



Organizational Performance Leadership

(An integrated approach to build and maintain the whole organization for its peak performance)

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Abstract

This paper discussed multiple elements of an entire organization: strategic planning, structuring, business processes, workplace culture, employee performance management, and employee development. These elements are significant for Organizational Performance (OP), and there is a vital role of Organizational Leadership (OL) to lead the development and execution of these elements as a whole. Further, this paper will introduce the conceptual framework, Organizational Performance Leadership (OPL), defined as achieving the overall yearly organizational goals to attain the long-term vision through 6Ps, i.e., Plan, Parts, Processes, Place, Performance and People. These 6Ps are also interconnected with each other. This conceptual framework, with its title, can be introduced as a new field of study. If the corporate sector applies this conceptual framework formally, it will play an imperative role in the success of any organization.

Keywords: Organizational Performance (OP), Organizational Leadership (OL), Conceptual Framework, 6Ps, and Organizational Performance Leadership (OPL)

1.0 Introduction

An *organization* is a social entity that is purposefully coordinated and consists of a collection of people that regularly collaborate to achieve common goals (Demeke & Tao: 2020). Furthermore, Organizational Performance (OP) is commonly used to describe how efficiently and effectively a company meets its stated goals and objectives (Smith: 2020). Moreover, Organizational Leadership (OL) is a management technique that focuses on the organization and processes required to align individual and organizational objectives (Trout & Heinrich: 2018). This study combines the ideas of Organizational Performance (OP) and Organizational Leadership (OL) to present an integrated strategy for building and maintaining a high-performing company.

2.0 Literature Review

2.1 Organizational Performance (OP):

A firm's performance about its aims and objectives is known as Organizational Performance (OP). It is an organization's actual results or output compared to its intended outputs (Almatrooshi, Singh & Farouk:2016). Organizational Performance (OP) is critical to a business's long-term success. OP is a key outcome variable in business and management research, with applications ranging from human resources and marketing to operations management, international business, strategy, and information systems (Singh, Darwish & Potocnik:2016).

Organizational Performance (OP) was described in the 1950s as how healthy organizations considered social systems achieved their goals. During this time, performance evaluations were centered on work, people, and organizational structure. Performance was described as an organization's capacity to exploit its environment for accessing and utilizing limited resources later in the 1960s and 1970s, as businesses began to seek new ways to evaluate their performance. The revelation that identifying organizational objectives is more challenging than previously thought distinguished the 1980s and 1990s. Managers recognize that an organization is successful if it achieves its objectives (effectiveness) with the least resources (efficiency). As a result, subsequent organizational theories supported the concept of an organization achieving its performance objectives within the restrictions imposed by finite resources. Profit became one of many performance measures in this setting (Gavrea, Iliés & Stegorean:2011).

In 2012, Luo et al. published a meta-analysis of Organizational Performance (OP), recommending that it be quantified in economic and operational terms. Economic performance examines financial and market outcomes, such as profits, sales, shareholder return on investment, and other financial variables. On the other hand, the operational

performance focuses on visible indices such as customer happiness and loyalty, social capital, and competitive advantage generated from competencies and resources (Tahir:2020). Another balanced way to Assess Organizational Performance (OP) by Kaplan & Norton examines the performance of the four (4) components: financial, customer satisfaction, internal business procedures, growth, and learning (Purwihartuti, Sule, Hilmiana & Zusnita:2016).

2.2 Organizational Leadership (OL):

Organizational Leadership (OL) is concerned with both the micro and macro levels of a corporation, and it aids in improving the organization's procedures. It is built on whole-system thinking and is quick to grasp how all of a company's elements fit together to form a whole (Smyth:2019). Organizational Leadership (OL) has broader responsibilities than traditional management (Moe:2021). It is frequently regarded as one of the most critical organizational elements influencing organizational success and sustainability (Kollenscher, Popper & Ronen:2016). All procedures that lead to the formulation and achievement of organizational goals are included in Organizational Leadership (OL) (Juneja:2022). It is also regarded as a leadership style widely used by businesses looking to build and implement structural improvements. Visionaries are generally associated with those who execute Organizational Leadership (OL). They can imagine how an organization should appear according to its objectives. Then, through a succession of organizational transformation processes, organizational leaders have a talent for devising solutions to achieve those goals. Behavioral analysis, process improvement, and project management expertise are all skills that organizational leaders possess (Sheahan:2017).

Furthermore, Organizational Leadership (OL) explains how leaders influence their organization's performance at two levels of influence, individual and organizational, as well as two types of influence relationships inside and outside the organization and how strategic issues influence relationships and management practices. Leaders use their social contacts to affect individual employees and groups of employees at the individual level of influence. Leaders adjust HR policies, structure, and culture at the organizational level to impact individuals and groups indirectly. When it comes to the different sorts of influence, leaders try to influence and motivate internal and external stakeholders, such as senior colleagues, line managers, other subordinates, customers, suppliers, and governments (Bratton:2020).

3.0 Postulation

The literature review of this paper discussed the two different concepts, Organizational Performance (OP) and Organizational Leadership (OL), through multiple pieces of research, articles, and books. Based on the literature review, this paper postulates that various elements of an entire organization, which are *strategic planning, structuring, business processes, workplace culture, employee performance management, and employee development*, are significant for Organizational Performance (OP). Additionally, there is a vital role of Organizational Leadership (OL) to lead the development and execution of elements mentioned earlier.

The detail is going to discuss onwards;

3.1 Strategic planning is significant for OP, and OL plays a vital role in this process

Strategic planning is the activity of looking beyond the immediate future of a corporation to achieve a specific set of goals. Without this foundation, businesses are more prone to get caught in a whirlwind of urgent activity that may not help them for long, which is not a good way to operate. Strategic planning is a sequential process. It is here:

- Step 1: Conduct a business context analysis
- Step 2: Define the organization's mission, vision, and values
- Step 3: Develop three levels of strategy
- Step 4: Create a Balanced Scorecard

PEST (Political, Economic, Social, and Technological) analysis, SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, competitor's analysis, Porter 5 Forces analysis, and Consumer Behavior (CB) analysis are all included in the contextual analysis. In other words, contextual analysis is the business's total external and internal study to obtain an accurate picture of the organization's current condition. Following the contextual study, the plan's second phase is to create the mission (organization's purpose), vision (dream), and values (principles and preferences). The organization's goal, vision, and values serve as the primary hub around which the entire organization revolves to achieve them. Formulating a three-level strategy, namely the corporate level, the business level, and the function level, to turn the corporate mission and vision into reality is another phase in strategic planning. The organization's strategy is developed at the corporate level. It deals with decisions about the firm's many key business areas. At the business unit level, strategies are developed to compete based on cost leadership, distinctiveness, or simply being irrelevant to the competition in the blue ocean. At the functional level, strategy is developed to link it to the business strategy to manage the organization's departments strategically.

The fourth step in strategic planning is to create a balanced scorecard. It is a framework for converting an organization's mission, vision, and overarching three-level strategies into quantifiable four-dimension goals (financials, customers, processes, and people) and tracking its progress toward these objectives (Bashir & Ilyas:2020).

The goal or result of strategic planning is Organizational Performance (OP) (Monye & Ibegbulem: 2018). The strategic plan impacts Organizational Performance (OP) since it helps provide organizational direction, develops a company's strategy, makes the organization more methodical, and has financial and non-financial benefits. Strategic planning makes businesses more profitable and successful than those that do not. When compared to businesses that do not engage in systematic planning activities, businesses that use strategic planning concepts see considerable increases in sales, profitability, and productivity. High-performing companies are more likely to plan for future changes in their external and internal surroundings (Petro:2013).

Organizational Leadership (OL) focuses their companies on a single organizational notion that unifies and drives all decisions through strategic planning. Do they distill complexities into three simple notions that address three issues: (1) What are our strengths? (2) What is the economic numerator that propels our company forward? (3) What are the issues that our core employees are passionate about? Even if others provide the answers, the leader's role is to ask these questions. The organization's leader establishes measurable goals and objectives. A goal or objective that cannot be measured is not worth anything. By creating incentives for achievement, the leader makes quantifiable goals successful (Fuller & Green:2005).

Organizational Leadership (OL) investigates the past, tests assumptions, obtains and incorporates knowledge about the present, and forecasts the environment in which the firm will operate in the future through strategic planning (Kapucu:2020)

3.2 Organizational Structures are significant for OP, and OL plays a vital role in structuring

The relationships between the various parts of an organization are organizational structure. A set of ways for dividing and coordinating tasks is referred to as organizational structure. A way of dividing, organizing, and directing organizational activities is known as organizational structure. Organizations create structures to coordinate the activities of work factors and govern the actions of members. The models of internal organization relations, power, linkages and reporting, formal communication routes, responsibility, and decision-making delegation are clarified by organizational structure (Ahmady, Mehrpour & Nikooravesh:2016). Organizational structures have developed from inflexible, vertically integrated, hierarchical, and autocratic systems to more boundary-less, empowered, and networked businesses that adapt swiftly to consumer needs with customized products and services. Organizations are typically organized vertically, vertically, and horizontally, or with open borders, in today's world. The following are examples of structures that fall under each of these categories:

- Functional and divisional verticals
- Matrix—vertical and horizontal.
- Unconstrained (also called "open boundary") —modular, virtual, and cellular architectures. (Source: 2017 Society of Human Resource Management).

The structure of the organization has a significant impact on Organizational Performance (OP). People perform better when there is a clear structure because tasks are split, and productivity rises (Maduenyi, Oke, Fadeyi & Ajagbe:2015). An organization's performance is primarily determined by its organizational structure. An organization's structure aligns and connects its various pieces to achieve optimal performance. The chosen structure impacts an organization's ability to carry out its strategy and goals (Society of Human Resource Management:2017). As a result, Organizational Leadership (OL) must comprehend the significance of organizational structure (Eze, Bello & Adekola:2017).

In creating an organizational structure, the role of Organizational Leadership (OL) is to strike the correct balance between each function. Organizational Leadership (OL) pays close attention to the organizational design process to arrive at the most efficient structure for achieving corporate goals. A company's strategy must inform the structure, which must be developed to support it (Herve: 2015). The type of organizational structure that best supports internal operations, how work is done, and the line of command is determined by Organizational Leadership (OL). Senior management examines all functions and determines how work activities should be arranged and carried out. This method also uncovers natural reporting lines and command structures (Lotich:2021).

3.3 Businesses processes are significant for OP, and the role of OL in business process engineering and re-engineering is vital

A business process is a collection of business operations designed to bring value to a particular client or market. It can also be defined as:

- a closed group of actions taken as a response to a particular event to generate an output;
- everything required to ensure that the individual engaged in a business process receives an expected outcome;
- interaction between people, equipment, procedures, and regulation to achieve a business aim.

The aim, available resources, actions, indications, buyer focus, and process holders are essential parts of a business process. The following actions are used to manage business processes: creating business processes, their execution, and their evaluation. Business process management aims to continuously enhance business processes by measuring the consequences of existing business processes performance. Well-defined business processes help speed up work, improve internal order, reduce costs, and assist in improving product/service quality and general organizational activities and skills (Kaniski & Vincek:2018).

Higher business process levels result in improved Organizational Performance (OP). Defined Business Processes have a significant indirect impact on financial performance via the organization's non-financial performance (Krinjar, Temberger, and Hernaus, 2007). Business processes have evolved into valuable instruments for every company looking to better its present Organizational Performance (OP). Written and authorized business processes remain a powerful weapon for firms aiming to function as effectively and efficiently. To achieve breakthrough performance and long-term strategy, businesses must reengineer their processes (Mahalawat & Sharma:2018).

Defining what is right is the critical and necessary work of Organizational Leadership (OL). As they do for each function, company leaders must use the techniques and tools to determine what is appropriate for each business process. Business processes are organized around activities by leaders (i.e., IT, Finance, HR, Manufacturing, etc.). On the other hand, business processes are frequently cross-organizational decision-making activities that require considerable vision, tenacity, motivation, synthesis, and analysis – all of which are the domains of leaders, not managers (Adams:n.d.). Furthermore, the Business Process Reengineering Leader must be a senior executive, enthusiastic about and committed to reengineering. Passion and dedication are insufficient if the leader lacks the authority to make the necessary changes to support major process redesign (Edward & Mbohwa:2013).

3.4 Workplace culture is significant for OP, and OL plays a vital role in its development.

Edgar Schein of the MIT Sloan School of Management created a model for understanding and studying the workplace in the 1980s. Artifacts, values, and assumptions are the three levels of workplace culture, according to Schein (Burkus:2014). Any tangible, visible, or audibly recognized pieces in an organization are considered artifacts. These include architecture, workplace beautification, meticulous design, layout, fitting and maintenance, built-in mobility space (space, sound, and acoustics), functionality, appealing aesthetics, elegance, and furnishings, among other things. Dress codes are an example of artifacts; explicit dress codes reveal a lot about workplace culture.

The organization's proclaimed principles and rules of behavior are known as espoused values. It is how members represented the company through their actions and shared beliefs. Their interpersonal habits and interactions with outsiders speak volumes and are reflected in the mission, vision, beliefs, and values of the organization. An organization's purpose, vision, goals, and values should be exhibited via framed posters at essential locations. Basic assumptions are what we call assumptions. These are profoundly ingrained, unquestioned practices that, while usually unconscious, are at the heart of civilization. These assumptions are so deeply embedded in the workplace culture that they are discernible in employee and management behavior. The third level of workplace culture is the interior components of human nature (Hattangadi:2017).

The most crucial factor affecting employee performance is the workplace culture. Employee productivity, performance, health and safety, comfort, concentration, job satisfaction, and morale are all directly affected by workplace culture's physical components (artifacts) (Satyendra:2019). Organizational Performance (OP) is dependent on employee performance since human resource capital is critical to the organization's growth and development (Victoria:2019). Furthermore, organizations with espoused values perform better than organizations that do not; nevertheless, it is still unknown which values lead to superior or worse performance (Luinstra:2019). Finally, workplace assumptions can make or destroy a company, according to a study that found that employee behaviors based on their core values directly impacted organizational performance (OP) (Hattangadi:2017).

It is the role of Organizational Leadership (OL) to create a pleasant working atmosphere in the workplace, which will encourage people to work more efficiently (Bushiri:2014). Organizational leadership (OL) has by far the greatest and most direct impact on workplace culture, which focuses on the organization's environment and atmosphere (Craig:2018). Leaders are responsible for the systematic establishment of company culture and the reinforcement of workplace regulations. The leader's activities, such as where their attention is focused, how they react to crises, and the behaviours they model, influence workplace cultural norms (Williams:2019). A strong leader sets the tone for a company's culture, which is frequently the driving force behind its success (Jameson:2021).

3.5 Employee Performance Management is significant for OP, and OL plays a vital role in it

Employee Performance Management must be defined straightforwardly by organizations. It is founded on determining the following:

- Job Descriptions and their Evaluations
- Weighted Key Result Areas (KRAs)
- Key Performance Indicators (KPIs)

Job descriptions are precise descriptions of employee responsibilities derived from established processes. On the other hand, job evaluation is the methodical process of establishing the relative value of various employment. The "Key Result Sections," or KRAs, are broad areas of job descriptions that each role is responsible for. Each KRA's relevance is assigned in percentages (percentages). A Key Performance Indicator (also known as a performance standard) is a management-approved expression of performance requirement(s) or expectation(s) that an employee must meet in order to be evaluated at a specific level of performance. For each Key Result Area, a completely successful (or similar) KPI must be defined and included in the employee performance plan. Specific, measurable, and key performance indicators must be specified in writing (or otherwise recorded) and linked to the balanced scorecard (Bashir & Ilyas:2020).

Organizational Performance (OP) will be improved by well-planned employees' KPIs aligned with the company's goals (Joshi:2022). Furthermore, well-designed KPIs allow employees to see how individual achievements impact the company's overall performance. Employee performance should be measured using KPIs aligned with the organization's overall goals. It is pointless to evaluate personnel based on measures that have no bearing on the company's success (Vessella:n.d.).

Organizational Leadership (OL) establishes clear goals for employees and defines how to achieve those goals effectively (Iiguez:2021). The leader must promote staff performance management understanding and progress (Simamora:2012). Businesses require effective employee performance management. It assists them in aligning their workers, resources, and systems to fulfill their strategic objectives through both formal and informal approaches (Carpi, Douglas & Gascon:2017). Performance management strategies and processes that are correctly created and implemented enable a company to monitor, manage, and improve strategy execution and outcomes delivery. As a result, one of the essential components of an organization's success is performance management, and the ability to efficiently manage performance is the most critical talent for leaders (Marr:2022).

3.6 Employee Development is significant for OP, and OL plays a vital role in it

Employee development is a comprehensive collection of programs delivered over time to ensure that all employees have the skills to function to their maximum potential in support of their objectives. Employee development programs provide a methodical path for individuals to raise their competence, regardless of whether that greater competence is employed for current or future work. (Jacobs & Washington:2003). Employee Development and Performance are inextricably linked. Employees will be more satisfied with their jobs and more devoted to them, and their performance will improve as their skills expand. When employee performance improves, so does the organization's effectiveness (Hameed & Waheed:2011). The following is the employee development process:

Step 1: Assess employees' knowledge, skills, and attitudes (KSAs) regarding the organization's long-term objectives.

Step 2: Create Individual Development Plans for Each Employee

Step 3: Conduct training sessions

Step 4: Evaluate the outcomes of development programs and solicit feedback from employees (Heinz:2022).

Organizational Performance (OP) is influenced by employee development in various ways. It indicates that it is helpful for individual employees, organizational productivity, and employee competency, which will be used for present and future work to have a more significant positive impact on Organizational Performance (OP) (Muiruri, Kahuthia & Muraguri:2019). Employee development is an essential strategy for improving Organizational Performance (OP). To achieve its objectives most cost-effectively, the firm must make extra efforts and invest heavily in employee training (Ali & Ngu:2019).

Organizational Leadership (OL) is critical for employee development and plays an integral part in the entire process. Communication, presentation, counselling for bringing up the change, reinforcing, problem handling, and behaviour modelling are all aspects of employee growth through training. Leaders are the best at communicating, the best at presenting, accurate in counsel and excellent at bringing change, excellent in reinforcement, and admirable in behavioural modelling; leaders are much more adaptable to situations and supportive in the communication process, so leaders can train better than a traditional trainer. If the trainer's leadership abilities are strong, the training process will be enhanced, and trainees will receive more effective training. They will be more attentive to the trainer and try to learn at their own pace. They will be motivated and influenced (Afzal, Rehman & Mehboob: 2010).

4.0 Conceptual Framework

This paper proposes a conceptual framework with the title Organizational Performance Leadership (OPL) based on the above postulation. This framework covers strategic planning, structuring, business processes engineering, improving workplace culture, employee performance management, and employee development as Organizational Leadership (OL) practices and Organizational Performance (OP) as the overall output of these practices. Each practice is denoted with the word starts with the alphabet 'P,' i.e., Strategic Planning as **Plan**, Structures as **Parts**,



Figure 1: Conceptual Framework of Organizational Performance Leadership (OPL)

Business Processes as **Processes**, Workplace Culture as **Place**, Employee Performance Management as **Performance**, Employee Development as **People**. The above 6Ps were first introduced as an Organization Development consulting tool in my and co-author Sehrish Ilyas' previous research paper titled "Architectural Leadership Consulting Framework," published in the International Journal of Scientific & Engineering Research Volume 11, Issue 9, September-2020, ISSN 2229-5518. But in this paper, these 6Ps and their impact on Organizational Performance (OP) are introduced as the framework, representing the new concept of Organizational Performance Leadership (OPL).

Thus, Organizational Performance Leadership (OPL) is defined as a concept of achieving the overall yearly organizational goals, both financial and non-financial, to attain the long-term vision through entire Organizational Leadership (OL) practices of strategic planning (Plan), structuring (Parts), business process engineering (Processes), improving workplace culture (Place), employee performance management (Performance) and employee development (People). Further, all 6Ps are integrated; for example, determine the strategy (Plan) first, then organize the structures (Parts) to support that plan: Strategy (Plan) comes before Structure (Parts) (Schleckser:2018). The basis for the organization's business processes (Processes) is laid by the organizational structure (Parts) (Cakmak:2017). The structure (Parts) serves as a foundation for implementing the workplace culture (Place) (UKEssays:2018). Furthermore, in order to support workplace culture (Place), the alignment of structure (Parts) and business processes (Processes) is essential (Green:2021). First and foremost, strategic planning is required for determining organizational strategy and goals; additionally, the employee performance management system (performance) should be determined by considering workplace culture (Place) and the system's (Processes) integration (Pulakos:2004). Employee development (People) refers to efforts that a company initiates to aid in an employee's overall growth. Employee development (People) is a major priority in an effective performance management system (Performance) (Elan: 2014).

In summary, Organizational Performance Leadership (OPL) is an integrated approach to building and maintaining the whole organization for its peak performance, where "Organizational Performance" means the output of an organization in terms of achieving yearly financial and non-financial goals connected with long-term vision and "Leadership" states the integrated 6Ps based Organizational Leadership (OL) practices to transform the vision into reality.

5.0 Impact

This paper coined the term "Organizational Performance Leadership" (OPL) based on the conceptual framework. This conceptual framework, with its title, can be introduced as a new field of study or branch of knowledge. The books can be written based on this framework to teach the university students of business schools worldwide and to train management professionals to prepare them for the senior career levels in the organizations.

Suppose the world's corporate sector will apply this conceptual framework of Organizational Performance Leadership (OPL) through a formal department or role in the organization, who is responsible or custodian for developing and executing the 6Ps in the organization for Organizational Performance (OP). In that case, this department will get a most strategic and imperative role for the success of any organization.

6.0 Conclusion

The Organizational Performance Leadership (OPL) framework may appear simple but applied and helpful for organizations to achieve their desired outcomes. The Organizational Leadership (OL) must appropriately develop and execute 6Ps for Organizational Performance (OP). The absence of alignment and interconnection among the elements in the framework suggests that extensive development and implementation in one or two Ps of the firm will be useless if the firm does not work on all 6Ps. As a result, leaders must work on each of the 6Ps, and align them with one another for required Organizational Performance (OP).

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