

## IMPORTANCE OF THE ORGANISATIONAL SUCCESS FACTORS ACCORDING TO THE ORGANISATIONAL CHARACTERISTICS

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**Abstract.** Every organization strives for success, but it is not easily definable or measurable. The success of the organization must be determined by using different factors, different approaches and methods. The aim of this article is to identify organizational success factors and its' relationship with organisational main characteristics (size, age, sector). Using an extensive literature review and experts' assessment (questionnaire), an universal list of success basic factors and characteristics – based factors was created. The originality of the research stands in following that the model takes into account also the “soft” success metrics – bridging the literature focused on the financial factors view and on human-centred factors view on success and this research opens several possibilities for further researches and practical implementations and implications.

**Keywords:** organizational success, organizational success model, success criteria, assessment model, success metrics.

**JEL Classification:** M10.

### 1. Introduction

For years, organisational success has been a source of great controversy not only in the economic environment, but also in the scientific world and among ordinary people. Why does efficiency of organisations operating under equal environmental conditions differ? What is the key factor that brings more success to some organisations compared with others in the long run? Despite the topicality of identifying and understanding the essence of the organisational success, there is no common and clear definition of organisational success today (Siimon, 2006; Likierman, 2006; Barhatov & Pletnjev, 2014, 2015). As a rule, financial and top managers set the goal of the organisation as a success, but they have no idea how to identify success and measure it with the help of measuring instruments (Barhatov & Pletnjev, 2014).

Success is a social phenomenon (Romanjuk, 2009), and its definition is subjective since the nature of organisational success depends on who performs the assessment of success (Milekhina & Adova, 2014). The analysis of scientific literature shows that there are different approaches to opening the concept of organisational success. Consideration should be given to a certain number of different aspects (Maltz et al., 2003; Siimon, 2006), and it is critical to identify key factors for success (Siimon, 2006; Sulakshin, 2013).

Defining organisational success is a challenge because of the complexity of this concept. Frequently, when talking about success, one actually means efficiency, effectiveness, viability (Barhatov & Pletnjev, 2014). Simpson et al. (2012) also point out the difficulty of differentiating between success and performance concepts as success can be partially assessed by performance indicators.

The authors of this article aim to develop the measurement model of the organizational success, in which components and other characteristics can be customized according to the specific activity of organization. This is a hands-on study based on an analysis of research and theoretical approaches to the concept and nature of organizational success and measurement problems, and a pilot study conducted among active organizations to evaluate the applicability of the factors of success of the previously selected authors according to the specifics of the organization. As a result, a novel approach to measuring the success of the organization will be completed.

In order to meet the objective of the authors of the article, the following research tasks have been set forth:

- assess and analyze the relevance and applicability of organizational descriptors;
- create a model for measuring organizational success.

## 2. Previous research

For years, organizational success was mainly based on financial indicators – turnover, profit margin, cost efficiency, price of share, growth in sales, etc. (Kaplan & Norton, 1992; Flamholtz & Aksehirli, 2000; Hammer & Karilaid, 2002; Maltz et al., 2003; Likierman, 2006; Päril, 2006; Siimon, 2006; Saparnis et al., 2009; Artemenko & Barošnikova, 2011; Barhatov & Pletnjev, 2014), though in recent years non-financial factors have increasingly been taken into the account. This is largely due to the need to be future-oriented as the long-term success and development of organisation become important (Flamholtz & Aksehirli, 2000; Gorenak & Košir, 2012; Barhatov & Pletnjev, 2014). Financial indicators tend to measure the past and therefore it is not possible to create a balanced model of organisational success based on those factors only (Balabonienė & Večerskienė, 2015). It is particularly difficult to be performed in a dynamically changing external environment (Bakovnik, 2002; Maltz et al., 2003).

Talking about organisational success, the focus is often shifted towards setting economic goals and achieving them (Likierman, 2006; Siimon, 2006; Simpson et al., 2012; Barhatov & Pletnjev, 2014; Milekhina & Adova, 2014, 2017; Slobodtšikova, 2015). By exploring goals in more detail, Ioniță (2013) distinguishes between financial (e.g. turnover growth and number of employees) and non-financial (e.g. satisfaction and well-being) goals and consequently refers to financial and non-financial factors of success.

Identifying and using the right indicators of success will increase organisational competitiveness and advantage (Ng et al., 2011), which is also a major factor for efficiency and effectiveness (Siimon, 2006; Blinov & Ugrjumova, 2013; Barhatov & Pletnjev, 2014). Critical factors for competitiveness are the ability to generate and implement organisational changes (Blinov & Ugrjumova, 2013), the ability to think differently (Ng et al., 2011) and the ability to change (Siimon, 2006; Likierman, 2006; Saparnis et al., 2009; Bhalla et al., 2011; Blinov & Ugrjumova, 2013), although the process of change is initially at odds with the aspirations to stability and the need to develop an organisation and human resources (Blinov & Ugrjumova, 2013).

Changes that are constantly taking place in the external environment put organisation in a position to be as flexible as possible and to adapt quickly to all kinds of changes. Behind the succeeding this task is the perception of change and the initiation

of preventive activities (Saparnis et al., 2009; Suhanov, 2018).

According to several studies, organisational success is directly related to organisational culture (Bhalla et al., 2011; Tshukudu, 2014; Suhanov, 2018), values (Romanjuk, 2009; Bhalla et al., 2011; Tshukudu, 2014; Titov & Umarova, 2017; Preuss, 2018; Suhanov, 2018) and commitment of employees (Kaliannan & Adjovu, 2015; Chamorro-Premuzic et al., 2018). It can be said that the most successful organisations are characterised by strong organisational culture (Bhalla et al., 2011; Tshukudu, 2014) and value-based management (Romanjuk, 2009), where shared organisational values are highlighted (Bhalla et al., 2011; Tshukudu, 2014) and employees are highly satisfied, motivated and committed to work (Chamorro-Premuzic et al., 2018). The impact of organisational culture extends beyond the long-term success of organisation (Barrett, 2010), including organisational efficiency (Valentino & Brunelle, 2004) and performance (Cameron & Quinn, 2011).

In addition to the organisational success factors mentioned above, success is determined by the following factors: leadership (Madanchian et al., 2017), management style (Jermolina, 2013), agility (Holbeche, 2018), employees (Kaliannan & Adjovu, 2015; Pletnjev & Nikolajeva, 2016; Criveanu & Cârstina, 2018), customer relationships (Pletnjev & Nikolajeva, 2016), organisational learning (V. Saadat & Z. Saadat, 2016), organisational sustainability (Blinov & Ugrjumova, 2013; Lafontaine & Shaw, 2014; Romanjuk, 2009), reputation (Romanjuk, 2009; Alfoqahaa, 2018; Maurya & Agarwal, 2018) and many others.

When measuring organisational success, one should keep in mind that success is a temporary characteristic and may change at different stages of organisational development (Likierman, 2006; Siimon, 2006; Flamholtz, 2009; Artemenko & Barošnikova, 2011). According to a differentiated approach to the success factors presented by Siimon (2006), apart from the development stage of enterprise, the size of organisation must be taken into the account when determining the success rates, as the importance of factors may vary (Flamholtz, 2009). Other authors also consider it important to select and implement an operational strategy, the technologies deployed and the specificities of industry (Maltz et al., 2003; Artemenko & Barošnikova, 2011) as well as the competitive external environment (Artemenko & Barošnikova, 2011). In their study, Artemenko and Barošnikova (2011) draw attention to the fact that indicators of different categories are suitable for measuring suc-

cess, while several indicators are fundamental, i.e. basic indicators that are important for all organisations.

In terms of organisational success such factors as simplicity, dynamism, time flexibility, complexity, reliability and availability (Maltz et al., 2003; Likierman, 2006; J. N. Lapõgin & D. J. Lapõgin, 2009; Milekhina & Adova, 2014) are important, and, consequently, to the improvement manifested (Maltz et al., 2003). Organisational management should be involved in the selection of factors to measure, which in turn will ensure that the factors are relevant to the organisation’s strategy, goals and objectives. At the same time, the management have information about the past, the present and the future (Maltz et al., 2003).

Taking the above into account, it can be stated that defining organisational success in a scientific environment is problematic and there is a range of different approaches. The common idea here is that today, in addition to financial indicators, there are important non-financial indicators that support a holistic view on organisational success.

### 3. Methodology

In accordance with the set objective and research tasks, the authors conducted an empirical pilot study within active organizations, which assessed the adaptability and applicability of the descriptors of the success of the selected organization according to the specifics of the organization. In order to avoid judging the organizations that participated in the pilot study and analyzing the results in a more general way, the data processing and interpreting the results were performed treating all respondents anonymously.

A pilot study was conducted in the spring of 2019 and the sampling consisted of operating organizations regardless of their background, field of activity or number of employees. For the sake of simplicity and convenience, the most accessible organizations were selected from the authors’ circle. Since the convenience sampling is an unlikely sampling, the authors sent invitations to the owners and managers of organizations of different backgrounds (size, sector, industry, etc.) to represent the study. A total of 539 invitations were sent to the organisations with different type background to ensure the reliability of the results of the analysis.

A more detailed overview of the pilot study process is given in Figure 1.

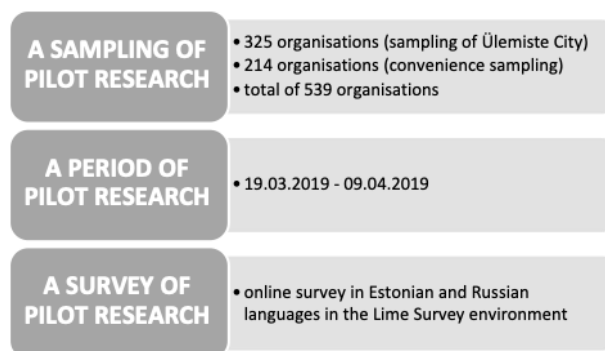


Figure 1. Pilot study process

The pilot study questionnaire conducted in the framework of this article is the result of a theoretical study and an analysis of peer review by previous authors. The short creation process of the questionnaire is given in the Table 1.

Table 1. The questionnaire creation process

Step/method	Result
Mapping of organizational success factors (literature review)	68 articles; 430 organizational success factors/criteria.
Categorization of organizational success factors (expert analysis)	Organized and systematic list of organization success factors (189 factors): 164 internal factors (9 categories); 25 external factors; 17 general characteristics.
Formation of the subcategories (questionnaire)	103 factors describing the organizational success (8 categories).

The pilot study questionnaire consists of two parts. The first part of the questionnaire contains 7 questions to identify background information and to form a socio-demographic profile of respondents. The second part of the questionnaire consists of 103 organizational success factors divided into 8 blocks according to the following pre-formed categories: strategy, structure, processes, leadership style, values, personnel, skills and finance. The categories consist of two to twenty-four factors. Two estimates have been used for each factor. The first assessment concerns the respondent’s assessment of the importance of an organizational success factor in the context of his or her own organization (scale 1), while the second assessment concerns the respondent’ assessment of the same factor in his or her own organization (scale 2). A

more detailed overview of the rating scales used in the survey is given in Table 2.

**Table 2.** Assessment scales used for the pilot survey

Scale 1	Scale 2	Primary coding
Importance	Measuring feasibility	
Very important	Very easy	4
Important	Easy	3
Less important	Complicated	2
Unimportant	Very complicated	1
Cannot answer	Cannot answer	0

Data processing and analysis is done using MS Excel spreadsheet software. The main statistical methods used for the analysis are the arithmetic average and standard deviation sample estimation. In addition, as a result of factor analysis and correlation analysis, the factors describing the success of the organization were categorized.

#### 4. Results and discussion

The authors analyzed the evaluations of the organizations participating in the pilot study on the factors describing the success of the organization and their measurement, based on both the general assessment and the specificity of the organization. Besides, the analysis of the pilot study results includes comparisons with expert assessments (a theoretical study previously conducted by the authors).

##### 4.1. Profile of respondents to the pilot study

To assess the applicability of the factors that characterize the success of an organization, a questionnaire was created in the LimeSurvey survey environment and sent to the sampling via email. By the end of the pilot study period, a total of 214 questionnaires had been received. 77 questionnaires were incomplete, and their answers were not used in the analysis. Thus, 137 questionnaires were taken for analysis. Regardless of the fact that the convenience sampling is an unlikely sampling, the authors estimate that the socio-demographic profile of the respondents is sufficiently representative.

The majority of the surveyees were managers or board members of organizations (59%). The organizations, according to the respondent's own classification, represent all three sectors, but the highest share was in the private sector (72%). The

tertiary sector (86%) became the largest area of activity among organizations.

##### 4.2. Overall results of the pilot study on the success factors of the organization

In the pilot study, the respondents' estimates of the importance of organizational success factors, on a 4-point average, ranged from 1.97 to 3.83, which is very similar to expert judgment. Most highly the respondents rated customer satisfaction ( $\bar{x} = 3.83$ , expert rating ( $\bar{x} = 3.85$ )) and product / service quality ( $\bar{x} = 3.66$ , expert rating ( $\bar{x} = 3.85$ )). According to data analysis, both experts and organizations are unanimous in their assessments, choosing the same factors as the most important factors that characterize the success of an organization.

Respondents in the survey also valued highly teamwork ( $\bar{x} = 3.61$ , expert rating ( $\bar{x} = 3.38$ )), customer relationships ( $\bar{x} = 3.61$ , expert rating ( $\bar{x} = 3.69$ )), and cooperation with clients ( $\bar{x} = 3.56$ , expert judgment ( $\bar{x} = 3.54$ )).

When evaluating factors that describe organizational success in the context of their organization, respondents did not share the same opinion in their assessments, and the range of standard deviations differed from those of experts (organizations 0.43–1.22, experts 0.36–1.03). The biggest standard deviations among the participants in the pilot study were in the category of "finance" when evaluating factors that describe an organizational success: earnings per share (EPS) (SD = 1.22), stock price increases (SD = 1.17), stock market value (SD = 1.14), and economic value added (EVA) (SD = 1.14). The respondents shared a unanimous opinion only regarding the customer satisfaction factor (SD = 0.43).

In addition to assessing the importance of the category factors that describe the organizational success, the participants assessed how easy/difficult it would be to measure the proposed factor in their organization. The easiest way is to measure the "processes" and "financial" factors, which include delivery times ( $\bar{x} = 3.00$ ), occupational safety and health ( $\bar{x} = 2.98$ ), sales growth ( $\bar{x} = 2.97$ ), solvency ( $\bar{x} = 2.96$ ), net profit margin ( $\bar{x} = 2.95$ ), and employee education level ( $\bar{x} = 2.95$ ).

##### 4.3. Overall results of the pilot study by category of factors that describe the organizational success

Analyzing the results by category of factors describing organizational success, it may be noted as a positive example that no significant differences between the evaluations of the experts and the participants in the pilot study were mentioned. Some-

what higher than the experts, the organizations rated the categories of factors that describe organizational success in terms of structure, staffing and staff skills. Lower than the peer review, ratings were found in the “processes”, “management style” and “values” categories. The greatest difference in the indicators was observed when evaluating the factors of the “finance” category (a difference of +0.42). When interpreting these results, it should be considered that the difference in standard deviation for the “finance” category is also greater than the difference for the other categories (+0.32), indicating that the participants in the pilot study have different opinions on the subject.

In order to test the relationship between the factors describing organizational success, the authors performed a factor analysis, grouping the factors into the so-called “hard” and “soft” factors according to the McKensey 7S model (McKinsey & Company, 2008); the “finance” category was handled separately. The result of the factor analysis showed a strong correlation between the factors by category. In addition to factor analysis, the authors analyzed correlation coefficient values. Correlation analysis showed a strong correlation between factors across categories.

#### 4.4. Overall results of the pilot study by major factors describing organizational success

The next step was to compare the rankings based on the evaluations of experts and organizations participating in the pilot study. Supported by the averages of respondents’ ratings, the authors took the first 30 factors describing organizational success for analysis. As the factors ranked 30th and 31st in the peer review ranked just as high, the rankings of the experts expanded to 31 factors.

Analysis of the evaluations of the experts and the organizations responding to the survey revealed that only 4 of the organizations describing organizational success are represented in all three scoreboards, which means that both the experts who gave the overall rating and respondents from organization, who assessed factors based on the specificity of their organizations, and, additionally, rated the ease/complexity of measuring the proposed factors internally within the organization, have identified these factors as important and noted that they are relatively easy to measure. These factors are customer satisfaction (ET<sup>1</sup> (1), OT<sup>2</sup> (1), OM<sup>3</sup> (12)), product/service quality (ET (2), OT (2), OM

(18)), customer relationships (ET (7), OT (4), OM (31)) and skills development and qualification upgrading (ET (19), OT (12), OM (28)).

The 14 factors describing organizational success are important to both target groups, but they are not easy to measure for an organization. Analyzing the comparisons of the key factors of experts and organizations, it is obvious that the results presented show big discrepancies in practically every factor describing organizational success. The biggest gap was in the sequence of the teamwork factor. According to experts, teamwork is ranked 29th, however, organizations have ranked it highly, placing it third. Apart from the teamwork factor, there were other notable cracks that ranged from 12 to 15. Experts placed competitiveness (gap –13) and market response (gap –15) above organizations. According to experts, employees’ trust in leaders (board of management) (difference +12) and the level of trust in the organization (difference +13) have gained a lower position than organizations.

For experts, a range of financial factors (ROE, stock market value, profit growth and net profit margin) is important for measuring the success of an organization, but the organizations themselves did not agree on the ratings. Thus, the “finance” category is not represented in the list of key factors. At the same time, it should be noted that, in experts’ opinion, the measurement of important financial factors supported by the assessments given by organizations is not difficult. Separately, the rate of achievement of the goal, which is considered important by organizations and is not difficult to measure, was identified, though, according to experts, this factor was not very important in measuring organizational success.

#### 4.5. Results of the pilot study depending on the specifics of organization

The authors analyzed the homogeneity of the assessments of the organizational success factors of the respondents in the pilot study across organizational characteristics such as size of organization, age of organization, legal form of organization and sector of activity. The rankings of the most important organizational success factors identified by the analysis, based on the specifics of the organization, include 12 organizational success factors, in order of importance, for each of the characteristics of the organization identified. The limited number of factors taken into consideration for analysis is justified by the fact that the multiplicity of factors in the model for measuring the success of a creative

<sup>1</sup> Experts’ assessment to the importance of the factors.

<sup>2</sup> Top-managers’ assessment to the importance of the factors.

<sup>3</sup> Top-managers’ assessment to the measuring possibility of the factors.

organization may complicate introducing the model in the organization.

The results of the ranking analysis show that, on average, compared to the list of main basic factors compiled using expert and organizational ratings, there are 7–9 overlapping factors that are considered important by the groups of organizations (top-managers). Depending on the specifics, most often the list of the basic factors describing organizational success coincide with general characteristics (list of the key factors) for respondents whose organizations operate in tertiary sector (10 factors are the same) and the least often in the primary and secondary sectors (6 factors are the same). In addition to organizations operating in the primary and secondary sectors, half of the key factors do not overlap for large organizations, i.e., organizations with more than 250 employees.

#### **4.6. Measuring key factors of organizational success in the pilot study**

Next, the organization's assessments of the importance of the organizational success factors and their measurement were compared. The result revealed that both the major single factors and the categories generally demonstrated large gaps in estimates (single factor range 0.22–1.05; category-based range 0.22–0.89). There were no significant differences in the ratings of the “finance” and “structure” categories between the importance and measurement of the factors.

In other categories, there was a huge variance in importance and measurement ratings, which, on the one hand, indicates the importance of the factor in the context of organizational success and, on the

other hand, implies that careful consideration should be given to the factor and the choice of appropriate instrument. Most of the assessments in the survey measured the need to act on the following factors: customer satisfaction (variance 0.94), competitiveness (variance 1.00), strategic management (variance 0.96), response to market needs (variance 1.00), employee motivation (variance 0.96), employee commitment (gap 0.98), and factors of trust (level of trust in organization – a gap of 1.05) and employee confidence in management – 1.00.

Furthermore, the authors analyzed the measurement ratings based on the specifics of the organization. For large organizations, it is easier to measure the high quality of production (variance 0.50) compared to medium-sized organizations. In small organizations, measuring organizational success is easier than in medium-sized organization in terms of employee engagement, encouragement to come up with ideas and proposals (gap 0.60), organizational synergy (gap 0.53) and trust factors (range from 0.51–0.65). The results illustrated that it is easier for private sector organizations to measure effective management decisions and the extent to which goals are achieved. Comparison of estimates from public and private sector organizations has proved that it is more difficult to measure cost efficiency, solvency and the retention rate of skilled workers in the public sector.

Authors of this article categorised and assembled the factors according to the results of the pilot study and compared the factors occurrence with the previous studies (Table 3).

**Table 3.** Success factors of the pilot study compared to the previous studies

Factors describing organisational success	Previous studies
1. Customer satisfaction	Maltz et al., 2003; Lönnqvist, 2004; Saparnis et al., 2009; Ng et al., 2011; Titov & Umarova, 2017; Pihel & Paasma, 2017; Alfoqahaa, 2018
2. Degree of achievement of goals	Likierman, 2006; Siimon, 2006; Romanjuk, 2009; Simpson et al., 2012; Barhatov & Pletnjev, 2014; Milekhina & Adova, 2014, 2017; Slobodtšikova, 2015; Titov & Umarova, 2017
3. Effective managerial decisions	Saparnis et al., 2009
4. Competitiveness	Saparnis et al., 2009; Barhatov, 2016
5. Partner satisfaction	Likierman, 2006
6. Efficiency of communication systems	Artemenko & Barošnikova, 2011
7. Strategic direction	Maltz et al., 2003
8. Clarity, transparency and simplicity of organizational structure	Saparnis et al., 2009; Al-Mahrouq, 2010; Titov & Umarova, 2017

Factors describing organisational success	Previous studies
9. Quality of product/service	Maltz et al., 2003; Lönnqvist, 2004; Al-Mahrouq, 2010; Naumova, 2017; Titov & Umarova, 2017
10. Development and improvement of products/services depending on needs	Al-Mahrouq, 2010
11. Responding to market needs	Maltz et al., 2003; Saparnis et al., 2009; Al-Mahrouq, 2010; Artemenko & Barošnikova, 2011
12. Technological readiness	Al-Mahrouq, 2010; Naumova, 2017; Pihel & Paasma, 2017
13. High quality of production	Artemenko & Barošnikova, 2011
14. Occupational health and safety of employees	Artemenko & Barošnikova, 2011
15. Delivery time	Artemenko & Barošnikova, 2011
16. Involvement of employees, encouragement to make proposals and suggest new ideas	Maltz et al., 2003; Kaliannan & Adjovu, 2015
17. Employee-driven management	Titov & Umarova, 2017
18. Teamwork	Saparnis et al., 2009; Bhalla et al., 2011; Titov & Umarova, 2017
19. Customer relationships	Saparnis et al., 2009; Pletnjev & Nikolajeva, 2016; Alfoqahaa, 2018
20. Collaboration with customer	Titov & Umarova, 2017; Alfoqahaa, 2018
21. Organizational synergy (cooperation)	Gabetž, 2015;
22. Relationships with partners	Pletnjev & Nikolajeva, 2016
23. Innovation	Lönnqvist, 2004; Saparnis et al., 2009; Ng et al., 2011; Naumova, 2017
24. Responsible and transparent organization	Naumova, 2017
25. Level of competence of the staff	Maltz et al., 2003; Lönnqvist, 2004; Saparnis et al., 2009; Artemenko & Barošnikova, 2011; Pletnjev & Nikolajeva, 2016
26. Rate of retention of key personnel	Maltz et al., 2003
27. Number of skilled personnel	Al-Mahrouq, 2010; Naumova, 2017
28. Rate of retention of qualified staff	Maltz et al., 2003; Al-Mahrouq, 2010
29. Management trust in employees	Beheshtifar, 2013
30. Employee motivation	Lönnqvist, 2004; Gabetž, 2015;
31. Level of trust in organization	Mctiernan, 2018
32. Development of skills and qualification of employees	Maltz et al., 2003; Saparnis et al., 2009; Al-Mahrouq, 2010; Bhalla et al., 2011; Ng et al., 2011; Titov & Umarova, 2017
33. Employee commitment	Kaliannan & Adjovu, 2015; Chamorro-Premuzic et al., 2018
34. Employee satisfaction	Lönnqvist, 2004; Al-Mahrouq, 2010; Gabets, 2015; Titov & Umarova, 2017; Pihel & Paasma, 2017
35. Employee trust in management	Osei & Swing, 2018
36. Cost-effectiveness	Gabets, 2015; Pihel & Paasma, 2017
37. Profit	Maltz et al., 2003; Saparnis et al., 2009; Barhatov, 2016; Titov & Umarova, 2017; Pihel & Paasma, 2017
38. Solvency	Hammer & Karilaid, 2002; Titov & Umarova, 2017

## 5. Conclusions

The prioritised factors are matched with the previous researches and every factor's effect on success is explained and proved.

As it was mentioned before, different authors have brought out factors which somehow affect organisational success. In this research the experts assessed the success factors and the most important



ones were prioritised and were linked with the different organisational characteristics.

According to the characteristics of the organisation (size, age, sector etc) some of the factors are more or less important, but some success factors seems to be as important for every type of organisations (basic success factors), which in turn were divided into the five categories.

According to the size of an organisation, the large organisations (more than 250 employees) handled success differently and factors like strategic management, technological readiness and innovation are more important than in other size of organisation. At the same time small organisations preferred organisational synergy as success factor. For the middle size organisation the number of skilled employees seems to be essential.

The age of the organisation also adds some factors – young organisations (less than 5 years old) as small organisations value organisational synergy and innovation is important for all organisational despite of the age. The middle-aged organisations (5–10 years old) as middle-sized organisations value the number of qualified employees and organisations older than 10 years are used to assess success also through the implementation of objectives.

Division of organisation due to the sector (public, non-profit, primary, secondary and tertiary) affects the number of success factors the most. Not surprisingly the public sector values partner relations, organisational responsibility and transparency. Innovation and organisational synergy were not so expected from public sector, but confirm the popular opinion, that “soft” factors are more supported in public sector than “hard” ones. Only type of organisations which brought out employee satisfaction as an important success factor, was non-profit sector organisation. NGOs evaluate organisational success also through perfect leader’s work referring to employees’ opinion and responsible and transparent organization.

The analysis of the primary and secondary sector gave expected results – traditional organisational success factors were still prioritised and valued. As delivery time, employees’ safety and high quality of products are all rooted in practices of this sector. The final model of the organisational success assessment model is given in the Appendix.

## 6. Limitations

Whether the organisational success is a wide term and may describe very different results of organisation, therefore, also the understanding of success

factors can be really different. In this article, the authors didn’t limit the organisational success with different models or schools, but the goal was to map the experts and practitioners understandings of success and its’ factors in general. Further researches should pay more attention to the definition of the organisational success and its’ relationship with the different factors. Also, business field may impact the importance of the success factors.

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**APPENDIX**

The organisational success assessment model

Factors concerning Strategy and Processes

	<b>STRATEGY STUCTURE</b>	<b>PROCESSES</b>
<b>BASE FACTOR</b>	Customer satifaction	Product/service quality
	Competitiveness	Respond to market needs
	Effective management dicisions	Development and adjustment of the products upon the needs
	Partner satisfaction	
	Clarity, transparency and simplicity of organizatsion structure*	
<b>SMALL ORG-N Les than 49 employees</b>		
<b>MEDIUM ORG-N 50 till 249 employees</b>		
<b>LARGE ORG-N 250 employees and more</b>	+ The implementation of the objectives + strategic management	+ Technological readiness
<b>THE AGE OF ORG-N Less than 5 years</b>		
<b>THE AGE OF OR-N 5 till 10 years</b>	+ effectiveness of communication sys-	

	STRATEGY STRUCTURE	PROCESSES
	tems	
<b>THE AGE OF ORG-N over 10 years</b>	+ The implementation of the objectives	
<b>PRIVATE SECTOR</b>		
<b>PUBLIC SECTOR</b>		
<b>NON-PROFIT SECTOR</b>		
<b>TERTIARY SECTOR</b>		
<b>PRIMARY AND SECONDARY SECTOR</b>		+ delivery time + employees safety and health-care + high quality of products

## Factors concerning Management Style, Staff Capabilities and Finances

	MANAGEMENT STYLE VALUES	STAFF CAPABILITIES	FINANCE
<b>BASE FACTOR</b>	Client relationships	Employee skills development and capacity building for the employees	Cost-effectiveness*
	Cooperation with customers	Level of employees' competence	Profit*
	Employee involving and encouragement to make suggestions and test new ideas	Leadership confidence to employees	Solvency*
	Teamwork	Staff motivation	
		Degree of confidence in organization	
		Staff commitment	
	Management credibility		
<b>SMALL ORG-N Less than 49 employees</b>	+ innovation + organization synergy	+ retention rate of top employees	
<b>MEDIUM ORG-N 50 till 249 employees</b>	+ innovation	+ Skilled workers at the organization + retention rate of qualified staff	
<b>LARGE ORG-N 250 employees and more</b>	+ innovation		
<b>THE AGE OF ORG-N Less than 5 years</b>	+ innovation + organization synergy + Partner relations		
<b>THE AGE OF ORG-N 5 till 10 years</b>	+ innovation	+ number of qualified employee	
<b>THE AGE OF ORG-N over 10 years</b>	+ innovation	+ retention rate of top employees	
<b>PRIVATE SECTOR</b>	+ innovation	+ retention rate of top employees	
<b>PUBLIC SECTOR</b>	+ innovation + partner relations + Responsible and transparent organisation + organization synergy		
<b>NON-PROFIT SECTOR</b>	+ innovation + organization synergy + Perfect leader's work referring to employees' opinion + Responsible and transparent organisation	+ Employees satisfaction	
<b>TERTIARY SECTOR</b>	+ innovation	+ retention rate of top employees	
<b>PRIMARY AND SECONDARY SECTOR</b>	+ organization synergy		

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\*Additional factors based on the top-managers opinions.