# Article information:

Determinants of organizational performance: a proposed framework | Emerald Insight  
<https://www.emerald.com/insight/content/doi/10.1108/IJPPM-02-2016-0038/full/html>

# Article summary:

1. The success of an organization depends on its ability to effectively implement strategies to achieve institutional objectives.

2. Leadership competencies, including cognitive, social, and emotional intelligence competencies, play a significant role in organizational performance.

3. Employee performance is also a key factor in organizational performance and can be influenced by effective leadership.

# Article rating:

Appears moderately imbalanced: The article provides some useful information, but is missing several important points or pieces of evidence that would be required to present the discussed topics in a balanced and reliable way. You are encouraged to seek a more balanced perspective on the presented issues by exploring the provided research topics and looking at different information sources.

# Article analysis:

The article "Determinants of organizational performance: a proposed framework" by Almatrooshi, Singh, and Farouk (2016) provides a literature review on the factors that influence organizational performance and proposes a framework for leaders to enhance their leadership competencies. The authors argue that the success of an organization depends on its ability to effectively implement strategies, which in turn depends on the level of skill its leaders possess. They also highlight the importance of employees as key contributors to achieving organizational goals.

One potential bias in this article is the focus on leadership competencies as the primary determinant of organizational performance. While leadership is undoubtedly important, other factors such as organizational culture, resources, and external environment can also significantly impact performance. The authors acknowledge this limitation but do not fully explore these other factors in their proposed framework.

Another potential bias is the emphasis on cognitive, emotional, and social competencies as key components of effective leadership. While these competencies are undoubtedly important, there may be other qualities or skills that are equally or more important depending on the context. For example, in certain industries or situations, technical expertise or strategic thinking may be more critical than emotional intelligence.

The article also makes some unsupported claims, such as stating that virtual teams cannot succeed without effective leadership without providing evidence to support this assertion. Additionally, while the proposed framework is based on a systematic review of existing literature, it has not yet been tested empirically.

One missing point of consideration is how different types of organizations (e.g., for-profit vs. non-profit) may require different approaches to enhancing organizational performance. The authors do not address this issue in their proposed framework.

Overall, while the article provides a useful overview of some key determinants of organizational performance and proposes a framework for enhancing leadership competencies, it has some limitations and biases that should be taken into account when interpreting its findings.

# Topics for further research:

* Factors influencing organizational culture
* Impact of external environment on organizational performance
* Importance of resources in achieving organizational goals
* Technical expertise in effective leadership
* Strategic thinking in organizational performance
* Differences in approaches to enhancing performance in for-profit vs. non-profit organizations

# Report location:

<https://www.fullpicture.app/item/cce732c65ed1b1a299f97ff97988a5c2>