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Applying the Burke-Litwin model as a diagnostic framework for assessing organisational effectiveness

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Abstract

This exploratory study investigated the utility of the Burke-Litwin model as a diagnostic framework for assessing the factors affecting organisational effectiveness. The research setting consisted of an international company, with a population comprising representatives of more than 17 different nationalities. The purposive sampling method was used to involve employee participants (N = 147) in focus groups and executive managers (N = 11) in semi-structured probing interviews. The factors identified related to both the transformational and transactional dimensions of the Burke-Litwin model. The findings add to the existing literature on factors causing organisational effectiveness and ineffectiveness in cross-cultural organisational contexts.

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