

Structural Equation Model on Organizational Performance of Real Estate Industry in Soccsksargen Region

RONIE C. LONTIONG

Presented to the
Faculty of the Professional Schools
University of Mindanao
Davao City

ABSTRACT: The main objective of this study is to establish a best-fit model to determine the factors that will boost the operational performance of the real estate industry in the SOCCSKSARGEN region. The paper employed a quantitative research design utilizing a descriptive-correlational design and structural equation model (SEM) technique. Structured survey questionnaires were distributed to 400 real estate practitioners in the SOCCSKSARGEN region. The respondents were selected using a proportionate stratified sampling method. The statistical tools used for data analysis were mean, standard deviation, and structural equation models. The results revealed that the level of work attitude is high, the level of systems thinking is high, the level of organizational agility is high, and the level of organizational performance is high. All latent exogenous variables, work attitude, systems thinking, and organizational agility, have significant relationships with the endogenous variable of organizational performance.

The regression weight of the three generated models, structural model number 3, was found to have a direct causal relationship with organizational performance. Model number 3 depicted the direct causal relationship of work attitude (Organizational commitment and job satisfaction), systems thinking (Connection and elements), and Organizational agility (Operational agility and Customer agility), which was found to be the best fit.

Keywords: SOCCSKSARGEN, work attitude, systems thinking, organizational agility, organizational performance, structural equation model.

I. INTRODUCTION

Real estate has significantly contributed to the country's economy compared to other industries. As a result, real estate has become a field of interest for many entrepreneurs. Investors keen on real estate development tend to invest in various types of development. Harris and Arku (2006) state that housing investment is an excellent contributor to the economic growth of a country. The study shows that investment in housing affects development in the national economy, as seen in the impact on employment, savings, overall investment, and productivity of the labor workforce. However, as observed, the small real estate business industry continues to be in trouble due to a relatively high percentage of operational failure and poor operating performance caused by the highly complicated and dynamic business environment. The general problem was that real estate development companies ceased operations due to insufficient strategies to survive during economic slowdowns. The problem was that some real estate development business managers needed more strategies for improving and sustaining business performance for success in the real estate sector.

Moreover, Real estate markets are difficult to define because the product is highly heterogeneous. Since no two properties are alike, no property is (entirely) substitutable for another (Evans, 1995). Substitutability may range from very low (e.g., industrial users have particular requirements for building size, location, access, layout, and relationship to other uses) to moderate (e.g., residential units in similar adjacent apartment blocks). Real estate is multi-dimensional and is characterized by aspects of the site (e.g., use, development potential, tenure, access, slope, aspect, landscaping, flooding), the building if there is one (e.g., design, materials, finishing), and the location which sets the whole pattern of externalities

(e.g., amenity and access to resources like labor, schools, transport, and jobs). Real estate is not one commodity but a bundle of commodities that cannot be independently priced and traded. Markets or submarkets are considered in terms of groups of similar products and those with closely substitutable attributes. Therefore, a large warehouse in a peripheral suburb may be in the same submarket as a smaller, more accessible, or better-maintained property, depending on the buyers' willingness to trade off attributes. For some housing analysts, submarkets are seen as forming hierarchical levels (Galster, 1996). For practical purposes, however, it is helpful to consider submarkets in other terms, such as distinct groups of buyers, such as second – home buyers in the residential market.

II. Research Objectives

This study intends to determine the best-fit model of organizational performance of the real estate industry in the SOCCSKSARGEN Region. Specifically, it aims:

- 1) To identify the level of work attitude of real estate service practitioners in terms of job satisfaction, organizational commitment, and Turnover intention;
- 2) To ascertain the level of systems thinking of real estate service practitioners in terms of elements, connections, and features or goals;
- 3) To determine the level of organizational agility of real estate service practitioners in terms of customer agility, operational agility, and agility in sales and distribution;
- 4) To measure the level of organizational performance of real estate service practitioners in terms of market orientation, learning orientation, and innovativeness;
- 5) To determine the significance of the relationship between work attitude and organizational performance, Organizational agility and organizational performance, systems thinking and organizational performance, and to establish the best-fit model of operational performance of the real estate industry in the SOCCSARGEN Region.

III. Review of Related Literature

Work Attitude

The first exogenous variable is work attitude, which has three indicators: Job satisfaction, organizational commitment, and turnover intention. According to Chuang and Li (2002), work attitude is linked with work values. The better the work attitude, the more value the management sets on the workplace. According to Chen and Lu (2000), employee engagement and organizational commitment are correlated with how well their work values are linked. Work values have a favorable, immediate, and considerable impact on organizational commitment, according to research by Wang et al. (2008) on employees in the marketing departments of businesses. Therefore, to boost performance, a person must have a positive perspective on the task (Reys, 2020). Bianca (2020) has already pointed out that an employee's attitude affects their work performance. McQuerrey (2019) makes a similar conclusion, arguing that a person's attitude about their work affects their performance and the environment in which they operate. Success depends on a positive work attitude, which impacts organizational and individual performance (Gill, 2020). To reverse the detrimental effects on performance, managers must figure out how to transform a negative attitude toward work into a positive one (Post, 2019). There is a strong correlation between a person's attitude toward work and their performance at work, as well as their productivity, according to research from Aurora University (2019), Farouk (2014), Berta et al. (2018), and Aurora University. In other words, employees' attitude about their work impacts how well they do individually.

Their work satisfaction and self-efficacy primarily impact customers' perception of service quality. Managers need to be aware of these connections to enhance job happiness and self-efficacy and, consequently, the caliber of their services (Hartline and Ferrell, 1996). Job satisfaction is an employee's affective assessment of working conditions and surroundings. Research has shown that job performance outcomes like customer orientation are positively correlated with better levels of job satisfaction (Judge, Thoresen, Bono, and Patton, 2001; Bettencourt, Meuter, and Gwinner, 2001; Brown and Peterson, 1993). Studies have shown that there may only sometimes be a direct relationship between job happiness and performance because several variables may influence or interact with one another (Wright, Cropanzano, and Bonett, 2007). For example, Donovan, Brown, 13, and Mowen (2004) suggest that customer orientation and organizational citizenship behaviors may interact with work satisfaction. As a result, job satisfaction will likely impact how highly a company regards its clients.

Spector (1997, cited in Aziri, 2011) described job satisfaction as an individual's perception of their work and factors that could affect their performance. Job satisfaction is a positive emotional state brought about by an individual's

employment and work experiences, according to Locke (1976, cited in Prajogo, 2019). Frederick Herzberg's 1959 Two-Factor Theory includes motivation and hygiene (Woodworth, 2016). Herzberg argues that hygiene factors determine an employee's level of dissatisfaction, whereas motivation factors assess employees' level of satisfaction. While incentives, responsibility, promotion, performance, the work itself, and recognition are examples of motivating elements, wages, working conditions, interactions with management, and organizational policies are examples of hygienic factors (Alrawahi et al., 2020; Bozovic et al., 2019; Sanjeev and Surya, 2016) Herzberg employed this model to show that a worker might simultaneously feel satisfied and unsatisfied in their place of employment (Alrawahi et al., 2020). For example, a worker may receive a pay increase despite dissatisfaction with their performance. This rise does not boost the employee's level of contentment; instead, it only lowers their level of dissatisfaction, according to Herzberg's Two-Factor hypothesis. On the other hand, as praise and awards are seen as motivating factors, the person's level of job satisfaction would increase if they received recognition for exceeding expectations or a prize for being a top seller. Research on job satisfaction has revealed that several factors, including pay, performance of the company, intent to stay, HRM practices, working conditions, job autonomy, and participative and achievement-oriented leadership styles, either positively or negatively impact job satisfaction (Abdolshah et al., 2018; Amah & Oyetunde, 2019; Bozovic et al., 2019; Chadi & Hetschko, 2018; Dalkrani & Dimitriadis, 2018; Di Miceli da Silveira, 2019; Mwaisaka et al., 2019; Prajogo, 2019; Roelen et al., 2008).

A person's dedication to a group often reflects their attitude toward the group. Organizational commitment is now more crucial than ever in understanding employee behavior because it is recognized to be more stable and less dependent on daily fluctuation than work satisfaction (Angle & Perry, 1983; Mowday et al., 1982). Meyer, Stanley, Herscovitch, and Topolnytsky (2002) defined organizational commitment as an individual's identification and participation with a particular organization (Mowday, Steers, & Porter, 1979). Because of this, devoted workers are assumed to be more likely to go above and beyond the call of duty and are less likely to quit the company. A person's dedication to a group often reflects their attitude toward the group. Organizational commitment is now more crucial than ever in understanding employee behavior because it is recognized to be more stable and less dependent on daily fluctuation than work satisfaction (Angle & Perry, 1983; Mowday et al., 1982). Meyer, Stanley, Herscovitch, and Topolnytsky (2002) defined organizational commitment as an individual's identification and participation with a particular organization (Mowday, Steers, & Porter, 1979).

Numerous studies (Allen & Meyer, 1990; Bentein, Vandenberghe, Vandenberg, Stinglhamber, 2005; Falkenburg & Schyns, 2007; Good, Page, & Young, 1996; Harris & Cameron, 2005; Huselid, 1995; Rhoades & Eisenberger, 2002) have found strong correlations between organizational commitment and turnover. These correlations suggest that higher levels of commitment will reduce leave intention and, as a result, turnover. Organizational commitment has been identified as one of the predictors of turnover intention by Arnold & Feldman (1982) and Hollenbeck & Williams (1986). Qi (2007) revealed that emotive commitment significantly negatively influences turnover intention, similar to a study by Law (2005) that found affective commitment to be the most important part of commitment in predicting employee turnover.

Unquestionably, one of the main concerns of businesses regarding job insecurity is employee turnover. According to De Witte (2005), work uncertainty creates a sense of fear among employees by bridging the gap between employment and unemployment. "Perceived powerlessness to maintain desired continuity in a threatened job situation" is how Greenhalgh and Rosenblatt (1984) characterized job insecurity. As a result, workers react poorly to this situation (Nar et al., 2014). However, Putra and Suana (2016) adopted the phrase "job insecurity" to characterize the general concern about the nature of work in the future. Employee position is harmed by unhappiness and uncertainty, increasing their desire to quit the organization (Hanafiah, 2014).

Thus, it is thought that decreasing turnover's adverse effects on organizational performance requires understanding its predictors (Low, Cravens, Grant, & Moncrief, 2001). However, several factors influence an organization's intention to have its employees leave. These include employee engagement (Macey & Schneider, 2008), growth and development (Grawitch, Trares, & Kohler, 2007), positive feelings and trust (Maertz Jr, Griffeth, Campbell, & Allen, 2007), job prospects (Munasinghe, 2006), pay compensation (Heckert & Farabee, 2006), job enrichment and job stability (Luna-Arocas & Camps, 2008).

Organizational Agility

The second exogenous variable is organizational agility, which includes three indicators: customer, operational, and sales and distribution agility. According to Darvishmotevali et al. (2020), organizational agility is a competitive advantage that can improve organizational performance and creativity. According to Ulrich and Yeung (2019) and Ashrafi et al. (2019; Côte-Real et al., 2017), agility can significantly affect a firm's success.

It can also have an impact on the performance of the company. As the essence of the customer-centered concept, C.A. implementation and its effectiveness profoundly impact market-perspective and customer-perspective performance (Ngo and Vu, 2020; Wamba, 2022). Previous studies have demonstrated the beneficial effects of organizational agility on organizational performance in a highly volatile and uncertain environment. Big data analytics can add value to the business at several points throughout the value chain. Through knowledge management's influence on the process and ability to gain a competitive advantage, big data analytics can increase organizational agility.

Additionally, it could be examined in three different ways: Customer agility is defined as the quickness with which an organization responds to requests, the activities of customers, and the capacity to deal with them wisely (Lovelock, 1996).

Operational agility is those that convert inputs into outputs. Operational agility is the capacity to react quickly and effectively to changes in operational processes, which includes transforming inputs into outputs to maximize effectiveness and efficiency. Agility in supply and distribution: The company's suppliers meet its requirements for primary raw materials, machinery, and materials needed for manufacturing and operating activities. According to Teece et al. (2016), organizational agility is the capacity of a corporation to alter or adapt quickly in response to changes in the market. The ability of an organization to revitalize, adapt, change, and prosper in a quickly evolving, uncertain, unstable environment is known as agility. A method of working and arranging known as organizational agility has been proven to lead to excellent financial success. (2014) (Dubey et al.). Increasing manager-direct report ties and providing a setting that fosters collaboration, creativity, and growth talks through technology are critical components of organizational agility. Additionally, agile organizations more efficiently advance strategic business goals that raise margins, predictability, and profitability. (2010) (Dubey et al.). According to Darvishmotevali et al. (2020), agility is the capacity of a company to recognize possibilities for innovation, act on such chances, and swiftly restructure procedures to capitalize on market conditions. Agility is the capacity to act promptly on new business prospects. According to Ulrich and Yeung (2019), organizational agility is an organization's capacity to adjust to internal and external changes, quickly satisfy customer demands and expectations, drive change-enhancing culture, practices, and outcomes, and retain a sustained competitive edge. It is crucial to examine organization agility to get practical and theoretical insights to support the organization agility literature when competing in a unique environment, such as the Covid-19 pandemic. According to Darvishmotevali et al. (2020), organizational agility is a competitive advantage that can improve organizational performance and creativity. According to Ulrich and Yeung (2019) and Ashrafi et al. (2019; Côte-Real et al., 2017), agility can significantly affect a firm's success. It can also have an impact on the performance of the company. Previous studies have demonstrated the beneficial effects of organizational agility on organizational performance in a highly volatile and uncertain environment. Big data analytics can add value to the business at several points throughout the value chain. Through knowledge management's influence on the process and ability to gain a competitive advantage, big data analytics can increase organizational agility.

Systems Thinking

The third exogenous variable is systems thinking with three indicators: Elements, Connections, and Features or goals. The survey on systems thinking was adapted from the article of Steven Schuster (2018), "The Art of Thinking in Systems." A system consists of three parts: elements, connections, features, or objectives. Elements are considered actors in the system, such as players, coaches, basketball team locations, and so on. It's how the ball and the player move, the connection, and the team's goal is to win the game. Connections are an essential part of the system. The number of variables involved, their degree of connectivity, the kinds of functional interactions between the variables and the stability of these features over time affect problem and system complexity (Funke, 1991; Rousseau, 2019).

The three components of systems thinking are elements (in this example, characteristics), interconnections (how these characteristics link to and feedback into one another), and a function or purpose (Meadows 2008). This is the case with most systems. Remarkably, the function or aim of the system – generally the least evident component – is frequently the most critical factor influencing the system's behavior (Meadows, 2008). Systems thinking has a clear goal or objective, even though not all systems have. It is crucial to articulate this purpose and explain its definition, especially to unfamiliar people.

The term "function," "purpose," or "goal" should be used to clearly and practically define the purpose of systems thinking. Specific components will appear as traits of systems thinking. The way the components or traits relate to and feed into one another is known as their interconnections. The foundation of systems thinking is the recognition of interconnections. This ability entails being able to recognize essential linkages between various system components.

Without systems thinking training, even persons with high levels of education typically lack this ability (Plate & Monroe, 2014).

Organizational Performance

The latent endogenous variable is an organizational performance with three indicators: Market orientation, Learning orientation, and innovativeness. Organizational performance (O.P.), according to the theories of Falahat et al., Subagja et al., Girod and Whittington, and Kohli et al., is the return on investment for a corporation in terms of increase in sales, profitability, and market share. For a good understanding of the current research, it is necessary to look into previous studies investigating the diverse roles of characteristics such as market orientation, learning orientation, innovativeness, and operational performance. This evaluation of the literature on transformational leadership demonstrates the substantial correlation between transformational leadership and organizational success. Employee commitment, efficiency, and confidence will all increase under this leadership style, which will help the company meet higher requirements. The significance that employee competency plays in organizational performance is noteworthy. Employees should be able to outwit their rivals' strategies for a competitive edge. One needs to be aware of potential economic concerns to increase productivity and value for the firm. As a result, employee competency and the TLS in this Context serve as important indications that favor organizational success. (2019, Bin Atan and Mahmood). In today's intricate and competitive business landscape, it is imperative to cultivate a culture of eagerness among employees in addition to financial stability. 2019; Balhara et al.

Small and medium-sized businesses and large organizations use organizational performance as a critical indicator when determining whether or not to achieve their objectives or goals in established and emerging economies. Organizational performance is a characteristic that defines how successfully an organization accomplishes its goal, according to Richard et al. (2009). Performance within a company is positively correlated with organizational innovation. A greater degree of innovation and higher environmental responsiveness enables organizations to more readily acquire the skills needed to improve organizational performance and create a long-term competitive advantage. The ideas of Falahat et al.,¹¹ Subagja et al.,⁴⁷ Girod and Whittington,⁵⁴ Kohli et al., and 55 have been used to support the idea that operational performance is the return on investment for a business's assets in terms of growth in sales, profitability, and market share. In a similar vein, market innovation was highlighted by Laban and Deya (2019) as the most prevalent and significant predictor of organizational performance, ahead of product innovation and process innovation.

The theories of Falahat et al., Subagja et al., Girod and Whittington, and Kohli et al. define operational performance (O.P.) as a company's return on investment measured in increased sales, profitability, and market share.

According to the theories of Mostafa et al., Subagja et al. 7, and Narver and Slater, the market orientation (MO) variable was crucial in influencing the attainment of organizational goals because it emphasized customer satisfaction that prioritized performance over that of competitors, customer passion, and target market needs. Moreover, Kotler and Keller⁴⁸ said that the market orientation was acknowledged by the strategic management of contemporary marketing, prioritizing rivals, consumers, services, and departmental operational collaboration.

Market orientation, as defined by concepts of Narver and Slater, 23 Mostafa et al., 24 Subagja et al., 47, was described as the primary factor influencing an organization's goal achievement by highlighting customer passion, target market requirements, and customer satisfaction that outperformed competitors. Furthermore, Kotler and Keller⁴⁸ contended that the market orientation was acknowledged in the strategy management of contemporary marketing, which emphasized services, clients, rivals, and the operational collaboration of many organizational sectors.

A strong and well-established relationship exists between market orientation and firm performance (see Kirca et al., 2005, for a review). More research is needed on how market orientation affects performance (Hult et al., 2005). In order to illustrate why customer and competitor orientations may differ in their performance consequences, this study compares how different customer and competitor orientations affect a business's capacity to achieve market and innovation advantages, affecting firm performance. Since previous research seems to have reached a consensus that competitor orientation likely results in a cost advantage (e.g., Day and Wensley, 1988; Han et al., 1998), this study focuses on the market and innovation facets of differentiation advantages as reasons why customer and competitor orientations differ in their performance implications.

Subagja et al. concluded that learning was the resource that offered the most value to help businesses maintain their competitive advantages and operational success. Benjamin, along with others. Concepts from Wang and Ahmed, Subagja et al., Beneke et al., Baker and Sinkula, and Subagja et al. It consisted of knowledge sharing, common goals, an open mind, and a dedication to learning inside an organization.

In addition, learning orientation, as defined by concepts by Beneke et al., Subagja et al., Baker and Sinkula, 40 Wang and Ahmed, 50, and Subagja et al., 47, highlighted that learning was the resource that offered the most excellent

value for enterprises to maintain competitive advantages and operational performance. It comprised an organization's common knowledge, open-mindedness, shared aspirations and objectives, and dedication to learning. A component of knowledge-based resource capability, learning orientation enhances a company's organizational performance and fosters practical innovation.

Researchers like Subagja et al., Greco et al., Arshad et al., and Onag et al. found that an organization's whole capacity to introduce novel products to the market or explore untapped markets through the integration of creative behaviors, strategies, and processes was what determined how innovative it was. It required being innovative in terms of both methods and final products and being open to new ideas.

Additionally, Subagja et al., Greco et al., Arshad et al., and Onag et al. discovered that an organization's innovativeness was its total capacity to enter new markets or bring new products to the market by combining strategies, innovative behaviors, and innovative processes. This included being open to new ideas, being creative in products and services, and using innovative methods.

Furthermore, market and learning orientation variables were strongly associated with innovativeness and contributed significantly to improved organizational performance. Market orientation behavior was found to be favorably correlated with profitability by Narver and Slater²³. Putting the customer's needs first was crucial to enhancing organizational performance. Other research has shown that how agencies are innovative, generate creative ideas, and engage in brainstorming impacts an organization's operational performance. In addition, learning orientation behavior is a crucial component of organizational success and should be prioritized by an organization. In a competitive environment, market orientation is a critical strategic element to drive market achievement and the firm's ability to operate more effectively than its competitors.

IV. Theoretical Framework

This framework aids in framing the investigation for data analysis and interpretation and anchoring the research focus closely within theoretical foundations. In conventional theoretical research, theory is applied to comprehend, explain, and forecast phenomena (Swanson, 2013).

The theory anchors in this study include the Theory of Ecology, Four- Factor Theory of Leadership, and the Theory of the Firm by Hanna and Freeman.

According to Hannan and Freeman's idea, organizational ecology (O.E.) depends on the environment in which the company's members operate. As a result, Hannan and Freeman propose that organizational ecology – the means of maintaining an environment conducive to the organization's operations – must be designed. According to Hannan and Freeman, adaptability is a crucial technique enabling a company to establish the right organizational ecosystem. Instead of being seen as a passive acceptance of the bad things happening to the organization, Hannan and Freeman define adaptability as flexibility in looking for different ways to solve a specific issue while having limited resources. More importantly, the theory issue contributes to identifying strategies for combating what is known as "organizational inertia," or the barrier that prevents an organization from adapting (Frenken, 2011).

With regards to this research, ecology theory explains that business organizations must be adaptable, flexible, and agile to generate strategies to produce high-end products and services to boost the market. Thus, employee work attitude, the systems thinking interconnection of all components and parts, and organizational agility may influence the profitability of the business firm.

Hannan and Freeman's Four Factor Theory of Leadership clarified that O.E. should be assessed using various criteria impacting the staff's organizational behavior, the company's operations, etc. The four main issues affecting O.E. have been reduced to four by the Four-Factor Theory of Leadership (FFT). The FFT's basic principles state that work facilitation, goal emphasis, support, and interaction facilitation are utilized to assess a firm's effectiveness reasonably and accurately (Bowers & Seashore, 1966). The topics above include the primary operations in a typical organization, such as the member connections, the production process, the setting of the company's objectives, and the accomplishment of those objectives.

With regards to this research, the Context of the four-factor theory of leadership involves the assessment of items that may include the attitude of workers composing the organization, its drive to attain the objectives of the organization, the management-staff relationship, the connections of all the parts of the operation is essential for the operating efficiency of the organization. More so, relationships with customers and the specialization of the supply and market demand are instrumental to achieving sound organizational performance.

An alternative perspective on the O.E. is offered by the Theory of the Firm (T.F.), which provides a more profound understanding of the nature of entrepreneurship and, thus, aids in identifying the components required to foster sustainability within the organization. T.F. evaluates the organization's relationship to the market and its tendency to perceive the O.E. through the lens of the company's structure and operations. This allows one to pinpoint prospective changes in the O.E. following the organization's integration into the market. With all due respect to the authors of the T.F., it is necessary to acknowledge that some of its postulates should be viewed cautiously. In particular, evaluating the company's assets should be distinct from examining the impact of the market and related forces on the organization's critical processes. This is because the significance of the relationships between the company and the market is growing with the speed at which globalization occurs (Fitzsimons, James & Denyer, 2011).

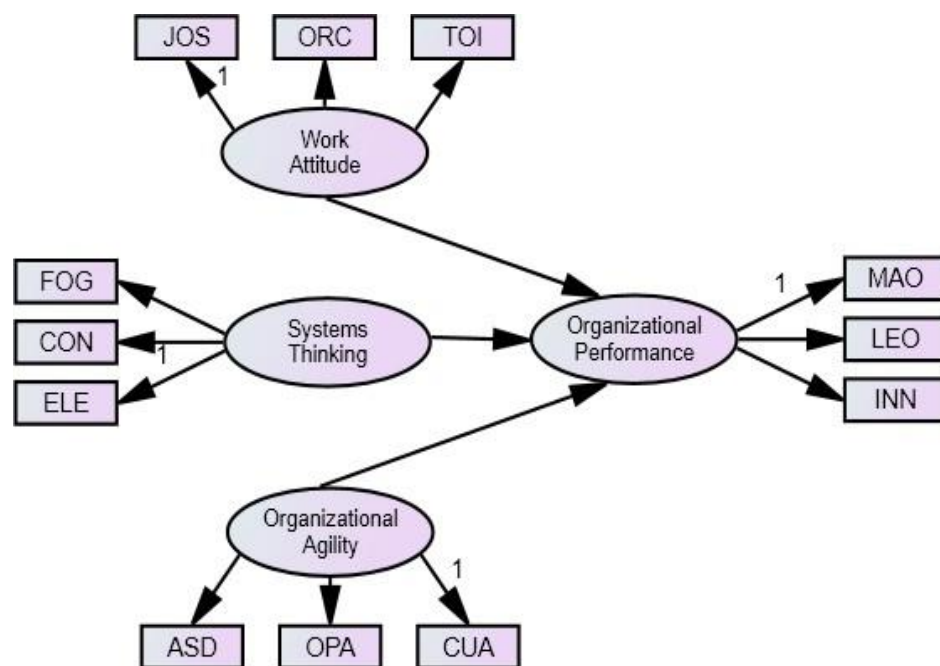
This research attempts to explain the nature of the business, the attitude of workers, and its business structure, including the feasibility and orientation of its product to the market and customers. Further, it explains why this business was established and produces products and services to customers. It asserts that the success of its operational profitability to have a commendable organizational performance would rely on the evaluation of company resources, i.e., the quality and attitude of its people, the ability to gain customers for positive sales and distribution, which would be equivalent to organizational agility to cope with the pace of globalization.

Conceptual Framework

Furthermore, the framework (figure 1) demonstrates the research flow and the study's influence. Contain inside the elliptical shapes are the independent variables, work attitude (W.A.), organizational agility (O.A.), and systems thinking toward the endogenous variable, organizational performance (O.P.). The long single-headed arrow indicates the direct effect or causal relationship from the origin pointing to the endogenous variable. Double-headed arrows show the interrelationship of the variables. Shorter arrows indicate the manifest variables of work attitude, systems thinking, organizational agility, and organizational Performance.

The manifest variables of work attitude are job satisfaction, organizational commitment, and turnover intention. For systems thinking: features or goals, connections, and elements. For organizational agility: Agility on sales and distribution, operational and customer agility. There is market orientation, learning orientation, and innovativeness for organizational performance.

Figure 1. A model showing the Conceptual Model of the Three Latent Exogenous Variable to the Latent Endogenous Variable.



Legend:

JS-Job Satisfaction	CA-Customer Agility
OC-Organizational Commitment	OA-Operational Agility
TI-Turn-over Intention	ASD-Agility on Sales and Distribution
El-Elements	MO-Market Orientation
Cn-Connections	LO-Learning Orientation
Fe-Features	IN-Innovativeness

The 2030 Agenda's 17 sustainable development goals (SDGs) provide a compelling and comprehensive framework for tackling the world's most pressing sustainability challenges, the resolution of which depends on the combined efforts of all people, groups, and governments. In recent years, policymakers have examined sustainable development in great detail (Sneddon, Howarth, & Norgaard, 2006). The need to find new approaches to reach the maximum level of global sustainability has only made it more pertinent, and stakeholders are paying greater attention to supporting the Journal Pre-proof 2 fulfillment of socio-environmental goals. In that spirit, the United Nations' 2030 Agenda is the primary proposal put forth by policymakers to promote socio-environmental sustainability. All 193 UN member states have agreed to implement a set of coordinated policies known as the 2030 Agenda to meet 169 targets and 17 (also known as the Sustainable Development Goals, or SDGs) by 2030. In reality, understanding the business sector's role in sustainable development necessitates taking into account the various aspects that influence how businesses behave, including non-financial regulation, corporate governance, and the surrounding environment (Lombardi, Trequattrini, Cuzzo, & Cano-Rubio, 2019; Pizzi, Caputo, & Venturelli, 2020). In order to identify the primary advantages and disadvantages that affect businesses' behavior, evidence-based studies must be developed in the field of study covered by the Sustainable Development Goals (SDGs). In this regard, a growing number of academics have begun to analyze businesses' Contributions to the SDGs in recent years, despite policymakers' skepticism about the involvement of business and management scholars in regulatory activities (Garcia-Torea, Larrinaga, & Luque-Vílchez, 2019). Considering all of the factors that affect how businesses act—such as corporate governance, non-financial regulation, and the surrounding environment—is necessary to fully comprehend the business sector's role in sustainable development (Lombardi, Trequattrini, Cuzzo, & Cano-Rubio, 2019; Pizzi, Caputo, & Venturelli, 2020). In the field of study covered by the Sustainable Development Goals (SDGs), evidence-based studies must be developed to determine the main benefits and drawbacks that influence firms' behavior. In this sense, despite policymakers' misgivings about the participation of business and management scholars in regulatory activities, an increasing number of academics have started to examine firms' contributions to the SDGs in recent years (Garcia-Torea, Larrinaga & Luque-Vílchez, 2019).

Furthermore, this research will help achieve UN SDG objective 9, which aims to develop innovative thinking, sustainable industrialization, and resilient infrastructure. Investment in infrastructure, sustainable industrial development, and technical advancement are critical components of economic growth, social development, and climate action.

Significant of the Study

This study is anticipated to contribute to the knowledge in the real estate industry, especially for real estate developers/owners, real estate brokers, salespersons and agents, and future researchers. On the part of the real estate developer/owner, it will give him the picture of the importance of every component and part of composing the system or the business organization for the long-term success of the realty industry. Indeed, it will give them a concrete idea that real estate brokers, agents, salespersons, information communication technology, and other business infrastructures are interconnected to provide sound organizational performance of the realty business. More so, thorough knowledge and practice on organizational agility, adaptation to changes in the business environment, and organizational performance, which focus on the company's ability to achieve its goals, must be exercised with due diligence.

On the other hand, on the part of the Real Estate Brokers, Agents, and Sales Persons, this will give advanced knowledge and understanding that success in real estate business dealings will speak on the work attitude, organizational agility, and operational performance that they developed among themselves as they continue to engage personally in their real estate clients. Professional dealing will be seen in their commitment to delivering their services with high integrity, honesty, and transparency, always prioritizing their client's benefits and satisfaction, which will result in repeat business. It thus will bring significant figures in terms of monetary benefits out of done deal sales transactions in the realty business operations. Furthermore, for future researchers, this will serve as a point of reference and related literature for those who wish to conduct this study.

Definition of Terms

The researcher has supplied operational definitions of terms to create a typical frame of reference for the terminologies used in this study. The manifest variables of the study are also briefly described in the conceptual framework.

Work attitudes are the opinions we have on various facets of the workplace. Regarding significant results, the most pertinent attitudes are job satisfaction and organizational dedication.

Organizational agility can be summed up as an organization's capacity to Adjust to internal and external changes. Quickly satisfy the needs and expectations of your customers. Drive change that enhances outcomes, processes, and culture. Keep up a steady competitive advantage.

Systems thinking is a method of approaching problems by viewing them as systems. Instead of focusing just on how to tackle a specific issue, you consider how all the parts work together to form the whole.

Operational performance is how every business unit collaborates to accomplish the most significant business objectives.

V. METHOD

This part discusses the method used, notably the research respondents, design and procedures, materials and instruments, and ethical considerations observed during the study.

Research Respondents

The study's respondents were the real estate service practitioners in the SOCCSARGEN Region, which will be grouped into Real estate developers/owners, Real estate brokers, agents, and real estate salespersons currently and actively practicing business dealing in the real estate industry.

Stratified random sampling was used in this study. Data was divided into sub-groups (or strata) with attributes like age, sex, race, income, education, and ethnicity. Each stratum has a random sample picked from it. The benefits include ensuring that all necessary groups are represented in the population. It is possible to estimate and compare the traits of each stratum. More so, a probability sampling technique used in sample surveys is stratified sampling. The components of the target population are separated into distinct groups or strata, and within each stratum, the components are comparable in terms of a few critical survey-relevant criteria. Parsons, VL (2014).

Respondents who were chosen to participate were given the freedom to volunteer and willingness to participate in answering survey questionnaires. Hence, any refusal to participate is duly respected by the proponent of this study. The participant is also free to withdraw or discontinue his participation in the survey voluntarily or at his own will. The survey excludes professionals working in the SOCCSKSARGEN Region who are not related to real estate services.

Research Locale

The study will be conducted in the SOCCSARGEN region, particularly in South Cotabato, Cotabato City, Sultan Kudarat, Sarangani Province, and General Santos City in Region XII. The respondents of the study will be the local real estate developers/owners of real estate subdivision projects, real estate brokers, agents, and salespersons, likewise to include office staff currently in the actual field of practice in real estate service business dealings working for the company for a minimum of three years of employment and holding at least three years in the current job in real estate industry in SOCCSKSARGEN region. More so, the researcher is a practicing realty professional of SOCCSKSARGEN region.

Design and Procedure

The research paper employed a quantitative design utilizing descriptive-correlational design and structural equation model technique. The numerical representation and manipulation of observations to describe and interpret the phenomena is known as quantitative research. It is employed in various scientific and social sciences (Wikipedia Encyclopedia, 2005).

Descriptive research design targets to gather data to describe a particular phenomenon systematically. Characterizing a phenomenon and its traits is the aim of a descriptive study. This study is more interested in what occurred than how or why. As a result, methods like observation and surveys are frequently employed to collect data (Gall, Gall, & Borg, 2007). On the other hand, correlational research design focuses on investigating the relationship between variables, which reflects the strength or relationship between two or more variables. When using the correlational research methodology, the study evaluates the variations between the two traits of the research group. According to Leedy and Ormrod (2001), monitoring how much a researcher learns is critical. Depends on how effectively those traits have been correlated statistically between the two features that have been determined. In light of this, validity and reliability are crucial factors that influence correlation coefficients. According to Bold (2001), a correlational study aims to determine whether two or more variables are connected.

To extract the best-fit model, the researcher used the structural equation model (SEM) to give real estate service practitioners a clearer picture of sound decision-making in real estate industry business development. Researchers can simultaneously model and estimate complex interactions among numerous dependent and independent variables using structural equation modeling (SEM). Typically, the concepts under examination can only be measured indirectly by several indicators. SEM considers measurement error in the observable variables when estimating the relationships. The

method thus yields a more accurate measurement of the relevant theoretical ideas (Cole & Preacher, [2014](#)).

a collection was employed by distributing structured questionnaires to local real estate developers, subdivision project owners, real estate brokers, agents, and salespersons in the SOCCSKSARGEN region. Communications will be sent to proper authorities asking permission to conduct the study, which will be observed appropriately. The participants were given their free will to participate in answering survey questionnaires. Once start participating in the survey, they can discontinue participation freely. Questionnaires were adapted from the source to meet the requirements appropriate to the realty industry. The objective of the survey questionnaires being answered by respondents is solely intended to answer survey problems and not to be used to generate satisfaction for personal interests. Careful explanations of the details of the survey questionnaires were given to the qualified respondents to explain the main objective of the study, how their voluntary participation would help the researcher to finish, and how this study would benefit the improvement of services of real estate firms in SOCCSKSARGEN Region. Any citation obtained from sources was paraphrased by acknowledging the author of the citation using the Harvard Referencing Style to avoid plagiarism. Furthermore, To prove this paper's authenticity is paper, only original documents will be attached in the appendices of this study to prevent the absence of misrepresentation. To protect the rights of the respondents and the anonymity of the data gathered, it is the option for the respondents not to write their names on the questionnaires so as not to disclose their identity and to preserve the privacy and confidentiality of their identity. Also, the survey ensured that it would not create any psychological or economic risks by protecting the anonymity of the respondents,

The researcher sought to seek validation of the questionnaire from UMERC to ensure accuracy and quality, and it will be done through voluntary participation from the respondents. This research paper observed adherence to acknowledgment and recognition of the authors' intellectual property in all citations included in the study. During the entire course of this study, the researcher will violate no copyright law. Professional school who would recommend it. The primary motive of the researcher in conducting this study is to enhance his knowledge of management. As a state university's governing board (Board of Regents), the learning acquired in this doctoral study would fit in holding the governance position in the whole university. More so, with a high degree of professionalism, the researcher intends to conduct this study purposely to finish his degree program in PhD Management. Communications will be sent to proper authorities asking permission to conduct the study, which will be observed appropriately.

VI. Materials and Instruments

The collection methods in the form of survey questionnaires on the constructs of work attitude, organizational agility, operational performance, and systems thinking were gathered via primary sources from real estate service practitioners in the SOCCSKSARGEN region. The survey questions were adapted from relevant researchers to meet the study's respondents from various related researchers. In administering the research questionnaire, the Likert rating scale was utilized to measure the participants' opinions, attitudes, and behavior. Respondents must choose the option that best corresponds with how they feel about the statement being asked. The Likert scale is also considered significant for nuancedly capturing feelings regarding the topic. Work attitude, Organizational Agility, and Organizational performance will be rated from an adapted scale with the following description: 1) Strongly Disagree, 2) Disagree, 3) Moderately Agree, 4) Agree, and 5) Strongly Agree. For Systems thinking, response categories were adapted from Dolansky, M.A, S.M., Palmieri and Singh, M.K., 2020. Development and validation of the systems thinking scale:

1) Strongly disagree, 2) Disagree, 3) Moderately Agree, 4) Agree, and 5) Strongly Agree.

Structural Equation Modeling (SEM) is a widely used statistical method that accounts for numerous factors simultaneously and does not rely on measurement errors related to individual variables. The Confirmatory Factor Analysis (CFA; Zainudin, 2015) must guarantee the measurement model's fitness in SEM. The features or patterns of the data sets significantly impact the measurement model's fitness. As a result, the high fitness of computational methods in the social sciences measurement model indicates that the results were consistent with the theories presented (Henseler, Hubona, & Ray, 2016). To ensure that the measurement model has good fitness, the researchers need to pay attention to the collected data sets, which are based on respondents' perceptions. The Likert scale was used in the questionnaire as a measurement tool to gauge how strongly respondents felt about specific issues. The researcher's decision-making process would move more quickly if the measurement scale offered more options. According to Johnson (2003), a response style is generally defined in the psychometric literature as a propensity to apply a rating scale across items, producing a consistent pattern of replies unrelated to the substance of a response. It is necessary to use many objects when employing this notion. Respondents can indicate how much they agree or disagree with a message using this response scale. Likert scales typically have five points and several options.

A questionnaire was distributed to Real Estate service practitioners in the SOCCSKSARGEN Region to assess the instrument's reliability. The test reliability was analyzed for the individual item in the questionnaire. Furthermore, a thorough analysis was made to determine if it covers all the aspects of the content or domain, which is subject to measurement and will not contain irrelevant questions. Only the actual result of the study will be included in the result and discussion section to make the research reliable and verifiable,

Ethical Considerations

The researcher strictly observed this ethical consideration for the duration of this study.

Voluntary Participation. The participants were given their free will to participate in answering survey questionnaires. Once they have started the survey, they are free to discontinue participation.

Privacy and Confidentiality. To protect the rights of the respondents and the anonymity of the data gathered, it is the option of the respondents not to write their names on the questionnaires so as not to disclose their identity and to preserve the privacy and confidentiality of their identity.

The Information Consent Process. Questionnaires were adapted from the source to meet the requirements appropriate to the realty industry. The objective of the survey questionnaires being answered by respondents is solely intended to answer survey problems and not to be used to generate satisfaction for personal interests.

Benefits. This is anticipated to contribute to the knowledge in the real estate industry, especially in real estate developers/owners, real estate brokers, salespersons and agents, and future researchers.

Plagiarism. In order to avoid the commitment of plagiarism, any citations obtained from sources were paraphrased by acknowledging the author of the citation using the Harvard Referencing Style.

Fabrication. The study's actual result was included in the result and discussion section to make the research reliable and verifiable.

Falsification. The study's original documents will be attached in the appendices of this study to avoid the absence of misrepresentation.

Conflict of Interest. The primary motive of the researcher in conducting this study is to enhance his knowledge of management. As a state university's governing board (Board of Regents), the learning acquired in this doctoral study would fit in holding the governance position in the whole university.

Deceit. With high professionalism, the researcher intends to conduct this study purposely to finish his degree in PhD Management.

Permission from Organization/Location. Communications will be sent to proper authorities asking permission to conduct the study, which will be observed appropriately.

Authorship. This research paper will observe adherence to acknowledgment and recognition of the authors' intellectual property in all citations included in the study. The researcher will violate no copyright law during the entire study. Professional school who would recommend it.

Statistical Tools

The statistical data analysis has passed through the following tools:

Mean measured the level of work attitude, organizational agility, systems thinking, and organizational performance in answering the first or fourth question.

Pearson Product Moment Correlation determined the significant relationship between work attitude and organizational performance, organizational agility and organizational performance, and systems thinking and organizational performance.

Structural Equation Modeling establishes the best-fit model of operational performance of the real estate industry in the SOCCSARGEN Region.

VII. RESULTS AND DISCUSSION

This section presents data on work attitude, systems thinking, organizational agility, and performance in the real estate industry in the SOCCSKSARGEN region.

Level of Work Attitude of Real Estate Industry in SOCCSKSARGEN Region

Table I displays the assessments of the level of work attitude of the Real Estate Industry in the SOCCSKSARGEN Region measured by job satisfaction, organizational commitment, and Turnover intention. The average score of each indicator is high, suggesting that employees have positive work attitudes. An overall mean of 4.06 (SD of 0.62) was obtained, described as High across all categories, providing evidence that excellent work attitudes are observed. On a per-indicator analysis, job satisfaction has the highest mean of 4.19 or higher with a standard deviation of 0.68, signaling that those working in the realty firm are pleased with their job by promoting company image with a sense of ownership and working balance with work and families. In contrast, a high level of organizational commitment, which means 4.08, indicates a solid loyalty to the realty organization.

Table 1

Level of Work Attitude

Indicators	SD	Mean	Descriptive Level
Job Satisfaction	0.68	4.19	High
Organizational Commitment	0.71	4.08	High
Turnover Intention	0.71	3.90	High
Overall	0.62	4.06	High

The high descriptive level on every indicator of work attitude showed that the real estate industry in the SOCCSKSARGEN region showed evidence that job satisfaction, organizational commitment, and turnover intention highly influence work attitude in the workplace.

Therefore, to boost performance, a person must have a positive perspective on the task (Reys, 2020). Bianca (2020) has already pointed out that an employee's attitude affects how well they perform at work. McQuerrey (2019) makes a similar conclusion, arguing that a person's attitude about their work affects their performance and the environment in

which they operate. Success depends on a positive work attitude, which impacts organizational and individual performance (Gill, 2020). To reverse the detrimental impact on performance, managers must figure out how to transform a negative attitude toward work into a positive one (Post, 2019).

Level of System’s Thinking of Real Estate Industry in SOCCSKSARGEN Region

Table 2 displays the assessments of the real estate industry's systems thinking level in the SOCCSKSARGEN Region, measured by elements, connections, features, or goals. The average indicator element and connection score are high, with high features or goals, suggesting that employees have positive system thinking. An overall mean of 4.24 (SD of 0.62) was obtained, which is described as High across all categories and provides evidence that excellent system thinking is observed. On a per-indicator analysis, features or goals have the highest mean of 4.38 or Very High with a standard deviation of 0.69, suggesting that the overall success of the real estate firm is dependent on the collaborative effort of everybody composing the organization, plus proper mentoring of real estate champions in meeting target market performance.

Table 2

Level of Systems Thinking

Indicators	SD	Mean	Descriptive Level
Elements	0.69	4.16	High
Connection	0.65	4.17	High
Features or Goal	0.71	4.38	Very High
Overall	0.62	4.24	Very High

The high descriptive level on every indicator of the system's thinking showed that the real estate industry in the SOCCSKSARGEN region showed evidence that elements, connections, and features or goals highly influence the system's thinking in the workplace. Systems thinking is defined by McCool (2019) as a framework that emphasizes the total and looks for patterns of change based on dynamic interrelationships [15]. McCool (2019) provides an additional definition of systems thinking by enumerating its salient attributes.

Level of Organizational Agility of the Real Estate Industry in the SOCCSKSARGEN Region

Table 3 displays the assessments of the level of Organizational agility of the Real Estate Industry in the SOCCSKSARGEN Region measured by customer agility, operational agility, and agility in sales and distribution. The average score of each indicator is high, suggesting that employees have buoyant organizational agility. An overall mean of 4.12 (SD of 0.71) was obtained, described as High across all categories, providing evidence that excellent organizational agility is observed. On a per-indicator analysis, customer agility has the highest mean of 4.16 or Higher with a standard deviation of 0.77, signaling that individuals working in the realty firm are addressing complaints and concerns and implementing solutions concerning requests of customers. In contrast, a high level of operational agility mean of 4.11 indicates the ability to respond to risk and opportunities and the ability to make fast decisions, and agility in sales and distribution mean of 4.09 indicates a strong ability to predict market demand, responsive management of diverse needs of customers including strength to withstand changes in sales policies.

Table 3

Level of Organizational Agility

Indicators	SD	Mean	Descriptive Level
Customers Agility	0.77	4.16	High
Operational Agility	0.73	4.11	High
Agility in Sales and Distribution	0.76	4.09	High
Overall	0.71	4.12	High

The high descriptive level on every indicator of organizational agility showed that the real estate industry in the SOCCSKSARGEN region showed high regard for customer agility, operational agility, and agility in sales and distribution to maintain commendable performance in the workplace. According to Ulrich and Yeung (2019), organizational agility is an organization's capacity to adjust to internal and external changes, quickly satisfy customer demands and expectations, drive change-enhancing culture, practices, and outcomes, and retain a sustained competitive edge.

Level of Organizational Performance of the Real Estate Industry in the SOCCSKSARGEN Region

Table 4 displays the assessments of the Real Estate Industry's organizational performance level in the SOCCSKSARGEN Region measured by market orientation, learning orientation, and innovativeness. The average score of each indicator is high, suggesting that employees have positive organizational performance. An overall mean of 4.16 (SD of 0.68) was obtained, described as High across all categories, providing evidence of excellent organizational performance. On a per-indicator analysis, learning orientation has the highest mean of 4.18 or Higher with a standard deviation of 0.71, signaling that the organization values continuous learning as critically essential to the improvement and an investment instrumental to increasing market share. In contrast, a high level of innovativeness mean of 4.17 indicates the ability to improve the service contents and processes and to communicate about our customer experiences, and a market orientation mean of 4.15 indicates a strong ability in interdepartmental communication and coordination in all activities in all business units and taking immediate corrective measures on concerns about the quality of our customer service.

Table 4
Level of Organizational Performance

Indicators	SD	Mean	Descriptive Level
Market Orientation	0.71	4.15	High
Learning Orientation	0.71	4.18	High
Innovativeness	0.69	4.17	High
Overall	0.68	4.16	High

The high descriptive level on every indicator of organizational performance showed that the real estate industry in the SOCCSKSARGEN region showed high regard for market orientation, learning orientation, and innovativeness to maintain organizational performance in the workplace. One needs to be aware of potential economic concerns to increase productivity and value for the firm. As a result, employee competency and the TLS in this Context serve as important indications that favor organizational success. (2019, Bin Atan and Mahmood). In today's intricate and competitive business landscape, it is imperative to cultivate a culture of eagerness among employees in addition to financial stability. 2019; Balhara et al.

Significance of the Relationship between Work Attitude and Organizational Performance

Table 5

Significance of the Relationship between Work Attitude and Organizational Performance of Real Estate Service Practitioners

Work Attitude	Organizational Performance			
	Market Orientation	Learning Orientation	Innovativeness	Overall
Job Satisfaction	.802** .000	.803** .000	.738** .000	.814** .000
Organizational Commitment	.814** .000	.824** .000	.738** .000	.825** .000
Turnover Intention	.648** .000	.638** .000	.603** .000	.656** .000
Overall	.848** .000	.849** .000	.780** .000	.861** .000

Table 5 shows the result of the test of the relationship between work attitude and organizational performance of the real estate industry in the SOCCSKSARGEN region. As displayed in the hypothesis, the relationship was tested at a 0.05 significance level. The total r-value of 0.861 with a p-value of less than .05 indicates that the null hypothesis was rejected. It demonstrates that there is a strong link between work attitude and organizational performance. The correlation coefficient $r=.861$ signifies a strong association between work attitude and organizational performance in the real estate industry.

More specifically, the result shows that all of the indices of work attitude have a significant relationship with organizational performance, as the p-values are less than .05 and the r-value is **.656** on turnover intention, **.825** on organizational commitment, and **.814** on job satisfaction. As shown in Table 5, all indicators are related. Thus, there is a favorable relationship between the two variables.

There is a strong correlation between a person's attitude toward work and their performance at work, as well as their productivity, according to research from Aurora University (2019), Farouk (2014), Berta et al. (2018), and Aurora University. In other words, employees' attitude about their work impacts how well they do individually.

Significance of the Relationship between System’s Thinking and Organizational Performance

Table 6

Significance of the Relationship between Systems Thinking and Organizational Performance of Real Estate Service Practitioners

Systems Thinking	Organizational Performance			
	Market Orientation	Learning Orientation	Innovativeness	Overall
Elements	.643** .000	.641** .000	.569** .000	.644** .000
Connection	.680** .000	.672** .000	.616** .000	.684** .000
Features or Goal	.654** .000	.700** .000	.620** .000	.686** .000
Overall	.725** .000	.739** .000	.663** .000	.739** .000

Table 6 shows the results of the test of the relationship between the system's thinking and the organizational performance of the real estate industry in the SOCCSKSARGEN region. As displayed in the hypothesis, the relationship was tested at a 0.05 significance level. The total r-value of 0.739 with a p-value of less than .05 indicates that the null hypothesis was rejected. It demonstrates a strong link between the system's thinking and organizational performance. The correlation coefficient $r = .739$ signifies a strong association between the system's thinking and organizational performance in the real estate industry.

More specifically, the result shows that all of the indices of the system's thinking have a significant relationship with organizational performance, as the p-values are less than .05 and the r-value is .686 on features or goals, .684 on connections, and .644 on elements. As shown in Table 6, all indicators are related. Thus, there is a favorable relationship between the two variables.

According to Chan et al., 2020, improving performance through improved procedures ought to be the primary focus of quality specialists. This literature analysis demonstrates that a firm's resources and business strategy will play a significant role in maintaining a competitive edge over its present and potential rivals (Chan et al., 2020).

Significance of the Relationship between Organizational Agility and Organizational Performance

Table 7

Significance of the Relationship between Organizational Agility and Organizational Performance of Real Estate Service Practitioners

Organizational Agility	Organizational Performance			
	Market Orientation	Learning Orientation	Innovativeness	Overall

Customers Agility	.756** .000	.774** .000	.721** .000	.782** .000
Operational Agility	.838** .000	.823** .000	.762** .000	.842** .000
Agility in Sales and Distribution	.812** .000	.810** .000	.783** .000	.835** .000
Overall	.856** .000	.857** .000	.807** .000	.875** .000

Table 7 shows the result of the test of the relationship between organizational agility and organizational performance of the real estate industry in the SOCCSKSARGEN region. As displayed in the hypothesis, the relationship was tested at a 0.05 significance level. The total r-value of 0.875 with a p-value of less than .05 indicates that the null hypothesis was rejected. It demonstrates that there is a strong link between organizational agility and organizational performance. The correlation coefficient $r=.875$ signifies a strong association between organizational agility and organizational performance in the real estate industry.

More specifically, the result shows that all of the indices of organizational agility have a significant relationship with organizational performance, as the p-values are less than .05 and the r-value is .835 on agility on sales and distribution, .842 on operational agility and .782 on customer agility. As shown in Table 7, all indicators are related. Thus, there is a favorable relationship between the two variables.

According to Ulrich and Yeung (2019) and Ashrafi et al. (2019; Côte-Real et al., 2017), agility can significantly affect a firm's success. It can also have an impact on the performance of the company. Previous studies have demonstrated the beneficial effects of organizational agility on organizational performance in a highly volatile and uncertain environment. Big data analytics can add value to the business at several points throughout the value chain. Through knowledge management's influence on the process and ability to gain a competitive advantage, big data analytics can increase organizational agility.

Significance on the Influence of Work Attitude, Systems Thinking, and Organizational Agility on Organizational Performance

Presented in Table 8 is the influence of work attitude, system thinking, and organizational agility on the organizational performance of the real estate industry. Further, as indicated by an F-value of 629.691 with a corresponding p-value of 0.000, the regression model is therefore significant. Hence, it leads to the rejection of the null hypothesis. There is a variable that can predict the organizational performance in the real estate industry.

In addition, the R of .827 signifies that 82.7 percent of the variation in organizational performance is explained by the predictor variables, work attitude, system thinking, and organizational agility. This means that 17.3 percent of the variation could be attributed to other factors besides these three variables.

Table 8

Significance on the Influence of Work Attitude, Systems Thinking, and Organizational Agility on the Organizational Performance of Real Estate Service Practitioners

<i>Organizational Performance</i>				
(Variables)	B	β	t	Sig.
Constant	.038		.368	.713
Work Attitude	.371	.342	8.055	.000
Systems Thinking	.189	.173	5.650	.000

Organizational Agility		.441	.462	11.125	.000
R	.909				
R ²	.827				
ΔR	.826				
F	629.691				
ρ	.000				

The presentation revealed that the standard coefficient of organizational agility has the highest beta of .462. It indicates that organizational agility significantly influences organizational performance compared to work attitude with .342 and systems thinking with .173, respectively.

According to Harraf, Wanasika, Tate, and Talbott (2015), businesses can have a certain amount of organizational agility in their internal structures, processes, and systems. Thus, according to Breu, Hemingway, Strathern, & Bridger (2012) and Zainal, Yousuf, & Salloum (2020), organizational agility has several dimensions, including agile enterprise, agile workers, agile supply chain, agile customers, and agile services. Organizational agility garnered good attention in the literature because of its exceptional impact. Scholars pursuing strategies for managing uncertainty and dynamic shifts have examined how an organization might manage uncertainty and respond to changes in its surroundings. They concentrated on flexibility, which concerns an organization's capacity to respond to internal variables and alter its procedures and organizational structure to adapt to changes.

Generated Structural Models

This part analyzes the interrelationship among the variables in the research study. Three models were generated to obtain the best-fit model of organizational performance in the real estate industry. The model was assessed against the given fit indices and served as a basis to accept or reject the model.

Generated Structure Model 1 presented the direct relationship between the endogenous and exogenous variables. As shown in Table 9.1, the results show that organizational agility is strongly represented by these factors, with the highest beta values (.473) followed by work attitude (beta=.469) and systems thinking (beta=.187). Table 9.1 shows that exogenous variables, work attitude, systems thinking, and organizational agility do not predict organizational performance with a P-value of >0.05. Also, Table 10, the goodness of fit results, reveals that the model fit values were not within the range of the indices criteria as shown by CMIN/DF>2, GFI, CFI, NFI, TLI>0.95, and RMSEA>0.95 with a P-Close>0.05. This means that the model does not fit with the data.

Generated Structural Model 2 displayed the variance between the exogenous variables work attitude, systems thinking, organizational agility, and endogenous variables. As shown in Table 9.1, work attitude is strongly represented by factors with the highest beta values (.568), followed by organizational agility (beta=.394) and systems thinking (beta=.105). Meanwhile, table 9.1 shows that exogenous variables do not significantly influence organizational performance, having a P-value of >0.05. Also, Table 10, the goodness of fit results, reveals that the model fit values were not within the range of the indices criteria as shown by CMIN/DF>2, GFI, CFI, NFI, TLI>0.95, and RMSEA>0.95 with a P-Close>0.05. This means that the model shows an inferior fit.

Generated Model 3 is a modification of the previous models showing the correlation of work attitude, systems thinking, and organizational agility with their causal relationship to organizational performance. As shown in Table 9.1, work attitude is strongly represented by factors with the highest beta value (.658), followed by organizational agility (beta=.382) and systems thinking (beta=.032). Data also showed that the exogenous variables do not influence organizational performance, having a P-value of >0.05. Also, Table 10, the goodness of fit results, reveals that the model fit values were within the range of the indices criteria as shown by CMIN/DF>2, GFI, CFI, NFI, TLI>0.95, and RMSEA>0.95 with a P-Close>0.05. This means that the model shows fitness. This means that the model did meet the necessary criteria.

Table 9.1

Regression Weights of the 3 Generated Models

Exogenous Variables to Endogenous Variable			
Model	Work Attitude	Systems Thinking	Organizational Agility
1	.469***	.187***	.473***
2	.568***	.105*	.394***
3	.658***	.032 ^{NS}	.382***

Table 9.2

Covariances: (Group number 1 - Best Fit model)

Variables		Estimates	S.E.	P-value
Work_Attitude	<--> Organizational_Agility	.362	.032	***
Systems_Thinking	<--> Organizational_Agility	.285	.029	***
Work_Attitude	<--> Systems_Thinking	.297	.027	***

This part analyzes the interrelationships among the variables in the study.

Table 10

Summary of Goodness of Fit Measures of the Three Generated Models

Model	P-value (>0.05)	CMIN/DF (0<value<2)	GFI (>0.95)	CFI (>0.95)	NFI (>0.95)	TAG (>0.95)	RMSEA (<0.05)	P-close (>0.05)
1	.000	18.903	.751	.827	.820	.77	.212	.000
2	.000	3.066	.943	.981	.973	.974	.072	.003
3	.089	1.473	.985	.998	.993	.996	.034	.815

Legend: CMIN/DF - Chi-Square/Degrees of Freedom NFI - Normed Fit Index

GFI - Goodness of Fit Index TLI - Tucker-Lewis Index

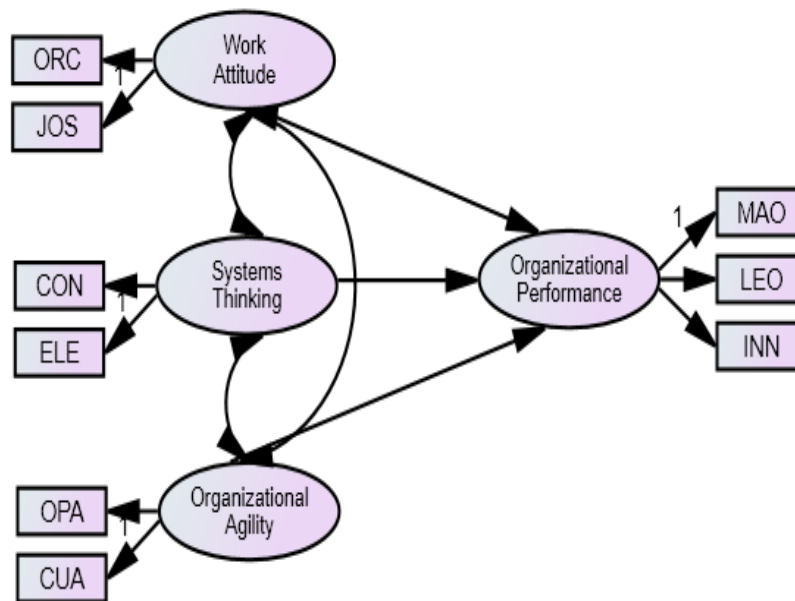
RMSEA - Root Mean Square of Error Approximation CFI - Comparative Fit Index

Best Fit Model of Organizational Performance

Model 3 shows the interrelationship of the latent exogenous variables, work attitude, systems thinking, and organizational agility, and its direct causal relationship with the real estate industry's latent endogenous variable organizational performance. As can be gleaned, the best-fit model, work attitude, systems thinking, and organizational agility are exogenous variables that directly correlate with organizational performance. The model also revealed the interconnectedness of these three exogenous variables.

Moreover, as shown in the model, two out of three indicators of work attitude, namely organizational commitment and job satisfaction, remained significant predictors of organizational performance. Systems thinking had likewise two out of three indicators, namely connections, and elements, were found to affect organizational performance. Moreover, organizational agility has two out of three indicators, operational agility, and customer agility, which significantly affect organizational performance. Based on the result, it can be deduced that the organizational performance of the real estate industry in the SOCCSKSARGEN region was best anchored on work attitude, which was measured in terms of organizational commitment and job satisfaction, systems thinking in terms of connection and elements and organizational agility in terms of operational agility and customer agility.

Furthermore, generated structure model 3 shows a direct causal link between the exogenous and endogenous variables. The endogenous variable of organizational performance is measured in terms of market orientation, learning orientation, and innovativeness. The indicators on turnover intention, features or goals, and agility on sales and distribution were trimmed down since their beta values and p-values did not obtain the desired values.



Legend:

ORC-Organizational Commitment
JOS-Job Satisfaction
CON-Connections
ELE-Elements
OPA-Operational Agility
CUA-Customer Agility

MAO-Market Orientation
LEO-Learning Orientation
INN-Innovativeness

Figure 2: Best Fit Model in Organizational Performance

The direct causal link of work attitude, systems thinking, and organizational agility towards the organizational performance of the real estate industry in the SOCCSKSARGEN region corroborates the research outcome and reveals that employees in high-performing companies typically have positive attitudes. According to research conducted by Arinze et al. (2018), attitude positively impacts organizational performance. Because employee attitude is crucial to accomplishing organizational objectives, it raises an organization's efficacy and efficiency. The organization's outcome about its goals and objectives is known as organizational performance (Connor et al., 2019; Rahmati & Izadpa, 2021). Workers receive training to ensure they are fully capable of holding roles within the company in the future and have the appropriate mindset to overcome any inadequacies in any job-related areas (Poudel et al., 2019). According to Tehseen et al. (2019), the success or failure of any firm is primarily determined by the attitude of its personnel. Positive attitudes among employees will lead to higher-quality work and are essential to boosting the business's success, which will place it at the top of the competition and keep it there (Breitenbach & Brandão, 2021). Therefore, the development of organizations is directly impacted by the achievement of the human characteristic, which is reflected in the amount, quality, and speed of work produced.

On the other hand, Table 10 reveals the result of the goodness of fit measures of generated mode 3. As can be seen in the results, all model fit values have successfully met the criteria set by each index: CMIN/DF<2, GFI, CFI, NFI, TLI >0.95, and RMSEA <0.05 with a P-Value >0.05. The result is aligned with the criteria Arbuckle and Wothke (1999) set, which emphasize that CMIN/DF should be less than 2. Tucker-lewis Index (TLI), Comparative Fit Index (CFI), Normed Fit Index (NFI), and Goodness of Fit Index (GFI) should be more than 0.95. Moreover, the RMSEA and P-CLOSE values are supported by Browne and Sugarawa (1996), indicating 0.01, 0.05, and 0.08 as excellent, sound, and mediocre fit, respectively, with a fit close greater than 0.05.

The model of organizational performance in the real estate industry in the SOCCSKSARGEN region is aligned with the achievement of long-term sustainability and is therefore acknowledged as a strategic achievement in business, and the distinction between "successes" and "failures" may be influenced by an organization's capacity to recognize and respond correctly to shifting customer value perceptions. Thus, the literature emphasizes the importance of purposefully creating strategies that enable the supply of distinctive value to draw in new clients and forge close relationships with existing ones (Ateke & Amangala, 2020). Kotler and Armstrong recognized the importance of customer value, emphasizing that outstanding value that pleases customers and inspires loyalty is the secret to successful customer relationships (Harry & Ateke, 2019). In this sense, Sam Walton's theory – which holds that the customer is the only actual employer and can fire everyone in the company, from the chairperson to the cleaner, by just taking their money elsewhere – is appropriate. However, determining what constitutes value to customers is necessary for planning, developing, and delivering the desired value to customers. According to Ateke and Amangala (2020), customer value is the value that a customer believes a product is worth about the value of potential alternatives or the money they paid to get it.

Table 10 Goodness of Fit Measures of Structural Best Fit Model.

INDEX	CRITERION	MODEL FIT VALUE
P-Value	>0.05	.089
CMIN/DF	0<Value<2	1.473
GFI	>0.95	.985
CFI	>0.95	.998
NFI	>0.95	.993
TLI	>0.95	.996
RMSEA	<0.05	.034
P-Value	>0.05	.815

Legend:

- CMIN/DF -Chi-Square/Degrees of Freedom
- NFI -Normed Fit Index

TLI	-Tucker-Lewis Index
CFI	-Comparative Fit Index
GFI	-Goodness of Fit Index
RMSEA	-Root Mean Square of Error Approximation
P-Close	-P of Close Fit

VIII. CONCLUSION AND RECOMMENDATION

Real estate has been making a significant contribution to the country's economy. It has been a field of interest for many entrepreneurs and investors keen on real estate subdivisions and infrastructure development projects. Coherent to the UN SDG objective number 9, which aims to develop innovative thinking, sustainable industrialization, and resilient infrastructure. Investment in infrastructure, sustainable industrial development, and technical advancement are critical components of economic growth, social development, and climate action.

Moreover, the study's findings support the research conducted by Arinze et al. (2018), which states that attitude significantly impacts organizational performance. Because employee attitude is crucial to accomplishing organizational objectives, it raises an organization's efficacy and efficiency. The organization's outcome about its goals and objectives is known as organizational performance (Connor et al., 2019; Rahmati & Izadpa, 2021). Workers receive training to ensure they are fully capable of holding roles within the company in the future and have the appropriate mindset to overcome any inadequacies in any job-related areas (Poudel et al., 2019). According to Tehseen et al. (2019), the success or failure of any firm is primarily determined by the attitude of its personnel. Positive attitudes among employees will lead to higher-quality work and are essential to boosting the business's success, which will place it at the top of the competition and keep it there (Breitenbach & Brandão, 2021). Therefore, the development of organizations is directly impacted by the achievement of the human characteristic, which is reflected in the amount, quality, and speed of work produced.

Furthermore, based on the result, it can be deduced that the success of the organizational performance of real estate in the SOCCSKSARGEN region was best anchored on work attitude measured in terms of organizational commitment and job satisfaction. This would mean that people working in the organization consistently promote the image of the company with a sense of ownership, working with a healthy balance of work and family while receiving an attractive commission package for a well-off family living. More so, it is anchored on systems thinking measured in terms of elements and connections, which would mean that people in the organization are very optimistic about introducing quality and affordable subdivision raw lots. In the event of operational problems, people work together as a team to find immediate and effective solutions by first understanding the root cause and consistently strengthening the interpersonal relationship among the people composing the organization. Moreover, it is also anchored on organizational agility, measured in terms of operational and customer agility. This would mean that people working in the organization are susceptible to addressing the needs and complaints of customers, treating customers as "the reason for their being." They are particularly interested in building a positive relationship with satisfied and repeat business customers, who have proven to be effective advertisers through their "word of mouth" about the image of the company.

Finally, to shed light on the issues about the several operational failures of the real estate industry in the SOCCSKSARGEN region, other future researcher may use this paper as their reference to the questions of why there are several real estate firms are visible in the start of operation and suddenly shut down operation in the middle of the stiff market competition.

References

- [1] Castelle, K. M., & Jaradat, R. M. (2016). Development of an instrument to assess capacity for systems thinking. *Procedia Computer Science*, 95, 80-86.
- [2] Frank, M. (2006). Knowledge, abilities, cognitive characteristics and behavioral competences of engineers with high capacity for engineering systems thinking (CEST). *Systems engineering*, 9(2), 91-103.
- [3] Schuster, S. (2021). *The art of thinking in systems: Improve your logic, think more critically, and use proven systems to solve your problems-strategic planning for everyday life*. Createspace Independent Publishing.

- [4] Rogelberg, S. G., Luong, A., Sederburg, M. E., & Cristol, D. S. (2000). Employee attitude surveys: Examining the attitudes of noncompliant employees. *Journal of Applied Psychology*, 85(2), 284.
- [5] Noah, Y., & Steve, M. (2012). Work environment and job attitude among employees in a Nigerian work organization. *Journal of sustainable society*, 1(2), 36-43.
- [6] Dugan, K. E., Mosykowski, E. A., Daly, S. R., & Lattuca, L. R. (2022). Systems thinking assessments in engineering: A systematic literature review. *Systems Research and Behavioral Science*, 39(4), 840-866.
- [7] Palaima, T., & Skaržauskienė, A. (2010). Systems thinking as a platform for leadership performance in a complex world. *Baltic Journal of Management*.
- [8] Ali, B. J., & Anwar, G. (2021). Real Estates Strategies: Analysis of Strategic Management Practices in Real Estate Companies. Ali, B.J., & Anwar, G.(2021). *Real Estates Strategies: Analysis of Strategic Management Practices in Real Estate Companies. International Journal of Rural Development, Environment and Health Research*, 5(3), 35-48.
- [9] Preko, A., Agbanu, S. K., & Feglo, M. (2014). Service delivery, customer satisfaction and customer delight in the real estate business. Evidence from Elite Kingdom investment and consulting company Ghana. *European Journal of Business and Management*, 6(3), 71-83.
- [10] Gopinath, R. (2020). Role on employees' attitude in work place. *GEDRAG & Organisatie Review*, 33(2), 1461-1475.
- [11] Liao, C. W., Lu, C. Y., Huang, C. K., & Chiang, T. L. (2012). Work values, work attitude and job performance of green energy industry employees in Taiwan. *African Journal of Business Management*, 6(15), 5299.
- [12] Lee, C. C., & Chen, C. J. (2013). The relationship between employee commitment and job attitude and its effect on service quality in the tourism industry.
- [13] Choi, S. (2011). Organizational justice and employee work attitudes: The federal case. *The American Review of Public Administration*, 41(2), 185-204.
- [14] Judge, T. A., Zhang, S. C., & Glerum, D. R. (2020). Job satisfaction. *Essentials of job attitudes and other workplace psychological constructs*, 207-241.
- [15] Milliman, J., Czaplewski, A. J., & Ferguson, J. (2003). Workplace spirituality and employee work attitudes:
- [16] Cooke, H., Appel-Meulenbroek, H. A. J. A., & Arentze, T. A. (2019). Adjustment of corporate real estate during a period of significant business change. *International Journal of Strategic Property Management*, 23(3), 171-186.
- [17] Sinha, D., & Sinha, S. (2015). A study on quality of work life of employees in the real estate sector. *Amity Global HRM Review*, 5(2015), 59-64.
- [18] Jassmy, B. A. K., & Bhaya, Z. M. A. (2016). Strategic orientation and effects on organizational performance-Analytical study in real estate banks in Al-Dewaniya Province. *Challenges of Modern Management*, 200-212.
- [19] Liu, G., Li, K., Shrestha, A., Martek, I., & Zhou, Y. (2018). Strategic business model typologies evident in the Chinese real-estate industry. *International Journal of Strategic Property Management*, 22(6), 501-515.
- [20] Cooke, H., Appel-Meulenbroek, H. A. J. A., & Arentze, T. A. (2019). Adjustment of corporate real estate during a period of significant business change. *International Journal of Strategic Property Management*, 23(3), 171-186.
- [21] Tan, H., Weston, R., & Tang, Y. (2006). Applying the miles and Snow's business strategy typology to China's Real Estate Development Industry: A research framework. *Auckland, New Zealand: The University of Auckland*.
- [22] Al Aina, R., & Atan, T. (2020). The impact of implementing talent management practices on sustainable organizational performance. *Sustainability*, 12(20), 8372.
- [23] Jones, K. (2022). *The Influence of Transformational Leadership Style of Real Estate Managing Brokers, Perceptions of Group Dynamics, and the Influence of These Perceptions on Job Satisfaction* (Doctoral dissertation, Capella University).
- [24] Oloke, O. C., Oni, A. S., Babalola, D. O., & Ojelabi, R. A. (2017). Incentive package, employee's productivity and performance of real estate firms in Nigeria. *European Scientific Journal*, 13(11), 246-260.
- [25] Małkowska, A., Tomal, M., Uhruska, M., Pawlak, J., Maier, G., & Nichiforeanu, A. (2021). The impact of job satisfaction on valuers' attitudes towards professional ethics. *International Journal of Strategic Property Management*, 25(6), 497-513.
- [26] Pattanawit, P., & Charoensukmongkol, P. (2022). Effects of Spiritual Intelligence on Person-Organization Fit, Organizational Commitment, and Customer-Oriented Organizational Citizenship Behavior of Real Estate Agents. *Asia-Pacific Social Science Review*, 22(3).
- [27] Lee, C. C., Li, Y. S., Yeh, W. C., & Yu, Z. (2022). The Effects of Leader Emotional Intelligence, Leadership Styles, Organizational Commitment, and Trust on Job Performance in the Real Estate Brokerage Industry. *Frontiers in psychology*, 13.
- [28] Nold, H., Anzengruber, J., Woclfle, M., & Michel, L. (2018). Organizational Agility-Testing, Validity, and Reliability of a Diagnostic Instrument. *Journal of Organizational Psychology*, 18(3). Fawzy, R., & Saad, M. (2023). The Relationship between Agility Drivers, Agility Capabilities and Organizational Sustainability. *Journal of Business*, 11(2), 101-114.

- [29] Wanasida, A. S., Bernarto, I., Sudibjo, N., & Purwanto, A. (2021). The role of business capabilities in supporting organization agility and performance during the COVID-19 pandemic: An empirical study in Indonesia. *The Journal of Asian Finance, Economics and Business*, 8(5), 897-911.
- [30] Bani Hani, I., Deniz, S., & Carlsson, S. (2017). Enabling organizational agility through self-service business intelligence: The case of a digital marketplace.
- [31] Too, L., Harvey, M., & Too, E. (2010). Globalisation and corporate real estate strategies. *Journal of Corporate Real Estate*, 12(4), 234-248.
- [32] Atkinson, P., Hizaji, M., Nazarian, A., & Abasi, A. (2022). Attaining organisational agility through competitive intelligence: the roles of strategic flexibility and organisational innovation. *Total Quality Management & Business Excellence*, 33(3-4), 297-317.
- [33] Walter, A. T. (2021). Organizational agility: ill-defined and somewhat confusing? A systematic literature review and conceptualization. *Management Review Quarterly*, 71, 343-391.
- [34] Lloyd, J. D. (2021). *The Role of Organizational Agility in Community Development Corporations* (Doctoral dissertation, University of Pennsylvania).
- [35] Al-Faouri, E. H., & Al-Rfou, A. N. (2017). The Impact of the Failure-based Learning Behavior on Organizational Agility from the Workers' Point of View in the Jordanian Industrial Companies in King Abdullah II Industrial City-Sahab. *International Review of Management and Marketing*, 7(3), 266-273.
- [36] Jassmy, B. A. K., & Bhaya, Z. M. A. (2016). Strategic orientation and effects on organizational performance-Analytical study in real estate banks in Al-Dewaniya Province. *Challenges of Modern Management*, 200-212.
- [37] Monat, J., Amissah, M., & Gannon, T. (2020). Practical applications of systems thinking to business. *Systems*, 8(2),
- [38] Wang, X., Wang, H., & Zhang, C. (2022). A literature review of social commerce research from a systems thinking perspective. *Systems*, 10(3), 56.
- [39] Ramovha, T. (2022). The use of Systems Thinking for Housing Delivery in South Africa. *Africa Journal of Public Sector Development and Governance*, 5(1), 43-64.
- [40] Van Thi Hong Pham, V. T., & Nguyen, N. (2022). Impact of covid-19 on the profitability performance of real estate businesses in Vietnam. *International Journal of Economics and Finance Studies*, 14(1), 377-395.
- [41] Kim, D.H., 1999. *Introduction to systems thinking* (Vol. 16). Waltham, MA: Pegasus Communications.
- [42] Coiacetto, E., 2006. Real estate development industry structure: Is it competitive and why. *Urban Research Program, Research Paper*, 10, p.32.
- [43] Cook, J. and Wall, T., 1980. New work attitude measures of trust, organizational commitment and personal need non-fulfilment. *Journal of occupational psychology*, 53(1), pp.39-52.
- [44] Dugan, K.E., Mosykowski, E.A., Daly, S.R. and Lattuca, L.R., 2022. Systems thinking assessments in engineering: A systematic literature review. *Systems research and behavioral science*, 39(4), pp.840-866.
- [45] Razzaq, S., Sami, A. and Hammad, M., 2020. Transformational Leadership and Organizational Performance in Western & Non-Western Context: Systematic Review of 2019. *International Journal of Entrepreneurial Research*, 3(3), pp.58-60.
- [46] Pizzi, S., Caputo, A., Corvino, A. and Venturelli, A., 2020. Management research and the UN sustainable development goals (SDGs): A bibliometric investigation and systematic review. *Journal of cleaner production*, 276, p.124033.
- [47] Dolansky, M.A., Moore, S.M., Palmieri, P.A. and Singh, M.K., 2020. Development and validation of the systems thinking scale. *Journal of General Internal Medicine*, 35, pp.2314-2320.
- [48] Nagahi, M., Jaradat, R., Goerger, S.R., Hamilton, M., Buchanan, R.K., Abutabenjeh, S. and Ma, J., 2021. The impact of practitioners' personality traits on their level of systems-thinking skills preferences. *Engineering Management Journal*, 33(3), pp.156-173.
- [49] Junfeng, W., Zesheng, Y. and RuQiang, L., 2022. Customer agility, market orientation, and brand image in the context of Chinese market. *Frontiers in psychology*, 13, p.1062643.
- [50] Haider, S.A., Tehseen, S., Khan, S., Mata, M.N., Martins, J.M. and Abreu, A., 2021. A literature review on agility-is there a need to develop a new instrument?. *International Journal of Entrepreneurship*, 25(4).
- [51] L'Hermitte, C., Brooks, B., Bowles, M. and Tatham, P.H., 2017. Investigating the strategic antecedents of agility in humanitarian logistics. *Disasters*, 41(4), pp.672-695.
- [52] Rehman, S.U., Mohamed, R. and Ayoup, H., 2019. The mediating role of organizational capabilities between organizational performance and its determinants. *Journal of Global Entrepreneurship Research*, 9(1), pp.1-23.

- [53] Soomro, B.A., Mangi, S. and Shah, N., 2021. Strategic factors and significance of organizational innovation and organizational learning in organizational performance. *European Journal of Innovation Management*, 24(2), pp.481-506.
- [54] Phorncharoen, I., 2020. Influence of market orientation, learning orientation, and innovativeness on operational performance of real estate business. *International Journal of engineering business management*, 12, p.1847979020952672.
- [55] Arnold, R.D. and Wade, J.P., 2015. A definition of systems thinking: A systems approach. *Procedia computer science*, 44, pp.669-678.