



Organizational Performance and Technology Innovation on Globalization Project

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Abstract

This study looks at how globalization affects how projects are delivered and how well organizations perform. Globalization is a complex idea that has both good and bad sides, as well as opportunities and challenges. The study aims to understand how opening up economies and technological advances impact project delivery and how organizations operate. It is an actual research study that uses surveys to gather and organize information from 90 people who are representative of the population. The data is analyzed using statistical methods with the help of SPSS software. The results show that the original ideas, or null hypotheses, were not supported, and the alternative ideas were accepted. Based on the results, the study suggests that countries should open up their economies and reduce trade barriers to help companies become more productive and efficient. Also, managers should create strategies that meet customer needs in order to stay competitive in the market.

Keyword: Organizational Performance, Globalization, Technology Innovation, Project Delivery.

1. Introduction

Organizations are checked to see how well they are doing by comparing them with others around the world because globalization has made the world feel like a small village. Globalization has helped organizations become successful and make more money. When obstacles in business deals and financial activities are removed, companies get more chances to grow. Also, with the fast changes happening because of new technology and innovations, businesses that want to do well are encouraged by other companies that offer better opportunities (Bates, 2010). This means that how well an organization performs is important for encouraging other businesses and investors to join in (Renneboog et al., 2008). Investors need to improve company results by using new ideas and methods to keep up with trends in how companies operate throughout their life cycle (Ejiogu, et al, 2017).

Since the 1980s, the world has gone through big and fast changes. You can see this change in how countries and economies are becoming more connected and working together as one big system (Hollingsworth, 1998). This growing connection is so strong that most people now agree that a new kind of global society or community has started to form this process is called globalization (Kornprobst & Paul, 2021; Luhmann, 1997). Globalization is causing the nation state to lose some of its importance, as transnational and multinational companies and groups take on more power. As the world becomes more globalized, big changes have happened in global organizations. These changes happen because companies around the world are facing tough competition. This competition has created a situation where some businesses win and others lose in the global market. This means that how well an organization performs and how effectively it manages projects is closely connected to this modern global system (Anantatmula & Thomas, 2010; Idrees et al., 2023).

Human Factor is the key to successful project management. It's hard to match this with traditional methods like managing time, cost, or scope, where results can be measured and there are established techniques and best practices for every situation. When looking at job ads for project managers, you often

see words like “communicative” or “team-oriented.” You might guess that these terms don’t really relate to the real work the person will be doing.

In the past 20 years, the global economy has grown quickly, this has made it easier for businesses to operate in different countries without being limited by geography, culture, or language. Globalization has also brought about common rules and standards for business around the world. Quality standards like ISO and BS ensure that policies and frameworks are not unique to any one country (Hemphill, 2013; Schmitz, 2004). Because of this, businesses now face more competition, which pushes them to take on projects that are very important for their success (Cova & Holstius, 1993). It’s important that these projects are properly planned, staffed, organized, monitored, controlled, and evaluated within a set time to ensure they are successful and achieve the desired results (Bradley, 2008).

Working in the world's market creates more risk, and the way firms become vulnerable because of this affects their results. Companies now face bigger challenges in making decisions and organizing their efforts (Rajagopal et al., 2022). It has become harder to predict what customers want and how competitors will react, especially as more companies take part in the global market. Companies now have less flexibility to adjust because of more competition and customers becoming more difficult to satisfy, which has led to lower profits. The reason this study was started is because the beginning of the 21st century brought big and unexpected changes to the global situation, with new global economic systems appearing. These changes have affected economic structures, how businesses are organized, the way things are made, how projects are managed, and how goods and services are distributed (Kubatko et al., 2021).

Because of globalization, international borders have become more open, and money flows easily across countries. This has led to a lot of multicultural projects happening all over the world (Freeman, 2006). This has changed how projects are carried out today. The connection between how a project is delivered and how well the organization performs has made globalization and its effects on the global economy an important topic to study. Supporters of globalization think it's good because it shows progress, development, and advancement. This is because free trade and international cooperation help economies and companies improve their performance and efficiency in project delivery (Zhang et al., 2022).

Globalization is often considered a dangerous development because it tends to erode traditional values and cultural identities that have long been the foundation of society (Lévy, 2007). In a globalization dominated by Western popular culture, local values, regional languages, local wisdom, and traditional ways of thinking are being pushed aside by consumerism and individualism. This creates an identity crisis, especially for the younger generation, who are exposed to global culture through media and technology, leaving them feeling alienated from their own cultural heritage. As a result, the world's once rich and unique cultural diversity is slowly becoming uniform and losing its distinctiveness.

Globalization, not only in the cultural realm, also erodes the sovereignty and socio-economic value systems long held by nations (Lewis, 2007). Market liberalization and the power of multinational corporations often marginalize the people's economy and the principles of mutual cooperation that characterize many traditional societies. A nation's sovereignty in determining its economic and social policies is sometimes eroded by pressures from the global market and international financial institutions. This has the potential to widen social inequality and blur the boundaries of state responsibility towards its citizens, ultimately triggering political instability and social conflict. It can weaken traditional practices and lead to problems like falling product prices, poor company performance, and more unemployment and poverty, especially in Africa where there are not strong enough social and economic systems to support participation in globalization (Helleiner, 2002). Because of this, this study aims to look at how globalization affects project delivery and how well organizations perform.

2. The Art of Research

1. Organizational Performance

The concept of organizational performance has long been a central focus in management and organizational studies, with its definition and measurement continually evolving (Zhang et al., 2022). Initially, organizational performance tended to be understood narrowly through a financial lens, with indicators such as profit, return on investment (ROI), and market share as primary benchmarks (Seggie et al., 2007). However, this paradigm was later expanded to encompass a more holistic and balanced perspective. Kaplan, (2009) introduced the Balanced Scorecard, which emphasized that performance is not



only about financial results, but also encompasses customer aspects, internal business processes, and learning and growth. Organizational performance is hard to define clearly, and there are also some tricky ideas about what it really means (Lévy, 2007).

Even though the concept seems simple, it's actually quite complex. In the 1950s, people started thinking about organizational performance as how well a company can reach its goals within a social system. Some theorists, like Lushaus and Adrien, believe that organizations can still reach their performance goals even when they have limited resources (Lusthaus, 1999). According to Dossi & Patelli, (2010) performance is measured through both financial and non-financial factors to show how well results are achieved. Recently, organizations have been using the balance scorecard method to track performance. This method looks at different areas such as shareholder returns, customer service, social responsibility like corporate citizenship and community activities, and employee management to help manage and improve how well the company performs. Furthermore, modern literature also emphasizes the importance of integrating non-financial measures such as customer satisfaction, innovation, employee motivation, and corporate social responsibility (CSR) to provide a comprehensive picture of an organization's overall health and sustainability. Thus, organizational performance is now viewed as a multidimensional construct that requires an integrative measurement approach.

2. Concept of Globalization

Globalization is the process through which groups of people who were once far apart and had little connection are now coming together over time to form a larger, more complex whole that includes many different cultures and communities. According to Lévy (2007) globalization is both something that happens and a process that connects the world through economic ties, political relationships, and shared cultural values. This happens by reducing the effects of distance and making it easier for people and goods to move freely across borders. Globalization is a process where separate national markets are becoming one big global market. This leads to production and sales happening on a worldwide scale, as if the world were one marketplace (Mattsson, 2003).

McCann & Acs, (2011) explains globalization as the way national economies around the world become more connected and dependent on each other. This happens because there a faster movement of goods, services, technology, money, and people across borders. This movement is made easier by economic reforms that open up countries to trade and by the use of modern technology. These changes allow multinational companies to expand into new countries and regions. The development of new information and communication technologies, along with improvements in transportation, has played a big role in driving globalization. Technology enables people to conduct business and work remotely and quickly. Supporters of globalization believe that countries that are deeply involved in this process are likely to experience greater economic growth, stronger democratic systems, and more stable, peaceful societies.

3. Technology Innovation

The world is currently going through major changes in innovation and technology. These changes are mainly because of new technologies, especially computer innovations (Niu et al., 2021; Rajagopal et al., 2022). Computers have helped create better ways to share information and make business transactions easier. Since globalization and information technology started, economies have had big challenges. The financial system has made the world feel like a small village, and it has provided a lot of information through many connected networks. Computers have helped grow the internet, which is the biggest system for sharing data. Information technology has also created new opportunities for mass production, leading to big progress and giving an advantage to those who use it well being able to make profits and reach international markets is important for globalization activities (Amirahmadi & Wallace, 1995). Technological progress has played a key role in creating global social spaces (Thigo, 2013). Technology, especially information and communications technology, is the base of globalization. It has improved transportation and introduced container shipping on land and sea, which makes handling and moving goods more efficient.

4. Economic Liberalization

The main goal of the recent globalization process is to promote economic liberalization, which is supported by all countries and organizations around the world. This process aims to make economic activities easier and unrestricted. It focuses on removing obstacles that stop businesses, factories, and investments from working smoothly. It supports free trade and capitalism, and it encourages separating the economy from

government control (Sykes, 1999). Through this process, countries allow more privatization and less government control over their economies to gain more profits and encourage better teamwork between private companies. Governments are encouraged to step back from directly managing businesses and instead let business regulators work with investors to create a fair environment where companies can grow (Waddock et al., 2002). With free trade across international borders, companies can increase their productivity by using more money movement, technological innovations, and skilled workers. It's understood that when economic activities increase, it helps companies get more profitable capital. Also, with liberalization, most governments have reduced rules that control trade, capital, and services. This lets market forces work more freely. Unrestricted capital flow is a key aim of economic liberalization. This is achieved by removing protectionist policies such as customs duties, trade laws, and other barriers to international trade (Fu, 2021). One major effect of this increased capital flow into countries is that it makes it cheaper for companies to get money from investors. Lower capital costs allow businesses to try out more productive projects that they might not have considered because of high costs, leading to more economic growth.

3. Method

The goal of this study was to look at how globalization affects how projects are delivered and how well an organization performs. To understand globalization, the study used two main factors: economic liberalization and technological innovation. The study had the following specific goals. First, to look at how economic liberalization has a major effect on project delivery and organizational performance. Second, to look at how technological innovation affects both organizational performance and project delivery.

The hypotheses will be tested using linear regression and Pearson product moment correlation. The R-value shows the type and strength of the relationship between the variables, and the significance of that relationship will be checked by comparing the p-value to the 0.05 significance level. This research shall here apply the technique described in the methodology to test for the validity of the hypotheses.

H1: There is no significant influence of economic liberation on project delivery and organizational performance

H2: There is no significant influence of technological innovation on project delivery and organizational performance.

Table 1. Descriptive Statistics

	Mean	Std. Deviation	N
Economic liberation on Project delivery	1.7766	0.51738	90
Organizational performance	3.4727	0.85386	90

4. Result

The regression sum of squares is 47.778, which is lower than the residual sum of squares of 55.012. This means that the model does not explain all the changes in the dependent variable. The significance value of the F statistic is 0.000, which is less than 0.05. This shows that the model's ability to explain the variation is not due to chance.

The R-Square value is 0.682 (see table 3) meaning that economic liberalization has a strong impact on project delivery and organizational performance. The coefficient of determination shows that 46.5% of the changes in organizational performance can be explained by the model.

The linear regression model has a high error of estimate, about 0.37899. The Durbin Watson statistic is 0.064 (see table 3) which does not get close to 2 and meaning there is no autocorrelation. The project delivery coefficient is 0.682, showing that economic liberalization has a positive and significant effect on project delivery and organizational performance. This is also statistically significant, as shown by the t-value of 14.223. Therefore, the null hypothesis should be rejected and the alternate hypothesis accepted.



Table 2. Model Correlation

		Economic liberation Project delivery	organizational performance
Pearson Correlation	Economic liberation on Project delivery organizational performance	1.000 0.685	0.685 1.000
Sig. (1-tailed)	Economic liberation on Project delivery organizational performance	0.786 1.000	1.000 0.786
N	Economic liberation on Project delivery organizational performance	90	90

Table 3. Model Summary Research

Mode	R	R-Square	Adjusted R- Square	Std. Error of the Estimate	Durbin Watson
1	0.682	0.465	0.463	0.37885	0.064

Table (6) shows the descriptive statistics. The average score for workers' participation is 2.8253, and the standard deviation is 1.27682. For decision making in the organizations, the average is 3.1613, and the standard deviation is 1.37593. There are 90 respondents. Looking at the standard deviation values, there isn't much difference between them. This means the data points vary similarly between the dependent and independent variables.

Table 4. Annova Model

	Model	Sum of Squares	Mean Square	F	Sig
1	Regression	47.778	47.778	332.632	0.000
	Residual	55.012	0.144		
	Total	102.790			

- Predictors: (Constant), economic liberation project delivery
- Dependent Variable: organizational performance

Table 5. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig
	B	Std. Error			
Constant	0.342	0.081	0.685	14.225	0.000
Economic liberation on Project delivery	0.413	0.023		18.239	0.000

- Dependent Variable: organizational performance

Table (7) shows the Pearson correlation coefficient between levels of technological innovation and project delivery in the organizations. The correlation coefficient is 0.716. This value is significant at the 0.05 level (two-tailed), which means there is a strong relationship between technological innovation and project delivery, as well as organizational performance. The calculated correlation coefficient is higher than the table value of 0.195, with 383 degrees of freedom. Since the calculated r value of 0.716 is greater than the table value of 0.195, we reject the null hypothesis. This proves that technological innovation has a significant impact on project delivery and organizational performance.

Table 6. Descriptive Statistics

	Mean	Std Deviation	N
Technological innovation on project delivery	2.8253	1.27685	90
organizational performance	3.1613	1.37593	90

Table 7. Pearson correlation coefficient

		Technological innovation on project delivery	Organizational Performance
Technological innovation on project delivery	Pearson Correlation	1	0.716 (**)
	Sig. (2-tailed)		0.000
	N	90	90
Organizational Performance	Pearson Correlation	0.716 (**)	1
	Sig. (2-tailed)	0.000	
	N	90	90

**Correlation is significant at the 0.01 level (2-tailed)

5. Discussion

Hypothesis one was tested using simple linear regression to see how economic liberalization affects project delivery and organizational performance. The results showed a correlation of $r = 0.682$, with an F value of 332.632 and a t value of 14.223, and a p-value less than 0.05. This means the null hypothesis was rejected and the alternative hypothesis was accepted. The conclusion is that economic liberalization has a significant impact on project delivery and organizational performance. Economic liberalization, characterized by deregulation, privatization, and market opening, has had significant and complex impacts on project delivery and organizational performance globally. On the one hand, liberalization creates a more competitive and efficient environment, where access to foreign investment, cutting-edge technology, and more open international markets enables organizations to complete projects faster, at lower costs, and with higher quality. Fierce competition forces organizations to innovate, increase productivity, and adopt better project management practices, ultimately boosting overall performance. However, on the other hand, these impacts are not always positive. Liberalization can bring challenges such as market volatility, currency fluctuations, and increased competition for resources, which can actually hinder project completion, especially for organizations that are unprepared or less able to adapt. For resilient companies, liberalization presents a golden opportunity to accelerate project delivery and improve performance through global collaboration and efficiency; conversely, for those that are unprepared, increasingly competitive pressures can actually slow projects and reduce performance. Therefore, success in leveraging economic liberalization depends heavily on an organization's ability to adapt, innovate, and manage risk in an increasingly open and dynamic economic landscape.

Hypothesis two was tested using Pearson's product moment correlation to determine how technological innovation influences project delivery and organizational performance. The results showed a correlation of $r = 0.716$, with a p-value less than 0.05. The null hypothesis was rejected and the alternative hypothesis was accepted. The conclusion is that technological innovation has a significant influence on project delivery and organizational performance. Technological innovation has revolutionized the way organizations deliver projects and boosted overall performance, acting as a key catalyst for efficiency, accuracy, and speed. The adoption of digital tools such as cloud-based project management software, real-time collaboration, and Building Information Modeling (BIM) enables closer coordination between teams, minimizes communication errors, and enables live progress tracking, which directly accelerates project completion and reduces budget wastage. Furthermore, technologies such as Artificial Intelligence (AI) and big data analytics can analyze massive datasets to predict potential risks, optimize resource allocation, and provide deep insights for more strategic decision-making, thus not only streamlining project execution but also significantly improving organizational performance in terms of productivity, competitiveness, and continuous innovation.



Thus, technological innovation is no longer just a tool, but a strategic foundation that determines an organization's resilience and success in an increasingly complex and dynamic business landscape.

6. Conclusion

Economic liberalization and technological innovation are two complementary driving forces that together shape a new paradigm in project delivery and organizational performance. Liberalization creates a competitive and open external ecosystem, forcing organizations to increase efficiency and adapt to global standards. Meanwhile, technological innovation provides internal tools and methodologies—such as digital collaboration, AI, and data analytics—to respond to these challenges more quickly, accurately, and strategically. The synergy between these two forces creates an environment where organizations are not only required to complete projects at optimal cost and time, but also encouraged to achieve superior, adaptive, and sustainable levels of performance to achieve competitive advantage in a dynamic global economy.

This study has several methodological and conceptual limitations that should be considered when interpreting its findings and recommendations. First, the sample size of only 90 respondents may not be sufficiently representative of the broader population, thus limiting the generalizability of the study's findings. Second, the reliance on survey data is susceptible to subjective perceptual biases among participants, such as a tendency to provide answers deemed socially acceptable or inaccurate recall of experiences. Third, the study focuses on correlational relationships without deeply exploring the underlying causal mechanisms of how globalization affects organizational performance. Therefore, the analysis fails to fully investigate mediating or moderating factors such as organizational culture, technological capabilities, or specific market conditions. Finally, the policy recommendations to open economies and reduce trade barriers, while supported by the study's findings, fail to adequately consider the complex socioeconomic context and potential negative impacts of liberalization, such as inequality or the vulnerability of local sectors, which may vary across countries. Therefore, while this study provides valuable insights, its findings and recommendations should be interpreted with caution and complemented by more comprehensive follow-up research.

The study's findings confirm that globalization, through economic openness and technological advancement, plays a significant role in improving project delivery efficiency and organizational performance, necessitating the integration of adaptive approaches into operational policies and strategies. The study suggests that countries should open their economies and reduce trade barriers to help companies become more productive and efficient. Furthermore, managers should develop strategies that meet customer needs to remain competitive in the marketplace.

Acknowledgments

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