functioning of the organization. Overall, the performance of each employee determines the overall performance and success of the organization.

The Harvard Business Review (HBR, 2013) researched business leaders around the world and found that people-centered skills are the primary factor in organizational success. Highly engaged employees are one of the three most important factors contributing to the success of an organization in the HBR survey. Therefore, employee engagement can be a key component of the desired business outcome. This can be a driving force for employee engagement, an issue of interest to researchers and specialists.

Kahn (1990) defines the concept of personal engagement in the workplace. In 1990, Kahn proposed that interactions are affected by individual importance and context, safety, and resource use. The researchers then reported that they found a positive correlation between employees' perceptual behavior and actions, personality traits and performances, emotional and performance outcomes. General observations related to employee engagement and organizational success have attracted the attention of managers and academics ever since (Macy & Schneider, 2008). Gallup (1992) states that employee engagement is a key predictor of desirable organizational outcomes such as customer satisfaction, productivity and profitability. Recent research has found that employees' psychological relationships with their jobs are critical to the knowledge and service economy in the 21st century (Baker & Litter, 2010).

However, employment is the number one priority for an organization. Research on employee engagement is contradictory in meaning and function (Christian, Garza and Butcher, 2011). The Harvard Business Review (2013) reported that fewer than 50 companies responded to the employee engagement survey. With business performance metrics such as customer satisfaction or market share. In fact, less than half of companies define employee engagement as their business priority, measuring employee engagement. The discrepancy between organizational beliefs and organizational behavior may be due to a lack of consensus among researchers on the subject.

Employee engagement is still a separate and deeper concept with the theoretical and experimental background (Messi & Snyder, 2008). They argue that employee engagement includes items called persistent commitment (personality traits), status commitment (psychological state), and behavioral commitment. The study has four objectives each: Firstly, to investigate the effects of employee engagement on organizational effectiveness. Secondly, to examine the effects of employee retention on organizational effectiveness. Thirdly, to examine the effect of job satisfaction on org effectiveness

### **Literature Review**

Critical studies have identified broad results of organizational practices that are positively related to employee engagement. The major trend in related research points to higher corporate performance than normal business where employees are more connected than competitors. The reason for this is generally the regular representation of employees involved in three activities that improve organizational performance: 1- Motivational organization among stakeholders 2- Permanent and strongly connected. In such an employer organization, the transition is very difficult and these are the three cruel moves that make it easier for the organization to achieve its set goals (Boomer and Gorman, 2006). It has continued its efforts: 1 non-essential service, focuses on double occupation and does not require incentives to destroy, 3 - distributed - a service that has so far been controlled by obscurity.

Gallup, a specific consulting firm in the participatory survey, has proven effective links to employee engagement with nine key employee outcomes. Financial efficiency and benefits, customer loyalty, product, business, security events, absenteeism, contract and quality. Over the decades, Gallup has conducted meta-analyzes of 263 previous studies on employee commitment to corporate performance, expanding to 49,928 departments, including 192 organizations, 1,390,941 employees. The findings show a significant trend in employee engagement and organizational organizations.

While there is a stronger bias than in the past, it highlights the link between participation and financial and non-financial performance. This is usually because there is a legal link between this concept and other consequences of customer vision and employee protection. Loyal customers increase customer base, guarantee better corporate revenue statement, as retaining employees provides a lasting service experience.

Based on a study of 41 companies from the 10 strongest economies in the world, Meyer (2005) found that operating and net profit margins decrease with lower participation and increase with higher participation. As reported by Accord Management Systems (2004), the March 2001 financial news relates to employee engagement and organization-related costs that are directly eliminated through retention. By increasing the level of customer loyalty, productivity, and security involved through these factors, the organization has an indirect impact on profits.

Research conducted by Tilrosich (2009) shows that organizations earn 26 percent more per employee when they are over-engaged. The study also found that high-affiliate organizations received a 13 percent increase in returns to their partners. When employee perceptions and customer perceptions on customer and patient indicators were examined, it was observed that there was an emotional connection between the customer and the service organization when the teacher evaluation was examined. Measured customer standards include loyalty, satisfaction, service excellence, on-demand quality evaluation and customer engagement. Engaged employees often show up to the organization and

facilitate their growth and development. Value success enhances employee engagement and organizational effectiveness relationships, ensures low costs and ideal success.

There is widespread evidence of increased employee engagement and organizational effectiveness (Head & Sims, 2005 ; Harter et al., 2010; Gunnering, 2009). The level of employee engagement is self-centered. Identify behaviors that affect customers positively or negatively. Friends usually treat customers with the utmost care (Harter, 2009). Much of the reality stems from neutral power that is related to their goals. Employee engagement needs are the center of organizational performance, and a strong customer focus is accumulated for the organization. Given these measures there is a growing concern about their organization and may not be of value to their clients in private investment. Analysis of 199 different case studies in 34 industries and 152 organizations in 26 countries revealed a significant correlation between employee engagement and effectiveness. The results of this study measured a significant difference in the 25 higher and lower industry segments in the participation rate, with an 18% reduction in yield and a 60% reduction in quality, recorded with them. This is understandable because low efficiency is considered detrimental to performance.

In a modern competitive market, achieving high performance with efficiency and effectiveness is the vision of every organization. However, achieving this vision requires highly satisfied employees as they put in a lot of effort to perform their duties and still work to achieve them. Similarly, the overall effectiveness of an organization depends on the work of an intelligent and successful individual. Cumming (1970) describes the effect of job satisfaction from three key perspectives. This satisfaction leads to efficiency, operational satisfaction and reward that both satisfaction and efficiency come and he discuss that how all these factors would influence the organizational effectiveness.

Mirwais and Lollard (1977) concluded that, based on their findings on the effect of job satisfaction on the effectiveness of bank employees in the face of cash shortages, satisfied employees are less likely to go hungry and leave. Carnonozzer and Sharp (1976) say that job satisfaction has a positive effect on effectiveness of an organizations, however, Katzel et al. (1952) argue that job satisfaction does not depend on effectiveness or product quality. Kearney (1968) after looking at the literature refuted their claim and concluded that job satisfaction affects efficiency and effectiveness of an organization, commitment and determination.

Lawler and Porter (1967) argue that consent affects employee efforts. They explain that increased satisfaction with effectiveness potential improves operational expectations leading to rewards. Satisfaction and productivity are important relationships for each other's influence. Efforts lead to useful work practices that ultimately lead to satisfaction. But the reward system employed by employees ultimately affects satisfaction and effectiveness of an organization (David et al., 1970).

Crawl et al. (2005) also found that organizational effectiveness and job satisfaction are evaluated based on employee performance, so good employee growth requires a high level of satisfaction, Nanda and Brown (1997) examining employee performance indicators during the recruitment process, employee satisfaction and motivation levels had an impact on effectiveness of an organization. In line with this argument, Meyer (1999) claims that low job satisfaction positively affects effectiveness of an organization, which ultimately hinders the achievement of organizational goals and performance. Therefore, significant packaging needs to keep top performers, and today's competitive world requires organizations to be more effective in order to compete in the market (Frye, 2004).

Hawthorne's study is known for putting researchers 'feet on the impact of employee behavior on productive employees. After the Hawthorne study, many researchers should examine the notion that happy employees are more productive people. Many literary reviews point to a poor and contradictory relationship between job satisfaction and organizational effectiveness. When looking at the literature, Iafaldano and Muchinsky (1985) suggested that the statistical relationship between job satisfaction and organizational effectiveness was 0.17, pointing out that job satisfaction and organizational effectiveness were somewhat related. They also said that the relationship between the two variables was the result of deception. This product supports the following ideas: Researchers and HR organizations, managers and specialists who do not care about the relationship between job satisfaction and organizational effectiveness.

Khan and Aleem (2014) conducted a study on employee retention on organizational effectiveness in the healthcare industry, Pakistan: these scientists, like them, focus on the era of doctors and other health professionals. He prefers to work abroad rather than his home country and evaluates studies. The determinants of this situation, which take into account certain factors such as salaries, job growth and employee retention on organizational effectiveness. The safety and security of the job and its nature depends on the level of job satisfaction of the therapist. That's why research has shown that all of these factors affect, say, doctors.

The level of satisfaction of health care professionals is a major factor. Data were collected using questionnaires to study performance in the industry. Use SPSS version 20 and the independent medical institutions based in the country. Similarly, Abdali (2011) conducted a study to assess the impact of employee retention on organizational effectiveness. Sustainable corporate growth in the computer graphics industry in Karachi, Pakistan. A study specifically to investigate the root cause and root cause of employee problems. Change in this area for the continuous growth of the research organization class and level of experience and specialization vary with exchange rates. Most of the research suggests that organizations should use different strategies to sustain them.

Ferreira and Almeida (2015) also conducted a study to examine the relationship between them, employee retention and organizational effectiveness in the retail industry to achieve this goal, researchers receives information from the same company and from the same companies with fewer employees, better financial and organizational impact. For example, compensation, awareness, and education affect employee turnover. This shows that there is a healthy link between employee retention and organizational effectiveness. However, other connections have not been confirmed. The result is not explain some assumptions about the relationship between employee turnover and work events. He also suggested that human resource management practices increase staffing. Change depends on dynamics and strategic alignment. The researchers plan to compare the production effect with the production plan and efficiency. This lack of employee commitment has resulted in overcrowding changes in the organization based on Kumar's results. Still, having human capital alone cannot guarantee the success of an organization. Make sure they are regularly trained, qualified and connected. Learning programs to adapt to technological and social needs. Ongoing recruitment, selection, training and staff resources is the essential phases.

Systematically retain employees who show good effectiveness in the organization. That's why the organization must have an effective and well-chosen system of human resource management. Take action to make sure they are hiring and maintaining the right staff. Leading the achievement of organizational goals. This issue becomes much clearer when it comes to production. As I thought the quality would be significantly reduced in

this work. In fact, change can be done both voluntarily and not, and existing research has shown that organizations that generally have the highest bid exchange rates efficiency (Kundalker, 2007).

## **Material and Methods**

The researcher used quantitative research to find out the effects of employee engagement on organizational effectiveness. Researcher used quantitative perspectives to define events from definition and meaning as people express their experiences. Quantitative research is the research that meet study requirements while examining research questions that require surface data. It is also useful in situations where statistical applications can manage this phenomenon Cruz & Tantia, 2017).

Quantitative researchers seek to understand the individual's experience with the event by gathering information through different sources (Campbell, 2014). The quantitative research methodology did meet the demands while exploring the phenomena of this study. This research vision involves linear study to determine the accounting relationship between the variables that the study generates or between these variables (Parko, 2016). Quantitative researchers create questions and hypotheses to guide based on the study (Bernard, 2016). Quantitative behavior regulates the number of variables. There are many things about the study that need to be quantified (Englob, 2015). In quantitative research, researchers disassociate themselves from the research process, and the objectives in the study are variables and conditions to ensure that it occurs focusing on identifying or analyzing participants' experiences. Quantitative methods are ineffective for qualitative surveys (Liturno, 2015).

This method provides researchers with the flexibility to design a single study in which they discover events from participant perspectives and explore the relationship between measured variables (Helkom and Heckman, 2015). Helkom and Heckman (2015) describe the use of techniques, philosophies and methods involved in quantitative and qualitative research to answer research questions. Mixed behavior was not appropriate for this study, as the focus of this study was not identification in the context of participant experiences and examining or comparing variables based on statistical data.

## **Population**

The population targeted for this study is the employees working in NRC - Afghanistan. A systematic random sampling method is used for this study. Robison (2001) proposed that the sample size suitable for most research should be greater than 30 and less than 500. Hence the sample size is 120 representatives.

The population of the study is the collection of all elements of a specific group or class. The population of a study may include entities, individuals, organizations, event, and cities countries. The basic element or unit of the population for the study is individual /person who is working as an employee in NRC an international NGO. Thus, the total population for this study is the total number of employees working in NRC an international non-governmental organization. There are a large number of employees who are working in NRC. This population includes all employee who is working as managers, administrators, skilled workforce, and technical staff and supporting staff. But this study considers only manager and skilled employee who have permanent job contract. Other employee, assistants, and technical staff were excluded from the study because they were not able to understand the basic purpose of the study.

## Samples and Sampling Techniques

Due to limited time and access, It was not possible for me to collect the data from all the employees working in the NGOs sector of Nangarhar. This study is conducted on the basis of the sample which is selected from the target population. A sample is a subset of the population which is representative of the real population. This study has selected a probability sampling and simple random sampling. Thirty percent of population was selected as the sample for the study and data analysis. The total sample size of samples is 120 employee which is a manageable and an applicable sample size. To make sample more representative it was decided. Thus, the sample of study has a representation of employee from all organization. Simple random sampling was used a sampling technique for selection of sample for study. The criteria of selection of sample size is the availability of respondents to acquire information from the corresponding sample frame. The size of the sample is selected based on following formula.

$$= \frac{n_0}{1 + \frac{(n_0-1)}{N}} = \frac{176}{1 + \frac{(176-1)}{366}} = \frac{176}{1.4781} = 120$$

## Instrument

As in research strategy it has declared that the current study is a survey research where the data for survey would be collected by questionnaires. Therefore, the adopted questionnaires are chosen for collection of data from sampling units. There are total two part of the questionnaires in this research study, the first questionnaire is for demography that is developed by author of current study, the second part of the questionnaire is an adopted questionnaire that consist of questions regarding the job satisfaction, employee retention, employee engagement, and organizational performance of the study. This is a tool or method used in getting data from respondents. In this study, questionnaires is a research instruments used. Questionnaire is the main research instrument used for the study to gather necessary data from the sample respondents.

## Model Specification

The following model would be estimated for the current study.

$$OE = \beta_0 + \beta_1 EE + \beta_2 ER + + \beta_2 JS + \epsilon$$

where,

OE = Organizational Effectiveness

EE =Employee Engagement

ER = Employee Retention

JS = Job Satisfaction

$\epsilon$  = Error Term

To complete the regression analysis, correlation analysis was performed to analyse the relationship between employee retention, employee engagement, job satisfaction and organizational effectiveness. The significance test for all variables was performed using t-test at 95% level of significance. Pearson correlation coefficient was calculated to investigate the relationship between these variables.

## Data Analysis

Data analysis in quantitative research requires collaboration with research data to identify patterns and topics involved in answering central research questions (Miles et al., 2014 Vaisamordi, Turin, & Bondas, 2013). Participants' views on the trend are evident from the data analysis (Nasaji, 2015). The main goal of the researcher in data analysis is to explain the data collected by the researcher and its relation to the research question.

The focus of conducting data analysis for this study included identifying findings to present results and including them in the final research report. Data analysis is fundamental to presenting the research findings necessary to arrive at a conclusion based on evidence (Baquerda, 2014 Hutton, Murphy, Shaw, & Casey, 2015). I analyzed the data for research using the ordinary least square. We also provides the descriptive and correlational tests in the report as well.

## Results and Discussion

**Table 1**  
**Correlation Matrix of the Study**

		1	2	3	4
Organizational Effectiveness	Pearson R	1			
	Significance (2-tailed)				
Employee Engagement	Pearson R	0.333*	1		
	Significance (2-tailed)	0.031			
Employee Retention	Pearson R	0.465**	0.718**	1	
	Significance (2-tailed)	0.002	0.025		
Job Satisfaction	Pearson R	0.334	0.451	0.125	1
	Significance (2-tailed)	0.002	0.012	0.000	

The results of the correlation analysis are shown in Table 1. A positive correlation indicates that employee engagement has a positive correlation with the organization effectiveness. The p value obtained at 0.031 showed that the positive correlation between employee engagement and organizational effectiveness was less than 0.05, so it was significant at the 95 confidence level. Additionally, a positive correlation indicates that job satisfaction has a positive impact on organizational effectiveness. The p value obtained at 0.002 shows that the positive correlation between job satisfaction and organizational effectiveness was less than 0.05, so it was significant at the 95 confidence level.

**Table 2**  
**Summary of the Study**

Model	R	R Square	F	Std. Error of the Estimate
1	0.144	0.450	35.120	2.163

From the Table 2, the value of R Square, which is 0.45 shows that 45 percent change in organizational effectiveness is explained by the independent variables of the study. The results further reveal that overall model is significant and well fit. This implies that job satisfaction, employee engagement, and employee retention truly explains the variation of independent variables on the dependent variable of the study.

## Table 3



ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig
Regression	152.325	4	6.587	85.65	0.025
Residual	4.659	116	0.245		
Total	156.984	120			

Table 3 represents the analysis of the variance (ANOVA). ANOVA used for checking overall modal fitness. The value is less than 0.05 and is significant. Thus it can be concluded that overall modal is good fitted.

**Table 4**  
**Regression Result of the Study**

	Unstandardized Coefficients		Standardized Coefficient	t	Sig
	B	Std. Error	Beta		
Constant	0.054	0.0354	0.045	2.035	0.012
Employee Engagement	0.235	0.0041	0.226	-3.054	0.005
Employee Retention	0.089	0.0364	0.079	2.796	0.032
Job Satisfaction	0.098	-0.0240	0.014	3.658	0.042

Table 4 represents the regression results of the study. The value of regression coefficient for the employee engagement is 0.235 and means that if there is one percent increase in employee engagement, organizational effectiveness will be increase by 23 percent. The P-value is less than 0.5 and it is significant. Therefore, the first alternative hypothesis is accepted and null hypothesis rejected. Employee retention has a significant and positive impact on organizational effectiveness. The Beta value of employee retention is 0.089, which is smaller than employee engagement's beta. It means if employee retention is increasing by 1 percent, then organizational effectiveness is increased by 8.9 percent. Therefore, the second alternative hypothesis is accepted and null hypothesis rejected. The estimated coefficient for the job satisfaction is 0.098 and means that if there is one percent increase in job satisfaction, organizational effectiveness will be increase by 9.8 percent on average by keeping all other variables constant. The P-value is less than 0.5 and it is significant

## Conclusion

This study assesses the effects of employee engagement on organizational effectiveness. This study is carried in international NGO, specifically, the Norwegian Refugee Council. The simple random sampling techniques is used to collect the data from the corresponding population. The sample of the study is 120 different level employees working in NRC. The ordinary estimation techniques is used to assess the effects of employee engagement on organisational effectiveness. The result of the study is following. The value of regression coefficient for the employee engagement is 0.235 and means that if there is one percent increase in employee engagement, organizational effectiveness will be increase by 23 percent. The P-value is less than 0.5 and it is significant. Therefore, the first alternative hypothesis is accepted and null hypothesis rejected. Employee retention has a significant and positive impact on organizational effectiveness. The Beta value of employee retention is 0.089, which is smaller than employee engagement's beta. It means

if employee retention is increasing by 1 percent, then organizational effectiveness is increased by 8.9 percent. Therefore, the second alternative hypothesis is accepted and null hypothesis rejected.

The estimated coefficient for the job satisfaction is 0.098 and means that if there is one percent increase in job satisfaction, organizational effectiveness will be increase by 9.8 percent on average by keeping all other variables constant. The P-value is less than 0.5 and it is significant. The value of R Square, which is 0.45 shows that 45 percent change in organizational effectiveness is explained by the independent variables of the study. The results further reveal that overall model is significant and well fit. This implies that job satisfaction, employee engagement, and employee retention truly explains the variation of independent variables on the dependent variable of the study.

### **Recommendations**

The recommendations of the study is several folds that would be discussed broadly with the help of following few lines. As the result of the study suggest a strong correlation between employee engagement and organizational effectiveness. Therefore, this study recommends that organization must try to keep their employee busy and engage in order to contribute highly in the effectiveness of the organization, which in turn effects the performance of the organization. Further, the study recommends that NRC should keep their employees satisfy because the result of the study also embody that job satisfaction has a strong positive effects on the effectiveness of the organization. Eventually, the organization must keep the turnover ratio at low level because this has a significant negative effects on the effectiveness of the organization.

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