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THE IMPACT OF GOVERNANCE STRUCTURE ON ORGANIZATIONAL PERFORMANCE OF PRIVATE HIGHER EDUCATION INSTITUTIONS

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Abstracts

Nowadays, private higher education institutions (HEIs) in China are developing rapidly, especially in Guangdong and Henan Province. To analyze the characteristics of the board of directors, top-management team and board of supervisors in the current governance structure of private HEIs, as well as the team behavioral integration, can help to improve the organizational performance of private HEIs. In addition, this study will explore the moderating role of risk perception in team behavioral integration and organizational performance. This study will adopt a deductive research method to demonstrate and analyze the relationship between the characteristics of the board of directors, top-management and board of supervisors in the governance structure, team behavioral integration and organizational performance based on governance theory, stakeholder theory, agency theory, and upper echelon theory. This study will take board of directors' members, top-management team members and board of supervisors' members of private HEIs in Guangdong and Henan Province as the research objects. A structured questionnaire was developed to collect data from the private HEIs and test hypotheses using consistent PLS-SEM in SMART PLS combined with bootstrapping.

Keywords: *Private higher education institutions, Organizational performance , Board of directors, Top-management team, Board of supervisors, Team behavioral integration, Risk perception*

Introduction

In the past 20 years, China's private higher education has developed rapidly. Private HEIs are widely recognized by the government and the public for the diversified funding sources, flexible mechanisms, continuous strengthening of internal construction and improvement of organizational performance. Compared with public HEIs, the enterprises or individuals founded the private HEIs, and the funds for running schools are all non-government financial expenditures. According to the Analysis of the number of private higher education institution in China, the number of students, the source of funding and the industry competition pattern in 2022, the funding source of private HEIs in China including tuition income (80%-85%), state financial funding for education (10%), sponsor investment (2%-2.5%), social donations (0.5%-1%) and other income (3%-5%). In order to obtain more funds, the development goal of the private HEIs is to expand the number of students (Huachun, 2024, Wang, 2022).

From 2000 to 2022, the number of private HEIs in China has been growing continuously. However, China's private HEIs face challenges while developing at a high speed. Xuan (2021) argued that there are problems with the governance structure of private HEIs, such as 15 per cent of private HEIs have not yet set up board of supervisors, lack of expert members in the board of directors, and short tenure of the top-management team. Governance is a process of continuous coordination among governance bodies. How to build a governance structure that meets organizational characteristics and educational laws is a problem for private HEIs (Ruan, Cai & Stensaker, 2024, Zhang, 2019). Although academic research on management teams has gained a lot of results, and the influential role between management teams and organizational performance has been empirically demonstrated by scholars from different perspectives (Long, Duan & Zhan, 2024; Wan & Liu, 2024). However, whether the process of the role of management team characteristics and organizational performance is influenced by factors such as team behavioral integration has not been widely included in the research framework, and there is a lack of situational explorations in different cultural contexts. Therefore, research on management teams needs to consider the role played by team characteristics in different environments, and the influencing factors of team behavioral integration process should be further explored (Yue,2024, Hu et. al., 2024, Wu, Wang & Wang, 2024).

In an uncertain environment, the ability of managers to perceive risk plays an important role, and the ability of an institution to perceive changes in the environment and seize opportunities depends on the management team's decision-making ability. In the presence of risks and challenges in the external environment, the diversity of industry experience allows managers to capture more information resources and opportunities that are favorable to the enterprise, enabling them to identify problems and potential threats more acutely, and then to integrate resources in a targeted manner to seek to maximize the interests of the enterprise (Wang et. al., 2024, Zheng et. al., 2024, Chen et al., 2021). First, the relationship between the characteristics of the board of directors, the top-management team and the board of supervisors and organizational performance needs to be further explored. There are two mainstream views on the relationship between the characteristics of management teams and organizational performance. One is the social categorization theory. This view holds that people are more willing to interact with individuals who are similar to themselves, and are more likely to approach and trust each other (Yan & Yang, 2024, Fan et. al., 2024, Wu & Robertson, 2024). And the heterogeneity among team members not only affects the frequency and effect of communication among members, but also affects the degree and consistency of team behavioral integration among members (Jin & Hu, 2024, Kang & Mok, 2024). The second is the information decision theory view. The different background characteristics of team members can bring rich resources, multiple perspectives and diverse knowledge to team decision-making, which can help to promote organizational learning and identify opportunities, and be able to comprehensively assess options, thus enhancing organizational performance (Budur et. al, 2024, Huang et. al., 2024). Different demographic characteristics of management team members have different advantages, and the impact on organizational performance depends on whether institution make good use of heterogeneity (Lee et.al., 2024, Bai, F., Shang & Huang, 2024).

Second, examining the effect of team behavioral integration mechanisms on organizational performance explains the complexity of the process of team operation better than examining the effect of team heterogeneity or team behavioral integration on organizational performance alone. The characteristics and resources of management teams have different advantages, and the impact on organizational performance is dynamic, and only by making use of the heterogeneity can the team's creativity and resilience be enhanced (Naz et. al., 2024, Wang & Esperança, 2023). Teams with a high degree of team behavioral integration are able to process the diversified information held by team members when dealing with complex environments, so that strategic plans can be formulated in a more scientific and comprehensive manner, thus improving team management effectiveness and organizational performance (Tseng et. al., 2023, Shahzad, Jianguo & Junaid, 2023). Thus, the introduction of team behavioral integration mechanism can help to explore the relationship between management team characteristics and organizational performance. Third, as the research goes deeper, more in-depth analyses and empirical studies of governance structure teams (board of directors, top-management team, and board of supervisors) need to be conducted in the context of different cultures and situations. Due to the differences between Eastern and Western cultures, team heterogeneity has a stronger role in driving organizational performance in Western cultural contexts than in Eastern cultural contexts (Chen, 2023, Duan et. al., 2023, Xu et. al., 2023). Based on the above, the study concludes that the research framework of team characteristics of governance structure (board of directors, top-management team and board of supervisors), team behavioral integration, risk perception and organizational performance has both theoretical and practical significance in further explaining governance theory and team behavioral integration, as well as in guiding private HEIs to build high-efficiency teams, to adapt to changes in the environment, and to maintain the competitiveness.

Literature review

Board of directors

The responsibility of ascertaining the overarching strategic trajectory of the organisation lies with the board of directors. In order to establish the organization's mission, vision, and long-term goals, the board of directors and senior management engage in regular meetings and dialogues as part of the process (Kazim, Wang & Zhang, 2024, Huang et. al., 2024, Noureldeen et. al., 2024). The board acts to ensure that the organisation remains focused on its objectives and adaptable in response to changes in the business environment by means of strategic leadership and oversight. A board of directors' sanction is required for a clearly defined strategy that serves as a road map for the entire organisation. This strategy ought to guide all levels of decision-making and propel performance (Liu, Sun & Yin, 2024, Gao, Wang & Liu, 2024, Li et. al., 2024). In addition, the board of directors serves as a critical element in the risk management procedure. It is the responsibility of the boards of directors to identify and assess the myriad hazards that the organisation encounters, irrespective of whether they pertain to financial, operational, legal, or reputational issues. In order to safeguard the organisation from potential threats and vulnerabilities, the board of directors oversees the implementation of effective risk management processes and controls. By adopting a proactive risk management strategy, which is endorsed by the board, an organisation can enhance its resilience and reduce the likelihood of encountering costly setbacks or crises that have the potential to negatively impact its operations (Wang et. al., 2024, Agyemang et. al., 2024, Wu et. al., 2024). Moreover, the board of directors assumes a substantial responsibility in guaranteeing that the organisation maintains transparency in its operations and is answerable to its stakeholders. Boards of directors bear the responsibility of advocating for the interests of shareholders and other stakeholders. In doing so, they are bound by an ethical standard that serves the organization's best interests (Huang & Mirza, 2023). The board of directors actively fosters accountability and integrity throughout the organisation through its oversight of management performance, evaluation of financial reports, and maintenance of ethical standards (Cao, 2024, Yu et. al., 2024). The establishment of transparent governance processes, endorsed by the board, fosters confidence and trust among stakeholders—a critical element in sustaining long-term performance. Furthermore, the composition of the board may exert a significant impact on the operation of the institution. In terms of contributing valuable insights and expertise, a board constituted of individuals with extensive backgrounds, experiences, and perspectives is most advantageous (Zhang, Liu & Zhong, 2024, Pi & Yang, 2023, Jin, Jiang & Hu, 2023). Diverse perspectives serve to stimulate robust discussions, foster innovation, and mitigate the risk of groupthink. Moreover, boards consisting of independent directors, who lack any affiliation with the organisation or its leadership, possess the capacity to provide unbiased oversight and challenge conventional wisdom. This ultimately leads to enhanced performance and decision-making.

Top-management team （TMT）

To commence, the enforcement of an organization's culture and principles falls under the purview of the senior management. Leadership is responsible for establishing the standards, conduct, and mindsets that employees must adhere to when making decisions and performing tasks (Lv & Wang, 2024, Mirza et. al., 2024). An organisational culture that is characterised by positivity and inclusivity nurtures engagement, productivity, and creativity—three essential elements accountable for propelling success. An organization's upper management significantly contributes to the formation of its culture through the demonstration of its values, promotion of collaboration, and cultivation of a supportive workplace atmosphere (Lu et. al.,2024, Ma, Ge & Zhao, 2024)

It is the responsibility of the organization's senior management to formulate and implement the organization's strategy. The leaders of the organisation establish the vision, mission, and objectives while also formulating strategic plans to achieve those goals (Yao et. al., 2024, Wang et. al., 2024). Through the proficient formulation and implementation of strategic plans, upper management can channel the endeavours of personnel towards common objectives, optimise the distribution of resources, and exploit market opportunities. In the pursuit of fostering organisational growth, innovation, and competitiveness, it is critical to possess a senior management-endorsed strategy that is not only effectively implemented but also precisely defined (Jiang & Kim, 2024, Gao, K., Wang & Liu, 2024). In addition, the contribution of senior management to the attainment of operational excellence is substantial. In order to ensure that the organisation can effectively provide superior products or services, it is the leaders' duty to design and implement streamlined procedures, systems, and controls. A culture of innovation and continuous development that is pervasive throughout the organisation ensures that upper management will maintain the company's agility, responsiveness, and adaptability in the face of business environment changes (Zhou, Long & Govindan, 2024, Luo, Kong & Cui, 2024). Under the direction of upper management, the implementation of operational excellence increases efficiency, decreases expenses, and boosts customer satisfaction; these factors collectively contribute to the achievement of overall success. Furthermore, the involvement of senior management is critical to the success of development and talent management initiatives. Individuals occupying leadership roles have the responsibility of recruiting, retaining, and cultivating the most exceptional personnel within the establishment. The onus is on senior management to cultivate a proficient and driven workforce capable of propelling the organization's triumphs (Chen et. al., 2024, Küpper & Dauth, 2024). This is achieved through investments in mentoring, career development opportunities, and employee training. Moreover, employee engagement, inclusivity, and diversity—all of which are critical for optimising performance and unlocking the complete capabilities of the workforce—can be fostered through the implementation of talent management strategies that are effective and endorsed by senior leadership (Zhang & Bu, 2024, Chulkov, 2024).

Board of supervision

The primary responsibilities of the board of supervisors are to oversee the policy formulation and strategic trajectory of the organisation while serving as a representative body. Elected legislators frequently occupy supervisory positions within governmental and non-profit organisations. Their responsibility is to advocate for the community's or voters' best interests (Noureldeen et.al., 2024, Cheng & Li, 2024, Huang et.al., 2024). The establishment of policies and priorities by the board of directors establishes a framework that guides the organisation towards the fulfilment of its goals. It is critical for the organisation to have this strategic orientation in order to ensure that its activities align with the expectations and demands of the community or stakeholders. The oversight of financial matters is a critical component of the board of supervisors' responsibilities (Wang et.al., 2024, Li & Tongkong, 2024). Supervisors are traditionally entrusted with the responsibility of granting budgetary approvals, overseeing financial administration, and ensuring the maintenance of fiscal discipline. By conducting a meticulous analysis of financial statements and determinations, the board actively supports the maintenance of the organization's operational sustainability and financial soundness. Effective financial supervision ensures that resources are allocated appropriately by preventing financial mismanagement from impeding the operation of the organisation and ensuring that resources are distributed efficiently. Furthermore, the board of administrators is tasked with the responsibility of ensuring that the executive leadership is held accountable to the public (Zhang & Obot, 2024, Xu & Shi, 2024). Board of directors responsibilities frequently include appointing or overseeing the selection process for senior executive positions, including the chief executive officer and secretary. By undertaking regular assessments of the performance of these executives, the board ensures that the organisation is guided by capable individuals who can effectively motivate staff and achieve strategic objectives. The establishment of this accountability system facilitates the maintenance of exemplary leadership, a critical factor in the organization's achievements (Wei, 2024, Xu et. al., 2024). The involvement of community members and stakeholders is further enhanced by the contribution of the board of supervisors. By conducting public hearings, meetings, and communications with constituents, the board of directors ensures that the organisation maintains its sensitivity to community interests and concerns. Through proactive involvement with stakeholders, the board acquires valuable feedback, fosters trust, and facilitates well-informed decision-making—all of which positively impact the organization's overall performance. Community support frequently emerges as a pivotal determinant in assessing the achievements of public and non-profit organisations. The board's responsibility in cultivating such support is of vital significance (Gao & Dong, 2024, Yang, Jia & Zhang, 2024).

Team Behavioral Integration

According to upper echelon theory, team behavioral integration is a core variable that reflects the nature of the team's functioning process, and measures important psychological constructs of top-managers in a more direct way. Team behavioral integration was first proposed in 1994 in top-management teams, explored by Hambrick et al. (1984). Simsek et al. (2005) stated that team behavioral integration is the process by which members resolve conflicts, build consensus, and implement decisions through free and open exchange of information and resources to promote business growth. Shen (2022) stated that team behavioral integration is a desirable concept explaining that team members work collaboratively and integrate their performance to accomplish tasks. Team behavioral integration is an extremely positive and desirable team characteristic that allows members to better manage complex and changing organizational and strategic issues (Chen et al., 2024, DeBode, Fox & McSweeney, 2024). Lai (2022) stated that team behavioral integration refers to the sharing of perceptions and value judgments among team members, an entire interactive process that highlights the integrity of the team.

Organizational performance

The success of an organisation in the fast-paced and competitive business climate of the twenty-first century relies heavily on sustainable growth and competitiveness. High-performing businesses excel at outperforming rivals, drawing in investors, and securing a market share. Organisations may achieve long-term success and build a reputation for excellence by constantly delivering value to their stakeholders and consumers (Azhar et. al., 2024, Mukherjee et. al., 2024). The results of a company's financial operations are inherently connected to its overall performance. Profitability, revenue growth, and cost efficiency are key factors for financial success and should be considered appropriately. Successful organisations may reinvest their profits in areas such as talent development, expansion, and innovation to promote growth and success. Strong financial management is essential for maintaining resilience and stability, particularly during times of economic turbulence or uncertainty (Khan et. al., 2024, Aljuhmani et. al., 2024) . An organization's internal processes and procedures' operational efficacy may impact operating performance. Improving productivity and performance may be accomplished by adopting efficient procedures, allocating resources effectively, and implementing simplified processes. Lean Six Sigma and other continuous process improvement efforts help identify organisational limitations, reduce waste, and increase operational efficiency (Geethanjali et. al., 2024, Salih, Alsalhi & Abou-Moghli, 2024). This results in higher production and lower costs. The operational effectiveness of an organisation is closely connected to the level of employee engagement and satisfaction. Engaged employees show increased dedication, efficiency, and innovation, leading to improved organisational success. Supportive corporate culture, skilled leadership, and opportunities for professional growth are crucial for improving employee engagement and motivation. Organisations that promote employee well-being and acknowledge the significance of a healthy work environment see higher levels of employee retention and performance due to a strong association (Salman et. al., 2024, Chaudhuri et. al., 2024). It is important to recognise that assessing an organization's success involves more than just financial measures; it also includes its overall social influence. More stakeholders, including customers, investors, and workers, are placing increased importance on ethical company practices, environmental sustainability, and corporate social responsibility. Organisations that show a commitment to social and environmental responsibility may provide lasting benefit for society, improve their reputation, appeal to socially conscious customers, and produce long-term value for themselves (Naceur, Cimon & Pellerin, 2024, Bano, Khatun & Kumar, 2024).

Research methodology.

The major data collection tool used in this research was a self-administered questionnaire. The questionnaire was derived from the study conducted by Jehn et al. (1999), Bjornali et al. (2016), Li (2020), Huang & Qin (2023), Jehn et al. (1999), Simsek et al. (2005), Guo (2021), Lai (2022) Zhu (2019) Liu (2021) Huang (2022), Hu (2022), Wang (2017), Xu (2020) and Huang & Qin (2023). The first section of the questionnaire of 48 questions designed to assess all variable that will use to measure the organizational performance . The questionnaire was assessed using a 5-point Likert scale, where 5 indicated strong agreement and 1 indicated severe disagreement. The respondent for the current study comes from the members of the board of directors, president, Party Committee secretary, vice president and the members of board of supervisors in private HEIs in Guangdong and Henan, China. The list of target groups and email addresses through private HEIs' official website, Guangdong Private Higher Education Association and Henan Private Higher Education Association will be collect.

Finding

Demographic characteristic

Majority of the respondent are male with the score 68.6% followed by female with the score 31.4%. for age, majority of the respondent come the range 50-60 years old with the score 39.1% followed by the age range from 40-50 years old with the score 30.5%, 61 years old and above with the score 152%, 30-40 tear old with the score 13.3% and finally 20-30 years old with the score 1.9%. for educational background, majority of the respondent ear Master degree with the score 48.6%, Bachelor degree with the score 42.9%, Phd with the score 7.6% and vocational college with the score 1.9%.

Table 1; Cronbach's Alpha, Composite Reliability and Average Variance Extracted

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Board Of Director	0.847	0.850	0.860	0.626
Board Of Supervisors	0.857	0.858	0.867	0.652
Organizational Peformance	0.839	0.845	0.853	0.602

Team Behavioral Integrations	0.863	0.863	0.871	0.670
Top Management Team	0.757	0.858	0.866	0.752

Table 2 ; Discriminative validity

	BCR	**IR**	**IRR**	**MP**	**REIT**
BCR	0.809				
IR	0.893	0.823			
IRR	0.879	0.944	0.833		
MP	0.843	0.924	0.903	0.832	
REIT	0.962	0.869	0.904	0.832	0.723

Table 3; HTMT

	BCR	IR	IRR	MP	REIT
BCR					
IR	0.839				
IRR	0.820	0.872			
MP	0.881	0.761	0.836		
REIT	0.710	0.807	0.743	0.864	

Reliability pertains to the degree of consistency shown by measurement instruments. The measuring indicators include the dependability of individual items and the internal consistency, as stated by Hair et al. (1998). Factor loading is used to assess the dependability of individual items. Latent variable composition reliability (CR) and Cronbach's alpha are used to assess internal consistency. The minimum suggested value must exceed 0.7. Validity pertains to the accuracy of the scale instrument, and the measurement indicators include convergent validity and discriminant validity. Convergent validity primarily assesses the relationship between items that share the same dimension and identifies the average variance extraction (AVE). The suggested threshold must exceed 0.5, as stated by Bagozzi and Yi in 1988. Discriminant validity is a statistical metric used to assess the connection between items that have diverse characteristics. It is evaluated by calculating the square root of the average variance extracted (AVE). If the square root of the diagonal AVE is larger than the correlation coefficient of either the horizontal or vertical column, it indicates discriminative validity (Fornell & Larcker, 1981). The Cronbach's alpha and Composite reliability scores for all dimensions exceed 0.7, suggesting strong reliability and internal consistency. The values vary from 0.839 to 0.757 and 0.860 to 0.871, as shown in Table 1. The average extracted variance (AVE) for each dimension exceeds 0.5, which suggests strong convergent validity within the range of 0.626 to 0.752. Table 2 demonstrates that the square root of the diagonal AVE is higher than the other correlation coefficient values in the matrix, which vary from 0.723 to 0.833, as seen in Table 2. Table 3 demonstrates that all values, as identified by heterotrait–monotrait analysis, are below 0.9. This suggests that there is strong discriminant validity, with values ranging from 0.839 to 0.872, as given in Table 3 (Henseler, Ringle & Sarstedt, 2015).

Table 4; Direct relationship

	Original Sample (O)	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T Statistics (|O/STDEV|)**	**P Values**
Board Of Director -> organizational performance	-0.454	-0.443	0.099	4.569	**0.000**
Board Of Supervisors -> organizational performance	0.747	0.728	0.081	9.209	**0.000**
Top Management Team -> organizational performance	0.693	0.702	0.076	9.164	**0.000**
Team Behavioral Integrations -> Organizational Performance	0.860	0.860	0.016	53.929	**0.000**

Hypothesis 1 posited that there is a substantial correlation between the board of directors and organizational performance. As seen in Table 4, the findings demonstrate a significant association with a score of ($\beta = -0.454$, $t = 4.569$, $p < 0.05$). Furthermore, hypothesis 2 and 3 indicate a noteworthy correlation between the board of supervisors and the top management team with organizational performance, as shown by the scores ($\beta = 0.747$, $t = 0.209$, $p < 0.05$) and ($\beta = 0.693$, $t = 9.164$, $p > 0.05$). Hypothesis 4 demonstrates a strong and statistically significant association between team behavioural integration and organisational performance, as shown by the score ($\beta = 0.860$, $t = 53.929$, $p < 0.05$).

Table 5; Indirect relationship

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Board Of Director -> Team Behavioral Integrations -> Organizational Peformance	-0.391	-0.381	0.087	4.503	**0.000**
Board Of Supervisors -> Team Behavioral Integrations -> Organizational Peformance	0.643	0.626	0.075	8.612	**0.000**
Top Management Team -> Team Behavioral Integrations -> Organizational Peformance	0.597	0.603	0.064	9.335	**0.000**

Hypothesis 5 demonstrates a significant mediating effect of team behavioural integration on the relationship between the board of directors and organisational performance ($\beta = -0.391$, $t = 4.503$, $p < 0.05$). Hypothesis 6 also shows a significant mediating effect of team behavioural integration on the relationship between the board of supervisors and organisational performance ($\beta = 0.643$, $t = 8.612$, $p < 0.05$). Additionally, team behavioural integration plays a significant mediating role in the relationship between the top management team and organisational performance

Table 6; R square

	R Square	R Square Adjusted
Organizational Performance	0.740	0.740
Team Behavioral Integrations	0.934	0.933

The R square of the correlation coefficient may show the degree of variation between two variables when a linear fit is assumed (Sanchez, 2012). (Sanchez, 2012). Table 6 provides R2 and goodness of fit values. Table 4 demonstrates that the R2 values for organizational performance is 0.740 which imply 74% of organizational performance can be explained by board of director, board of supervisor and top management team with the existence of team behavioral integration as a mediating variable. For team behavioral integration, 0.933 or 93.3% may be described by board of director, board of supervisor and top management team.

Discussion.

Effectiveness, efficiency, and overall well-being are all metrics that gauge an organization's performance. Consequently, organisational performance is the paramount determinant of a firm or institution's success. It encompasses a diverse set of metrics and indicators that provide understanding of the extent to which an organisation achieves its goals, fulfils its mission, and delivers value to its stakeholders. (Ruan, Cai & Stensaker, 2024, Huachun, 2024) The performance of an organisation is crucial for ensuring its long-term viability and competitiveness. In order for an organisation to sustain its growth, secure investment, and maintain a competitive edge in the market, it must consistently achieve high performance in all three areas: financial, operational, and strategic (Long, Duan & Zhan, 2024; Wan & Liu, 2024). Frequently, good organisational performance is a crucial factor that sets successful organisations apart from their competitors and enables them to thrive in challenging and ever-changing circumstances. The integration of team behaviours is crucial for facilitating effective collaboration and coordination among the board of directors, board of supervisors, and senior management team, resulting in enhanced organisational performance. The integration of conduct inside teams ensures that the different governing bodies are in alignment with their respective objectives and goals. Enhanced collaboration among the board of directors, board of supervisors, and senior management team may be achieved by fostering a collective understanding of the organization's mission, vision, and strategic objectives (Yan & Yang, 2024, Fan et. al., 2024, Wu & Robertson, 2024). This shared knowledge will facilitate the accomplishment of the organization's goals. Behavioural integration in teams promotes open communication and mutual respect, ensuring alignment among all stakeholders and minimising conflicts while maximising synergy. The primary objective is to promote trust and collaboration among workers at every level of the organisation via the incorporation of team behaviours. When the members of the board of directors, board of supervisors, and senior management team have trust in each other's expertise and discernment, they are more inclined to collaborate openly and use each other's strengths (Yue,2024, Hu et. al., 2024, Wu, Wang & Wang, 2024).

The collaborative method facilitates the sharing of ideas, opinions, and best practices, leading to well-informed choices and improved outcomes for the whole business due to the exchange of information. Moreover, the integration of team behaviours enhances the degree of accountability and responsibility inside the company. Governing bodies may hold each other accountable for their actions and choices when they are actively involved in their respective duties and responsibilities and are committed to completing their roles and commitments (Budur et. al, 2024, Huang et. al., 2024). Due to this collective accountability, choices are made in a way that is advantageous to the organisation, with a specific focus on the organization's long-term success and its ability to maintain sustainability. Furthermore, the incorporation of team behaviours promotes the development of inventive and imaginative concepts inside the company(Tseng et. al., 2023, Shahzad, Jianguo & Junaid, 2023). Recognising and promoting diverse perspectives and ideas fosters an environment conducive to creativity, enabling the exploration of new methods for problem-solving. When the board of directors, board of supervisors, and senior management team adopt innovation and a willingness to take risks, they may consistently produce growth and adaptability, leading to enhanced organisational performance in a constantly changing business environment (Naz et. al., 2024, Wang & Esperança, 2023).

Conclusion

In essence, the success of every institution depends on the effectiveness of its organisation. It serves as a guiding principle that steers the organization's trajectory towards achieving its objectives and fulfilling its mission. The organization's ability to provide value to stakeholders, adapt to constantly changing environments, and foster a culture that emphasises excellence and responsibility is encompassed. Organisational performance is a manifestation of the collective endeavours and effectiveness of leadership, management, and employees in achieving long-lasting growth and prosperity. These include financial statistics, employee involvement, and societal effect, among other factors. Organisations must prioritise maintaining high performance levels while dealing with increasingly complex challenges and opportunities. Organisations may enhance their competitive position, cultivate trust with stakeholders, and provide enduring value for society by prioritising performance evaluation, ongoing improvement, and responsible stewardship. Adopting a comprehensive approach to organisational performance, which considers financial, operational, strategic, and social aspects, will allow organisations to thrive in the dynamic and interconnected modern world. This will ensure a more prosperous future for all.

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