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A Review: Organizational Performance and its Impact on Project Efficiency, Business Success, and Future-Readiness

Khairul Firdaus Anuar[1,2*], Nurhaizan Mohd Zainudin[2], Muhammad Ashraf Fauzi[2], Muhammad Hafis Mohd Hussain[3]

[1] Department of Science & Technology, Faculty of Technology, Design and Management, UCYP University, Kuantan, Pahang, Malaysia
[2] Faculty of Industrial Management, Universiti Malaysia Pahang Al-Sultan Abdullah, Gambang, Pahang, Malaysia
[3] Academy of Contemporary Islamic Studies, Universiti Teknologi MARA Cawangan Pahang, Kampus Raub, Raub, Pahang, Malaysia

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ABSTRACT

In today's dynamic business environment, organizations must continuously strive to enhance their performance to achieve sustainable success. This review paper explores the various aspects of organizational performance and its impact on project efficiency, business success, and future readiness. This paper delves into the intricate connections between these elements, examining how organizational performance acts as a driving force behind achieving project milestones, fostering sustainable business growth, and positioning organizations for future adaptability and success. Organizational performance is a critical factor in the success and sustainability of construction organizations. Hence, construction organizational performance encompasses a construction company's ability to accomplish its strategic goals and objectives. Effective project management practices, coupled with a skilled and motivated workforce, are essential for delivering projects on time, within budget, and to the required quality standards. The qualitative methodology employed for this study includes content analysis techniques. Focusing on the Malaysian construction industry context, the paper examines how organizational performance affects these dimensions and discusses strategies for enhancing performance. Throughout the review paper, a wealth of real-world evidence is presented, including case studies, industry benchmarks, and academic research, to validate the relationships between organizational performance and its impact on project efficiency, business success, and future readiness.

1. Introduction

The Malaysian construction industry plays a pivotal role in the nation's economic development, contributing significantly to the country's gross domestic product (GDP) and employment. Organizational performance within this sector holds immense importance, as it directly impacts project outcomes and overall industry growth. In the dynamic Malaysian construction industry,

* *Corresponding author.*
E-mail address: khairul.firdaus@ucyp.edu.my

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organizational performance is critical for project efficiency, business success and future readiness. The ability of construction organizations to deliver projects efficiently, achieve business objectives and adapt to changing trends shapes their competitiveness and sustainability.

According to the Construction Industry Development Board Malaysia (CIDB), the industry's value of work done increased from RM61.9 billion in 2010 to RM204.9 billion in 2019 [1]. This expansion necessitates effective organizational performance for successful project execution. The construction industry in Malaysia faces numerous complexities and challenges that affect organizational performance. These include changing regulatory frameworks, tight project timelines, cost constraints, labour shortages, and evolving client expectations [2]. Such challenges require organizations to optimize their performance to ensure project efficiency and competitiveness.

Different authors have different thoughts on the definitions of organizational performance. Some authors hold the point that performance is the result brought by specific behaviours and job functions within a specific period [3]. Logically speaking, there is a certain internal relationship between personal performance and organizational performance, that is, the realization of personal performance precedes organizational performance. Only when the individual performance is successfully achieved, then the organizational performance also is achieved.

Organizational performance in construction organizations is a multidimensional construct that is influenced by various factors. Several articles have explored different aspects of organizational performance in the construction industry. Effective leadership and management practices are crucial for organizational performance in the Malaysian construction industry. Research by Abdul-Rahman *et al.,* [4] highlights the importance of transformational leadership in improving project performance and overall organizational effectiveness.

The effective management of human resources is another key driver of organizational performance. Developing a skilled workforce, promoting training and development programs, and ensuring proper resource allocation are essential aspects [2]. In addition, Rehman *et al.,* [5] highlights the influence of organizational learning and leadership styles on organizational performance in Malaysian SMEs, there is still a need for more comprehensive studies that explore the specific mechanisms and processes through which these factors impact performance.

The research conducted by Richard *et al.,* [6] emphasizes the importance of a multidimensional conceptualization of organizational performance. The authors argue that commonly accepted measurement practices are limited in tapping into the multidimensionality of performance. They call for research that examines triangulation using multiple measures, longitudinal data, and alternative methodological formulations to align research contexts with the measurement of organizational performance. As a result, they highlighted the lack of consistency in measuring organizational performance in management research. One study by Shen *et al.,* [7] focused on the influence of the digital environment on organizational performance in the construction industry. The authors analyzed factors affecting organizational performance and selected the type, size, and nature of the enterprise as control variables and emphasized the importance of considering the digital environment in understanding organizational performance.

Another article by Mills and Smith [8] examined the relationship between knowledge management and organizational performance. The study found that knowledge application was directly linked to organizational performance, while knowledge acquisition and creation were indirectly related through their impact on other factors linked to organizational performance. Furthermore, organizational readiness for change is another important factor that can influence organizational performance. Weiner [9] defined organizational readiness as the psychological and behavioural preparedness of organizational members to take action and implement change. This readiness is influenced by factors such as change commitment and change efficacy.

In light of this, several problems and issues raise that influence organizational performance in the construction industry. The study by Eisenberger *et al.,* [10], highlights the importance of leader-member exchange and supervisor's organizational embodiment in enhancing employees' affective organizational commitment. The lack of alignment and identification between leaders and employees can hinder organizational performance as a whole. Whereas Nodari *et al.,* [11] discuss the importance of knowledge transfer, sharing and collection for organizational performance. The problems claimed such as inadequate knowledge management practices can hinder the organization's ability to access, assimilate, and exploit knowledge resources, thus, impacting the performance of the project and the whole of the construction company.

Thus, the research objective of this article is to explore the relationship between organizational performance in Malaysian construction organizations that influence project efficiency, business success and future readiness. So, this research article aims to shed light on the relationship between organizational performance and these outcomes. Hence, understanding and managing these factors can contribute to improving both projects' and organizations' overall organizational performance in the construction industry.

2. Literature Review

In the Malaysian construction industry context, organizational performance plays a critical role in determining project efficiency, business success and future readiness. This review paper explores the background and significance of organizational performance in these key areas, highlighting its importance for construction organizations operating in Malaysia.

2.1 Project Efficiency

According to Padovi *et al.,* [12] and Halim *et al.,* [13], project efficiency in the construction sector discusses to the ability to complete projects on time, within budget, and meeting the defined quality standards. It encompasses effective resource allocation, timely decision-making, streamlined processes, and successful coordination among project stakeholders. Project efficiency is vital for construction projects as it directly impacts project success, profitability and client satisfaction. Efficient project management ensures optimal use of resources, minimizes delays, reduces costs, and enhances overall project performance.

From another point of view of scholars, efficient and effective logistics operations play a crucial role in project efficiency and overall organizational performance as mentioned by Fugate *et al.,* [14]. Logistics performance, encompassing dimensions such as efficiency, effectiveness, and differentiation, positively impacts organizational performance. This highlights the importance of optimizing logistics processes and capabilities to enhance project efficiency and overall business success.

Furthermore, effective project monitoring and governance practices are crucial for ensuring project efficiency and success [2]. Weak governance arrangements and hurdles related to organizational culture, resource constraints, and administrative issues can increase transaction costs and hinder project performance. Strengthening project monitoring processes and addressing these challenges can enhance project efficiency and contribute to overall organizational performance.

2.1.1 Timely completion

One aspect of project efficiency is timely completion. The Malaysian construction industry faces challenges related to tight project schedules and deadlines. Organizational performance directly influences the ability of construction organizations to meet project milestones and deliver projects on time. Efficient project management practices, methodologies, resource allocation and effective coordination among stakeholders contribute to timely project completion [15].

2.1.2 Cost control

Efficient organizational performance in the Malaysian construction industry also relates to cost control. Organizations that effectively manage project budgets, monitor expenses and minimize wastage enhance their project efficiency. Cost-effective procurement strategies, efficient material management, and proper financial planning contribute to improved project outcomes as mentioned by Lim *et al.,* [16].

2.2 Business Success

Business success is a key objective and essential for Malaysian construction organizations as it directly impacts business performance, including their reputations, financial outcomes, market performance, competitiveness and long-term viability [17]. As mentioned by Abdul-Rahman *et al.,* [4], business success in the construction industry contexts of Malaysia states achieving desired outcomes, profitability, and sustainable growth. It involves meeting project objectives, delivering quality work, satisfying client requirements, and maintaining competitive advantages.

According to Valmohammadi and Ahmadi [17], scrutinize the contribution of knowledge sharing, organizational culture and business success process (outcome) to organizational performance. The findings demonstrate the important role of organizational operation factors in knowledge sharing and business-knowledge process, which directly contribute to the improvement of organizational performance.

2.2.1 Market competitiveness

Organizational performance is instrumental in enhancing the market competitiveness of construction organizations in Malaysia. High-performing companies gain a competitive edge by consistently delivering projects on time, within budget, and meeting quality standards. Such achievements contribute to a positive reputation, client satisfaction, and increased opportunities for securing future projects [18].

2.2.2 Stakeholder satisfaction

Successful organizational performance leads to stakeholder satisfaction, including clients, employees, and investors. Meeting project objectives, maintaining effective communication, and delivering quality outcomes foster strong relationships with stakeholders. Thus, this in turn promotes business success through repeat business, positive referrals, and a reliable workforce [19].

2.3 Future Readiness

Future readiness or preparation for the future is crucial in the dynamic construction industry. Future readiness in construction organizations and projects refers to proactive measures taken to anticipate and adapt to future challenges, opportunities, and changes in the industry. It involves strategic planning, innovation, and the development of capabilities and resources to ensure long-term success and sustainability [2]. The study by Skiera *et al.,* [20] discusses the role of crisis construction and organizational learning in building absorptive capacity and preparing for the future. As a result, preparation for the future is very crucial for overall construction organizations and projects as a whole as it enables them to stay competitive, respond to market dynamics, and capitalize on emerging trends and technologies.

While, the adoption of digital technologies and digital transformation initiatives is essential for preparing construction organizations for the future [21] and is in line with the current trends of adoption of Industrial Revolution 4.0 (IR 4.0) and the execution of artificial intelligence (AI) in this industry. Effective digital leadership, characterized by proactive and forward-thinking approaches, also can drive the successful implementation of digital strategies and improve business success and overall project efficiency. Leaders who embrace digital innovation and guide their organizations through the digital transformation process can positively influence organizational performance. Furthermore, Burke and Morley [22] emphasize the importance of preparing for the future as one of the success dimensions in temporary organizations.

2.3.1 Technological advancements

Organizational performance involves embracing technological advancements for future readiness. The Malaysian construction industry is evolving with technologies such as Building Information Modeling (BIM), automation, and data analytics. Construction organizations that adopt these technologies enhance project planning, collaboration, and decision-making capabilities, positioning themselves for future success [22,23].

2.3.2 Sustainability and environmental responsibility

Preparation for the future also required a focus on sustainability and environmental responsibility. Organizational performance involves integrating sustainable practices such as green construction methods, energy-efficient designs, and waste reduction measures. Construction organizations that prioritize sustainability demonstrate social responsibility and position themselves for future regulatory requirements and changing market demands.

2.4 Conceptual Framework

This conceptual framework in Figure 1 for this study it is demonstrates and shows that organizational performance acts as a central driver that impacts project efficiency, business success, and an organization's future readiness in the context of the Malaysian construction industry. The positive feedback loops emphasize that advancements in any of these areas can contribute to an overall enhancement of organizational performance, fostering a virtuous cycle of success and growth. Therefore, arrows linking and connecting Project Efficiency, Business Success, and Future readiness to Organizational Performance signify those achievements in these domains can result in improved overall organizational performance.

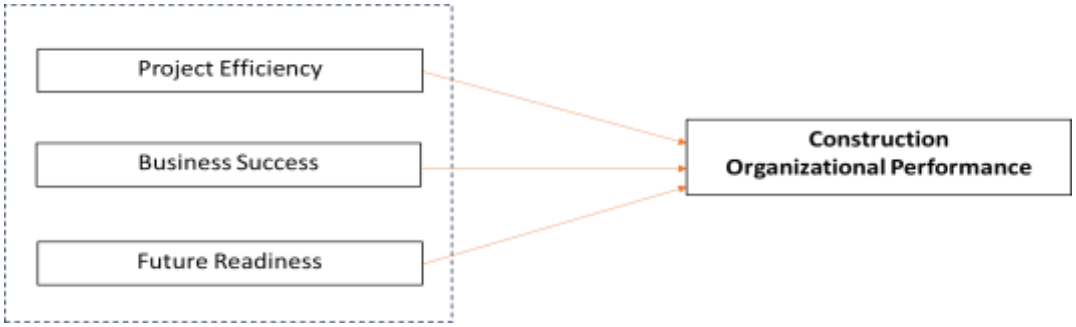

Fig. 1. Conceptual framework

3. Methodology

This research employed a qualitative research method using a content analysis technique to systematically analyze and interpret existing literature on the relationship between organizational performance and its influence factors, including project efficiency, business success, and future readiness.

3.1 Research Design

The content analysis was focused on scholarly articles, research papers, and publications related to organizational performance, project efficiency, business success, and future readiness. The time frame for the literature review has spanned the last two decades to ensure coverage of contemporary perspectives.

3.2 Data Collection

In this review, data collection was conducted through a systematic exploration of academic literature to ensure comprehensive coverage and methodological rigor. Scholarly sources were identified through a targeted search of reputable academic databases, including Google Scholar, SCOPUS, Web of Science, and EBSCOhost. These databases were selected based on their extensive indexing of peer-reviewed journals and conference proceedings relevant to construction management and organizational performance.

In order to guide the search strategy, a set of relevant keywords and Boolean operators was employed, including combinations of "organizational performance, project efficiency, business success, future readiness, organizational effectiveness, and organizational sustainability". This ensured that the literature retrieved was closely aligned with the conceptual focus of the study.

The time frame for inclusion was restricted to publications from 1998 and 2000 to 2021 to capture both foundational works and contemporary developments relevant to organizational performance within the Malaysian construction context. This 21-year period allowed for the identification of longitudinal trends and shifts in the discourse surrounding performance determinants.

The inclusion criteria to this research required that sources be published in English and comprise peer-reviewed journals, academic books, or conference proceedings. Studies had to address organizational performance and its interrelationship with project efficiency, business success, or future readiness, particularly in the context of Malaysia or other comparable emerging economies. While, the exclusion criteria filtered out non-academic content, studies not aligned with the core themes, and redundant publications. By applying these inclusion and exclusion filters, the

data collection process ensured the selection of high-quality and relevant sources for robust qualitative synthesis. The final body of literature was subjected to content analysis for thematic extraction and theoretical integration, as detailed in the subsequent section.

3.3 Data Analysis

Content analysis techniques were utilized to analyze the collected data. Content analysis involves systematically extracting, coding, and analyzing qualitative data to identify patterns, themes, and relationships within the text. For this study, the following content analysis steps were applied:

i. Data pre-processing: The collected data was cleaned and organized to ensure consistency and accuracy.
ii. Coding: A coding scheme was developed to categorize the extracted information into relevant themes and concepts related to organizational performance, project efficiency, business success, and future readiness and their interrelationships in the context of the Malaysian construction industry.
iii. Thematic Analysis: Through the coding process, recurrent themes and patterns were identified to understand the key conceptual frameworks, empirical findings, and theoretical perspectives on the relationship between organizational performance and its influence factors.
iv. Synthesis and Interpretation: The findings from the thematic analysis were synthesized and interpreted to draw meaningful conclusions about the topic and provide insights into the relationships between the key variables.

Generally, the summary of the research methodology employed in this study can be seen in Table 1 below.

Table 1
Summary of the research methodology employed

Research Design	The methodology adopted for this research was qualitative research method, specifically content analysis.
Data Collection	• The primary data source for this review paper was academic literature, including scholarly articles, books, and book chapters • Relevant literature has been identified through electronic databases such as Google Scholar, SCOPUS, Web of Science and EBSCOhost. • The search was conducted using a combination of relevant keywords and Boolean operators to ensure a comprehensive search. • The time frame for inclusion was restricted to publications from 1998 and 2000 to 2021 to capture both foundational works and contemporary developments relevant to organizational performance within the Malaysian construction context. • The search terms include combinations of the following keywords: organizational performance, project efficiency, business success, future readiness, organizational effectiveness, and organizational sustainability.
Data Analysis	Content Analysis techniques were utilized to analyze the collected data. For this study, the following content analysis steps were applied: 1. Data Preprocessing 2. Coding 3. Thematic analysis 4. Synthesis & Interpretation.

Rigor & Validity	To ensure the rigor and validity of the research methodology, the following measures has been taken: 1. Transparency 2. Reliability 3. Confirmability 4. Reflexivity

4. Discussions

4.1 Project Efficiency and Organizational Performance

Organizational performance has a significant effect on project efficiency in the Malaysian construction industry. A well-performing organization demonstrates strong management practices, effective leadership, and efficient resource utilization, which are key determinants of project efficiency. Despite this, a study conducted by Halim et.al., [13] and Padovi et.al., [12] found that organizational performance has a positive influence on project efficiency in the Malaysian construction industry. The study examined the relationship between organizational factors and project efficiency as well as *organizational performance measurement systems* in construction organizations and found that higher levels of organizational performance were associated with improved project efficiency [12,13].

One study has been conducted by Yazici [24] examined the role of project management maturity (PMM) and organizational culture in perceived performance. The findings revealed that increasing PMM, along with a results-oriented organizational culture, improves an organization's competitiveness, resulting in cost savings and increased sales. Therefore, this highlights the importance of project management practices and organizational culture in enhancing project efficiency and overall organizational performance.

In addition, organizational support also plays a significant role in project efficiency and performance. Wu *et al.,* [3] investigated the impact of job burnout and work-family conflict on project performance for construction professionals. The research highlighted the importance of establishing an atmosphere and culture of humanized management within construction enterprises to enhance project efficiency and overall organizational performance. Organizational support can ease the negative effects of work-family conflict on professionals' job burnout, leading to improved project outcomes.

Furthermore, organizational culture has been identified as a significant factor affecting the efficiency and productivity of construction firms. Chan *et al.,* [25] and Chong *et al.,* [26] investigated the relationship between organizational culture and the performance of construction organizations. The study revealed that certain cultural factors, such as contractor commitment and goal alignment, contribute to improved project performance and participant satisfaction. Fostering a positive organizational culture that supports collaboration and commitment can enhance project efficiency and overall organizational performance.

The impact of organizational performance on project efficiency in Malaysian construction organizations and industry can be seen through various aspects as suggested by Halim *et al.,* [13]. Some of these aspects include leadership and management practices, resource allocation and utilization, collaboration and stakeholder management, continuous improvement and quality control. By investing in organizational performance and implementing best practices, construction organizations in Malaysia can optimize project execution, achieve higher levels of project efficiency and ultimately improve and increase project outcomes and satisfaction of clients.

4.2 Business Success and Organizational Performance

Organizational performance has a considerable impact on business success in the Malaysian construction industry. A high-performing firm demonstrates good management practices, efficient operations, and efficient resource usage, all of which are critical drivers of business success. According to Rehman *et al.,* [5], organizational performance has a beneficial impact on business success in the Malaysian construction industry and organization. The study investigated the association between organizational factors and business success and discovered that companies with better levels of performance achieved more business success.

The relationship between construction organizational performance and business success is multifaceted and influenced by various factors. Several studies have explored this relationship and provided valued insights. A study conducted by Sanders [27] examined the impact of e-business technologies on organizational collaboration and performance in the construction industry. The findings revealed that the use of e-business technologies promotes both intra- and inter-organizational collaboration, which in turn positively impacts organizational performance. This highlights the importance of leveraging technology to enhance collaboration and achieve business success.

Another past research by Chan *et al.,* [25] identified critical success factors for construction projects. The study highlighted project-related factors, project procedures, project management actions, human-related factors, and the external environment as crucial to project success. Understanding and effectively managing these factors contribute to achieving business success in construction projects. Furthermore, the measurements of firm performance have been explored in the context of organizational effectiveness and business performance. Al-Matari *et al.,* [28] highlighted the significance of performance measurement of ineffective management and enhancing organizational processes. Effective performance measurement helps organizations identify areas for improvement and enhance business success.

Several determinants in the Malaysian construction industry reveal how organizational performance affects business success. A business's success can be attributed to several different aspects, including operational efficiency, sound financial management, and client satisfaction and reputation.

4.3 Future-Readiness or Preparation for the Future and Organizational Performance

Organizational performance is a key component of the preparation for the future or future readiness. It mentions the effectiveness and efficiency with which an organization achieves its goals and objectives. High organizational performance indicates that the organization is functioning optimally, delivering quality outcomes, and meeting stakeholder opportunities. Future readiness for construction organizations indicates their ability to anticipate and adapt to future challenges and opportunities. It incorporates the organization's preparedness to embrace change, implement new strategies, and leverage emerging technologies to achieve long-term success [29].

The importance of future readiness for construction organizations cannot be overstated. In a rapidly evolving industry, organizations need to be prepared for emerging trends, technological advancements, and changing market dynamics. Despite of, the future readiness on organizational performance enables organizations to stay competitive, grasp new opportunities, and cross potential disruptions. It allows them to proactively address challenges, adapt to evolving customer needs, and capitalize on emerging markets [3,9,30].

The relationship between organizational performance and preparation for the future (future readiness) in the Malaysian construction industry is influenced by numerous factors. Several studies have explored this relationship and provided valuable understandings. Future readiness also enhances organizational agility and resilience. It allows organizations to respond effectively to changing circumstances, such as economic fluctuations, regulatory changes, or unanticipated events like the outbreak of the COVID-19 pandemic. By being future-ready, construction organizations can anticipate and mitigate risks, optimize resource allocation, and make informed strategic decisions. It was supported by a study conducted by Esa *et al.,*[31] that explored the consequences of the pandemic-induced lockdown on project success in the Malaysian construction industry. The study highlighted the challenges faced by on-going projects and the need for effective time and cost management to ensure project success in uncertain times.

Moreover, future readiness raises innovation and continuous improvement. It reassures organizations to embrace new technologies, discover alternative approaches, and devote themselves to research and development. By fostering a culture of innovation, organizations can drive efficiency, enhance productivity, and then deliver cutting-edge solutions to clients. As a result, one aspect that influences construction organizational performance and preparation for the future is the adoption of supply chain management (SCM) practices. Research by Chong *et al.,* [26] found that SCM practices have a direct and significant impact on the organizational and innovation performance of Malaysian firms. Effective SCM practices enhance overall organizational performance and contribute to future readiness.

The future-readiness elements are vital for construction organizations to succeed in a dynamic and competitive industry. It comprises being proactive, adaptable, and innovative in anticipating and responding to future challenges and opportunities. By converging on organizational performance and embracing a future-ready mentality, construction organizations can position themselves for long-term success and sustainable evolution [32].

5. Conclusions

In today's fast-paced and highly competitive business environment, organizational performance serves as a crucial driver of success. Malaysian construction organizations that consistently demonstrate strong performance are better positioned to execute projects efficiently, achieve sustainable growth, and adapt to shifting future demands. This review paper has explored the intricate relationships between organizational performance and its impact on project efficiency, business success, and future readiness within Malaysia's construction industry.

High-performing organizations in this sector stand to benefit in several ways:

i. Improved Project Efficiency: Strong organizational performance minimizes project delays, controls costs, and upholds quality standards, leading to timely project completion and financial discipline.
ii. Sustainable Business Success: Robust organizational practices promote financial health, customer loyalty, and market growth, securing long-term profitability and a competitive edge.Use the suitable size of Figure. Not too big.
iii. Enhanced Future Readiness: A high-performing organization fosters innovation, resilience, and adaptability, enabling it to respond effectively to technological changes and unforeseen challenges.

Organizational performance must be seen as an evolving construct requiring constant investment and enhancement. By nurturing leadership skills, encouraging continuous learning and innovation, and implementing sound project management practices, construction organizations can build a culture that sustains high performance across all key dimensions. In conclusion, organizational performance acts as a cornerstone for success in today's volatile landscape. By prioritizing organizational excellence and pursuing continuous improvements, businesses can unlock strategic advantages and secure lasting growth and sustainability.

5.1 Potential Directions for Future Research

The potential directions for future research on this current study may have been discovered and explored as follows:

i. Influence of leadership styles on organizational performance
ii. Application of artificial intelligence in construction project management
iii. Impact of employee well-being on organizational outcomes
iv. Role of digital transformation in enhancing business performance
v. Organizational culture dynamics in multinational construction firms and their future preparedness

Focusing on these research areas will aid Malaysian construction organizations in boosting their organizational performance, project success, business success and outcomes, as well as future readiness. As the industry evolves, further research will provide valuable insights into tackling emerging challenges and driving organizational excellence.

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