# APPLICATION AND IMPACT OF SPACE MATRIX APPROACH IN ORGANIZATIONAL PERFORMANCE

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**Abstract:** Research brings a contemporary approach of management and aiming for proper performativity and longevity. Through the application of the SPACE approach, it will create a novelty impact on Kosovo organizations, bringing a completely clear and meaningful path and practice. The research presents the possibility of applying the approach to bring to the surface the differences in performance between those traditional approaches. The realization of this research has used mixed methodologies, a research design through the correlation field and a series of analyzes and other tests emphasizing the relation and connection that can exist between the approach and the Kosovo organizations to influence positively in the performance. The research reveals a high probability of possibility for applying the approach towards Kosovo organizations which through the application embraced a new and very competitive performance in the industry. The relationship between the approach and organizations turns out to be very positive expressed in correlative values that will help managers to implement a new scientific and guidance on how to go straightly to strategic performance. The approach will also create for managers an important position in the industry through performance, ensuring the path of sustainability and long-term.
**Keywords:** application, impact, SPACE approach and organizational performance.

## 1. INTRODUCTION

The application of different strategic management approaches or techniques (SMTT) is a very intriguing field with very high expectations (Kotler, Berger and Bickhoff, 2015; Knott, 2006) to increase organizational productivity, respectively organizational performance. This dimension of thinking is mainly based on the analysis of external and internal factors of the organization (Elezaj & Kuqi, 2023; Elezaj & Kuqi, 2021) to promote a new way of doing strategic management in the organization. The researches have shown and evidenced that with the application of SMTT they can improve the process of organizational management and in general increase the performance. The application of approaches requires a deep and very careful analysis on the part of managers and leaders of organizations, because they require a specific treatment of the possibility of how such a model can be carried to bring effective results (Gürbüz, 2013). The research is based on a series of scientific analyzes and researches of the application of the approach in Kosovar businesses, bringing an analysis from and evaluation of the approach itself in organizations in the world economy. The application of the SPACE approach is a method of how to create professional managerial skills to increase the performance of Kosovar organizations. Starting from this point of view, we can say that the SPACE (Strategic Position and Action Evaluation) approach is a contemporary model that offers managers the opportunity to analyze in both dimensions, from outside and inside the organization. The SPACE approach is a technique developed in post-modernism which belongs after the 90s, where the approach has brought very impressive results in managerial success (Elezaj, Morina, & Kuqi, 2020) and especially in those of strategic management, referring to the longevity, sustainability and measured development of organizations. The approach is a very necessary instrument in managerial work and in the manager's function, which is changing more and more day-by-day (Elezaj, 2018). Changes in the market have led to the application of many models of decision-making and analysis to achieve a long-term organizational, because today's managerial work has become very dynamic, non-routine and un-programmed due to facing the changes. For this reason, the need of many researchers and people from the professional world has arisen to create models and techniques that will facilitate the work of managers in the knowledge economy or the age of knowledge competition. The research will bring to the surface a new dimension in Kosovar organizations to change the approach of thinking towards the longevity of organizations and to create dependence and focus on traditional ones since the economy and management are constantly evolving. Through the approach, we can produce many effects and influences that can not only be attributed to organizational performance, it also brings about the improvement of the position in the industry (Radder and Louw, 1994), the making of long-term decisions (Elezaj & Kuqi, 2022) the generation of many orientation variants (Davenport, 2009; Elezaj & Morina, 2017; Kuqi et al. 2020) and the creation of competitive advantage in the market (leaderism) (Elezaj & Elezaj, 2018).

## 2. MATERIALS AND METHODS

The methodology in this research shows the usage of mixed methods (quantitative and qualitative) of data processing gathered from organizations in Kosovo. The data were obtained by surveying 100 organizations for research questions looking at the possibilities for applying the SPACE approach. While the qualitative approach has been used to generate elaborations and interpretations of the application of the model explaining the phenomenon of SPACE implantation in Kosovar organizations. The research will be based on a research design through the field of correlation, as a key field to highlight the relationship that may exist between the approach and organizations. The design of the research will be further expanded in some even deeper analyzes such as those of regression, KMO and Bartlett's Test, data normality for the possibility of application, multivariate tests, etc. The research through these analyzes will bring closer how the degree of probability is to frame such a model towards the improvement of organizational performance and once towards more effective results. This research design will enable leaders of organizations to orient their claims in the future towards more contemporary approaches, and not stopping at traditional ones. Through regression, the research highlights the impact of the approach towards Kosovar organizations, creating a guiding model for them to achieve their goals in a practical way.

## 3. RESULTS

Accordingly, through the ANOVA analysis have shown in the table below we can conclude that the relation among the variables is very good which is evident for the level $R$ = .647 or (0.647) and $R^2$ = .419 or (0.419) and with a high level of significance p-*value* = .000.

*Table 1. Model summary of regression*

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics F Change | df1 | df2 | Sig. F Change |
|---|---|---|---|---|---|---|---|---|---|
| 1 | .647[a] | .419 | .413 | .611 | .419 | 70.568 | 1 | 98 | .000 |

Since the evaluation of the tests is the first step to verify the validity of the research, we also have a strong assertion that the more we apply the SPACE approach, the more organizations can gain organizational performance. Therefore, this confirmation came through Pearson's correlation and ANOVA analysis where we can also see the level of their consistency where ANOVA shows the significance level of p-*value*= .000 which once again shows that we have considerable stability and reliability in the application of the SPACE approach. Proceeding also with the regression coefficient R = .647, we therefore have a high level of space, circumstance and skills to enable the application of the approach throughout the Kosovar organizations. From this perspective, we can evidence that in the Pearson correlation table, which is clearly expressed, it reveals the positive value of 0.647 or 0.647 of the application coefficient, which expresses a sufficient degree of connection of 64.7% between the approach of matrix SPACE and the space to apply it in Kosovar organizations, this relationship reveals the possibility of rational implementation of the approach in Kosovar organizations and also reveals an above average rate of connection among variables.

*Table 2. Normality of data tested for application of SPACE approach*

**Tests of Normality**

|  | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
|  | Statistic | Df | Sig. | Statistic | df | Sig. |
| Application of SPACE | .361 | 100 | .000 | .634 | 100 | .000 |

As for the distribution of the normality of the data obtained from the population of the surveyed organizations, the next step that must be followed is to verify the normality distribution test, which is one of the most important conditions to take a closer look at the level of significance of data and that in our case in the above table we have the level of sig. 000 it stays or not. For more, we can show that in our research, tests of normality were also made regarding the scale of Skewness and Kurtosis, and for more, we can express that the weights of the two scale tests are undervalued with the recommended level according to their norm determination from     -1.96 till to 1.96.

*Table 3. Correlations between key components (dimensions) of possibilities to implement SPACE approach*

**Correlations**

| | | Environmental_ Stability | Industry_ stability | Competitive_ advantages | Financial_ stability |
|---|---|---|---|---|---|
| **Environmenatal_ Stability** | Pearson Correlation | 1 | .532** | .627** | .540** |
| | Sig. (1-tailed) | | .000 | .000 | .000 |
| | N | 100 | 100 | 100 | 100 |
| **Industry_ stability** | Pearson Correlation | .532** | 1 | .510** | .514** |
| | Sig. (1-tailed) | .000 | | .000 | .000 |
| | N | 100 | 100 | 100 | 100 |
| **Competitive_ advantages** | Pearson Correlation | .627** | .510** | 1 | .653** |
| | Sig. (1-tailed) | .000 | .000 | | .000 |
| | N | 100 | 100 | 100 | 100 |
| **Financial_ stability** | Pearson Correlation | .540** | .514** | .653** | 1 |
| | Sig. (1-tailed) | .000 | .000 | .000 | |
| | N | 100 | 100 | 100 | 100 |

In the above table we have presented the axis components of the approach that are part of the roaming and external dimension of the approach. As it can be seen that there is a strong positive correlational relationship which shows an important basis of the statistical report through Pearson's correlation, which seen on average can be taken as a value greater than 5 or (> 5) and that affects the connection between the application components of the approach and organizations. Furthermore, the table presented below shows the level of consistencement of the factors which are mutually tested, and also a high value indicator of the connection which has shown that we have a connection between the components and more we can even move to the coefficients of the correlation according to Pearson for which, looking closer, we can also show the relationship of what linkage appears among them, where we have a positive correlational and as above-mentioned and which goes above the value of 6 or (> 6) that we actually have a very high level of action among them to implant the SPACE matrix approach.

*Table 4. Pearson Correlation between Application of SPACE and Organizational Performance*

| **Correlations** | | Application_of_ SPACE | Organizational_ performance |
|---|---|---|---|
| **Application_of_SPACE** | Pearson Correlation | 1 | .647 |
| | Sig. (2-tailed) | | .000 |
| | N | 100 | 100 |
| **Organizational_performance** | Pearson Correlation | .647 | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 100 | 100 |

From this table we can see a bivariate correlation test where the variables are crossed to identify how the possibilities are to apply the approach based on the connections that have been created. From this it is showed that there is a high interlinkage between the application of the SPACE approach and the creation of the organization's performance. Where for the output value of the correlation .647 or 0.647, and with sig. 000, we understand that the relationship is positive and very high and the more extensive application of the approach, the level of the organization's performance will be increased. Furthermore, the application of this approach is dependent on how to create a good performance of the organization.

*Table 5. KMO and Bartlett's Test of application of SPACE matrix approach*

**KMO and Bartlett's Test**

| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .797 |
|---|---|---|
| Bartlett's Test of Sphericity | Approx. Chi-Square | 147.465 |
| | df | 6 |
| | Sig. | .000 |

Referring to the above tables in the different factorial analyses, namely the Bartlett test and the KMO test, the stability level or even the significance level, which must always be equal to sig. 000, which as shown below indicates a level of consistencement. Furthermore, seeing at the Kaise-Meyer-Olkin level of measurement, we can express that related to scaling .797 or (0.797) we are in a perfect line which fits the category or closely to 0.8 referring to this scale which declare a meritorious position.

*Table 6. Multivariate test of application of SPACE approach*

**Multivariate Tests[a]**

| Effect | | Value | F | Hypothesis df | Error df | Sig. | Partial Eta Squared |
|---|---|---|---|---|---|---|---|
| **Intercept** | Pillai's Trace | .960 | 366.818[b] | 6.000 | 91.000 | .000 | .960 |
| | Wilks' Lambda | .040 | 366.818[b] | 6.000 | 91.000 | .000 | .960 |
| | Hotelling's Trace | 24.186 | 366.818[b] | 6.000 | 91.000 | .000 | .960 |
| | Roy's Largest Root | 24.186 | 366.818[b] | 6.000 | 91.000 | .000 | .960 |
| **Application_of_ SPACE** | Pillai's Trace | .686 | 4.593 | 18.000 | 279.000 | .000 | .239 |
| | Wilks' Lambda | .365 | 6.138 | 18.000 | 257.872 | .000 | .276 |
| | Hotelling's Trace | 1.605 | 7.993 | 18.000 | 269.000 | .000 | .358 |
| | Roy's Largest Root | 1.516 | 23.491[c] | 6.000 | 93.000 | .000 | .502 |

Further, after the analysis of many multivariate tests which were done referring to differ tests which are also indicate of how the approach has influenced the Kosovar business environment, for it being detailed later through the importance that shows a stability of the linkage which is sig= .000. Further, another indicator was identified which also shows that there was a strong connection and stability of the Partial Eta squared, as is the case of the application of the SPACE approach, which means that the level of errors cannot be greater or exceed the value with greater than 1 or (<1), and in the case of our research it is less than 1 or (> 1) and also this shows that it is also a principle which factice's that we are within the norms of normal of multivariation tests which are: (.239), (.276), (.358), (.502).

*Table 7. Pearson Correlation on SPACE approach and organizational performance*

**Correlations**

| | | Environmenatal_ Stability | Industry_ stability | Competitive_ advantages | Financial_ stability | Organizational_ performance_ |
|---|---|---|---|---|---|---|
| Environmental_ Stability | Pearson Correlation | 1 | .532** | .627** | .540** | .632** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |
| | N | 100 | 100 | 100 | 100 | 100 |
| Industry_ stability | Pearson Correlation | .532** | 1 | .510** | .514** | .567** |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 |
| | N | 100 | 100 | 100 | 100 | 100 |
| Competitive_ advantages | Pearson Correlation | .627** | .510** | 1 | .653** | .565** |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 |
| | N | 100 | 100 | 100 | 100 | 100 |
| Financial_ stability | Pearson Correlation | .540** | .514** | .653** | 1 | .475** |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 |
| | N | 100 | 100 | 100 | 100 | 100 |
| Organizational_ performance | Pearson Correlation | .632** | .567** | .565** | .475** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 100 | 100 | 100 | 100 | 100 |

As can be proven by the analyzes made above mentioned, releated to the relationships with which we are showing with the interlink with the value of the data which are also part of the research, we can start with the construction of a comprehensive correlation table which is also the main step of the research model which can be a prerequisite to try to see the correlation among the components of the SPACE approach and organizational performance as an integrative model which is really is the beginning of the first normalize report and the link that whole components can have among them. In the above table we have presented the group of components of the SPACE approach which are in relational testing with the variable of organizational performativity. As it can be seen that there is a clearness and high correlational relation which is shown on the basis of the Pearson correlation statistic, which averagelty, we can take as value higher than 5 or (> 5).

Additionally, this table have showed the consistency level of significance which is also a high correlation in the sense that we have a connection among organizational performance and the approach components, then we can derive to the coefficients of correlation for seeing what relation is among of them, and as we can see the whole table have correlative interlinkage and as above-mentioned certainly goes up to 6 or (>6) that we actually have a high level of interlinkage among them and this is a circumstance for creating the paradigm that the more we apply the SPACE approach, the more the organization's performativity increases. But we can also point out that the performance of the organization was closely linked to the Environmental Stability or the Industrial Stability where the organizations operate.

## 4. DISCUSSIONS

Through the application of the SPACE approach as it was presented in the part of the analysis derived from many tests, it turns out to be an approach with more possibilities of its implementation, offering organizations a new and powerful chance to identify and adopt high performance organizational. The application of the approach will create an opportunity for managers and in general for leaders of organizations in Kosovo, a real opportunity to increase their impact throughout the industry. From the tests done, especially the correlation ones, we see a clear and very relational relationship between the possibility of application and the creation of performance. The analyzes have defined that with the application of the approach, a meaningful and systematically guiding (Prescott & Grant, 1988; Webster, Reif & Bracker, 1989; Clark, 1997) organizational performance can be created. Moreover, the analyzes highlight that the more we apply the SPACE approach, the more the performance of the organization increases. By deriving through the possibility of applying the approach, it is very clearly seen that its influence is unavoidable and that it brings a high productivity not only in performance, but also for a much better positioning in the industry. We can analyze that creating the impact of the approach is insurmountable from the relevant components of the matrix of organizations that will bring you an impact even in industrial concentration, bringing you an ability to do more rivalry and competitiveness due to performance. The impact of the approach aims to bring a different way of thinking about the creation of performance compared to traditional methods and practices.

## 5. CONCLUSIONS

Using the SPACE approach, managers create a clear and accurate analysis of how to achieve an organizational performance. The approach enables a safe assessment from inside and outside the organization to see how the resources are available and whether an organizational focus can be achieved. We can conclude that the approach has created a high distinctiveness compared to the traditional approaches used by organizations in the past. Through the results achieved and the application that unfolds and a series of analyzes done, it turns out that the approach can bring real and lasting impact and results. Looking from this perspective, it is worth mentioning that the approach, in addition to increasing the organizational performance, also increases its positioning in the industry by ranking it better and more calibrated. This is because the approach creates a series of opportunities for analysis and clear decision-making. We can conclude that the approach will create a detailed and clearly implementable guide for managers of organizations, offering them a step-by-step analysis of resources in order to achieve longevity and long-term sustainability.

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