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Assessing Organizational Performance in Malaysian State Sports Council

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Abstract

Every organization always focus on providing essential goods and services to employees and customers. However, insufficient information sharing and opportunities have impeded progress and hindered organizational growth to reach a high level of performance. As a result, there is a pressing need to address this issue to be further studied in the sports context. Thus, this study aims to determine the level of organizational performance perceived by Malaysian State Sports Council employees. A set of questionnaires that consisted of 11 items was used to evaluate 269 Malaysian State Sports Council employees in answering the descriptive approach. The findings revealed that the Malaysian State Sports Councils' performance was at a high level. This demonstrates that the investment in the organization's strategy aligns intending to achieve optimal performance. The comprehensive understanding of the organizational needs has enabled the Malaysian State Sports Council to sustain long-term success in the business environment. On the explanation, future researchers are urged to conduct other studies on organizational performance to the other sports bodies in the government or private sectors.

Keywords: Organizational Performance, Malaysian State Sports Council, Employees' Perceptions

Introduction

Usually, every organization needs a safe surroundings to stay in the organization. This is due to the safe working conditions in the organization enabling employees to have a good experience and achievement. Organizational success results emerging from employees' commitment to the organization. Every organization aspires to have a high level of performance to maintain long-term. Organizational performance is the aggregate of an organization's achievements (Khan et al., 2020). According to Abualoush et al (2018), organizational performance is the organization's ability to fulfil its mission, activities, tasks and outcomes. Likewise, researchers stated that organizational performance is the capacity to satisfy the organization's objectives and stakeholders. This shows that it can act as an

evaluation for the organization to quantify and determine its efficiency and effectiveness over a specified period. Good organizational performance symbolizes profit, effectiveness and survival in achieving its goals.

Moreover, Akeel et al (2019) stated that the better performance of an organization does not depend on the financial status itself. Still, it also addresses the abilities of the organization to create and promote its good image. This is due to the employees having high potential in delivering and serving good services to customers. In this sense, it helps to achieve satisfaction that can influence performance. This is supported by Berberoglu (2018), that customer satisfaction has been recognized as one of the criteria that can make organizations measure their overall performance. The high level of employee satisfaction may reflect organizational performance. By embracing emerging technologies, investing in human capital development, and fostering a culture of innovation and creativity, organizations can position themselves for sustained growth and improved performance. Tiwari (2022) supports organizations that effectively leverage technology gain a competitive edge and can achieve higher levels of performance.

A well-performing organization is seen from work produced as it can positively impact organizational productivity. However, every organization will undoubtedly experience problems in creating success, such as the issue of workplace isolation (Rasool et al., 2020). This issue has been considered an internal problem that can affect the performance of an organization. Terng and Ahmad (2021) support that this happens because of insufficient information sharing and social support from coworkers and management. This makes employees feel alone and makes them perform poorly in a job, which can negatively impact management's decisions. According to Ahmad et al (2022) human resource management practices in organizations also play the vital role to influence performance of organization and employees behavior. It shows a better understanding of how the environment affects employees' behavior and how to conduct drives to achieve goals that need to be created (Saeed et al., 2019). As a result, organizations must pay careful attention to these areas and strive for alignment and integration among them to achieve optimal performance. This asserts that performance is crucial for the organization to ensure that investors and shareholders trust them. Overall, it shows that the holistic implementation of good practice can enhance organizational performance. Therefore, this study aims to determine the organizational performance level in Malaysian State Sports Council (MSN).

Literature Review

In every organization, evaluating performance is very important to measure the effectiveness and efficiency of strategy in accomplishing organizational goals. According to Tul and Cemberci (2019), organizational performance depends on the organization's capacity to utilize its resources. Sangiorgi and Siboni (2017) also defined organizational performance as the organization's competency to manage available resources to reach goals. Meanwhile, Tomal and Jones (2015) stated that organizational performance refers to the degree to which an organization achieves its objectives instead of its intended results. This is synonymous with a previous researcher that contended organizational performance as the outcomes produced by an organization that can be compared to anticipated goals (Khajeh, 2018). It revealed that the organizational performance as a critical sign that can determine the success of an organization. This can be seen when an organization with superior performance can sustain

its business level successfully, even in a challenging economy. Therefore, the determining level of organizational performance must be evaluated as it can significantly impact the organization's sustainability.

Esteban-Lloret et al (2018) managed a study in Spanish and found that organizational performance was low. The low level indicates that organizations may experience a reduction of morale and happiness of employees to remain in their current job (Wood & Ogbonnaya, 2018). Meanwhile, a study by previous researchers in the United Arab Emirates showed inconsistent results as the mean score was moderate (Aina & Atan, 2020). This is parallel with the results by past researchers that signify a moderate level of organizational performance (Nafari & Rezaei, 2022). Employees' abilities to sustain performance may enable the organization to initiate good productivity. A productive organization can sustain itself for the long term in the industry. Nevertheless, previous results show a contradiction when past researchers obtained a high level of organizational performance (Suhag et al., 2017). This is consistent with the outcome of past scholars who found a high level of organizational performance (Chang et al., 2022; Durst et al., 2019). Employees' effectiveness in performing their job may initiate good organizational performance, reducing production costs (Sultana et al., 2021). A high level of employee skills may contribute to excellent performance. For that reason, it shows that the performance of any organization is dependent on the ability of employees through their best services towards achieving the goals.

Consequently, the explanation above shows various points by previous researchers that studied organizational performance. It can be concluded that organizational performance has been identified as an aspect that can play a substantial role in ensuring the organization can sustain and compete with other potential businesses. The organizational performance seen in this study refers to the capability of the organization to achieve its objectives through efficiently utilizing its resources. At the same time, performance can be measured when the organization is equipped to accomplish its goals. Apart from that, organizational performance can relate to the implementation of strategy organized by the organization in developing the employees' skills. This demonstrates that organizations have various ways to determine and measure their performance to achieve their goals. Hence, it shows that the proactive intervention of organizational performance is required in administering employees and output.

Methodology

A descriptive method was used to determine the organizational performance level in the Malaysian State Sports Council. A total of 269 employees were involved in this survey. In determining the number of samples, stratified random sampling was used to ensure the balance number of samples selected from the Malaysian State Sports Council, excluding Sabah and Selangor. Besides, the organizational performance questionnaire was adapted from Yeneneh (2021), which consists of 11 items that were evaluated based on a five-point Likert scale format from 1 (strongly agree) to 5 (strongly disagree). Before the study was conducted, 30 MSN employees were chosen as a pilot test sample. This to ensure that the questionnaire used will be valid and reliable. According to Hair et al (2010), the interpretation of the Cronbach alpha value is shown in Table 1. Based on the result, it shows that the reliability value was very reliable.

Table 1

The Interpretation of Cronbach Alpha Value

Cronbach Alpha Value	Interpretation
>0.80-1.00	Very reliable
>0.60-0.80	Rather reliable
>0.40-0.60	Quite reliable
>0.20-0.40	Reliable
0.00-0.20	Less reliable

Table 2

Cronbach Alpha Value of Organizational Performance

Variable	N of Items	Cronbach Alpha
Organizational Performance	11	0.914

Findings

Table 3 below shows the interpretation of the mean score adapted from Ahmad (1993). The interpretation was used to determine the descriptive result on the level of organizational performance perceived by Malaysian State Sports Councils' employees.

Table 3

Interpretation of Mean Score

Level	Mean score
Low	1.00-2.33
Moderate	2.34-3.66
High	3.67-5.00

The finding highlighted that the Malaysian State Sports Councils' employees perceived a high level of organizational performance. This is because the result was in the range of 3.67 – 5.00.

Table 4

Level of Organizational Performance

Variable	Mean	Std. Deviation (SD)	Level of Interpretation
Organizational Performance	3.94	0.651	High

Discussions

In accordance with the result, it reported that the organizational performance perceived by MSN employees was at a high level. The result of this study was in line with studies reported by Garcia-Morales et al (2018), which also indicates a high level of organizational performance. MSN employees strongly agree that the organization have clear and meaningful goals that make them more likely to be engaged. This can be seen when the organization provides adequate resources such as training and technology advancement. From this, it can help boost employees' competency, thus leading to achieving high performance. Leitão et al (2019) support that employers' contribution in providing sufficient resources enables

employees to understand organizational goals clearly. This indicates that the leaders' support in promoting a positive direction and working environment has prompted employees to have low absenteeism. As a result, they will be more likely to improve the services to ensure the organization remains competitive and relevant to customers. Taheri et al (2020) stated that an excellent working environment that is flexible and pleasant encourages employees to be efficient and productive towards the organization.

Next, the result of this study also was not aligned with the past studies' findings that revealed a moderate level of organizational performance (Muktiadji et al., 2020; Taylor, 2021). The result indicates that employees perceived less security in their job, which can cause them to turn off the organization. This situation make the employees ineffective in performing their responsibilities and affecting overall organizational performance. This is supported by Anwar and Abdullah (2021), the performance could be influenced when employees felt a reduction of job security due to the multi-ethnic environment in the organization. The failure of organizations to retain talented employees will be difficult for them to bolster performance. It will make the organization have little potential to compete with other businesses. On top of the above explanation, it can be concluded that organizational performance is a determinant that needs full attention. The performance can be improved by cooperating with both parties, employees and employers. An organization's ability to ensure its performance will make its reputation in customers' eyes.

Implications of Study

The implication can be helpful for leaders and practitioners in the government and private sector to evaluate the performance of the organization. They can prepare and improvise a practice that can influence the organization's success to ensure their employees sustain in the organization. The evaluation enables them to track the performance every year, which can make them achieve their organizational goals. Theoretically, good organization structure and management conducted by the organization can enhance the performance. This can be seen when the organization provides satisfaction and exemplary service to employees, which are the key asset for determining their achievement. A successful organization could reduce the internal and external threats that can diminish them from the business.

Conclusions and Recommendations for Future Researchers

Based on this study, the main contribution can be seen for future researchers where it allows them to extend the findings on the perspective of employees in other sports organizations in Malaysia or other countries. Future researchers are also suggested to use the interview method to ensure salient results. This can influence their motivation for curiosity in solving research gaps.

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