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Article

Critical Success Factors as a Mediating Variable Between Organizational Image and Organizational Performance: An Analytical Study of the Opinions of a Sample of Employees at Union Food Industries Co. Ltd.

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Abstract: The current study aims to identify the nature of the relationship between organisational image and organisational performance, through the mediating role of critical success factors for knowledge management, by analysing the impact relationships between the research variables, and their application to a sample of (65) managers in the Union Food Industries Company Limited, using the linear regression coefficient and the (F) test by (SPSS V.27) software, where the results showed that there is a positive impact relationship between organisational image and organisational performance through critical success factors for knowledge management.

Keywords: Organizational Image, Organizational Performance, Critical Success Factors, Union Food Industries Co. Ltd.

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1. Introduction

Intangible strategic assets are the crucial determinants of proficiencies and competitive advantage of firms in the hard competition scenario of today. This implies that it is important for the perception of the organization and the identification of constituents in both the internal and external environments, including organisational image (both cognitive and emotive). Although a favourable organisational image is important for long-term credibility and sustainability, its effect on organisational performance is more indirect and usually mediated by enablers. For example, in knowledge management, CSFs such as organisational culture, IT infrastructure, and resource networks may be instrumental enablers that translate organisational image into concrete outcomes such as sales growth, quality improvement, and customer satisfaction. Whereas corporate reputation has given ample interest regarding its contribution to business performance among various scholars, its mediating role linked with company image and performance has not been widely explored, particularly among food manufacturing firms within the framework of emerging markets. This study aims at filling this gap and attempts to examine the mediating elements of success in the relationship between organisational image and organisational performance at Union

Food Industries Co. Ltd. In the present study, we will provide the conceptual and empirical framework for the demonstration of the improvement of the major determinants of success based on the cognitive and emotional perception and thus optimisation of the firm's performance using SPSS v.27 based on the empirical analysis of the sample of 65 managers.

2. Materials and Methods

2.1 Problem of the research.

The image of the organization must form part of the spirit of an organization since it is an image in the eyes of the internal and the external stakeholders. This can be by the unification of their internal identity (perceptions/visions/self-concept in day-to-day practice) to the exterior image as identified by others in day-to-day practice [1]. The positive organisational image creates trust and commitment between the members and people outside the organization, leading to belief and commitment and creating a sustainable organisational presence in the minds of the people by affecting the organisational outputs directly or indirectly [2]. Therefore, the study problem might be stated in the following way: How does the organisational image impact the organisational performance by essential success factors?

2.2 The research value:

As for the value of this research, it is related to three variables: organisational image, organisational performance, and critical success determinants. Organisational image is one of the major competitive resources of any business. It is also a significant administrative activity that is relevant to or crucial for the achievement of competitive advantage in the organization. In this respect, the organisational performance is the achieved level of success in pursuing organisational goals in the long run, which can be evaluated in terms of a range of methods and practices resulting in the successful performance of an organization, which may encompass critical success factors.

2.3 Statement of the Objectives of the Research:

The following is the summary of the aims of the research based on the research topic and the importance.

a. To develop a conceptual framework of organisational image, critical success elements and organisational performance.
b. To identify the function of organisational image in organisational performance in relation to essential success determinants.
c. To provide recommendations that can be used in enhancing organisational performance.

2.4 Research Hypotheses

Hypotheses of Direct Relationships: This research aims to identify three direct relationships between organizational image, critical success factors, and organizational performance, as follows:

First Main Hypothesis: Organizational image significantly influences critical success factors.

The following sub-hypotheses stem from this:

a. Cognitive image significantly influences critical success factors.
b. Emotional image significantly influences critical success factors.

Second Main Hypothesis: Critical success factors significantly influence organizational performance.

The following sub-hypotheses stem from this:

a. Organizational culture significantly influences organizational performance.
b. Information technology significantly influences organizational performance.
c. Resource network significantly influences organizational performance.

Third Main Hypothesis: Organizational image significantly influences organizational performance. The following sub-hypotheses arise from this:

a. Cognitive image significantly influences organizational performance.

b. Affective image significantly influences organizational performance.

Hypotheses of Indirect Relationships:

The current research aims to identify one indirect relationship between knowledge management and organizational performance through the mediating role of critical success factors. This is represented by the fourth main hypothesis: There is a positive and significant relationship between organizational image and organizational performance through critical success factors.

2.5 Hypothetical Scheme

The hypothetical model of the research includes three sets of variables as follows:

a. Independent Variable: (Organizational Image), which includes (Cognitive Image, Affective Image).
b. Dependent Variable: (Organizational Performance), which includes (Sales Growth, Quality Improvement, Customer Satisfaction).
c. Mediating Variable: (Critical Success Factors), which include (Organizational Culture, Information Technology, and Resources).

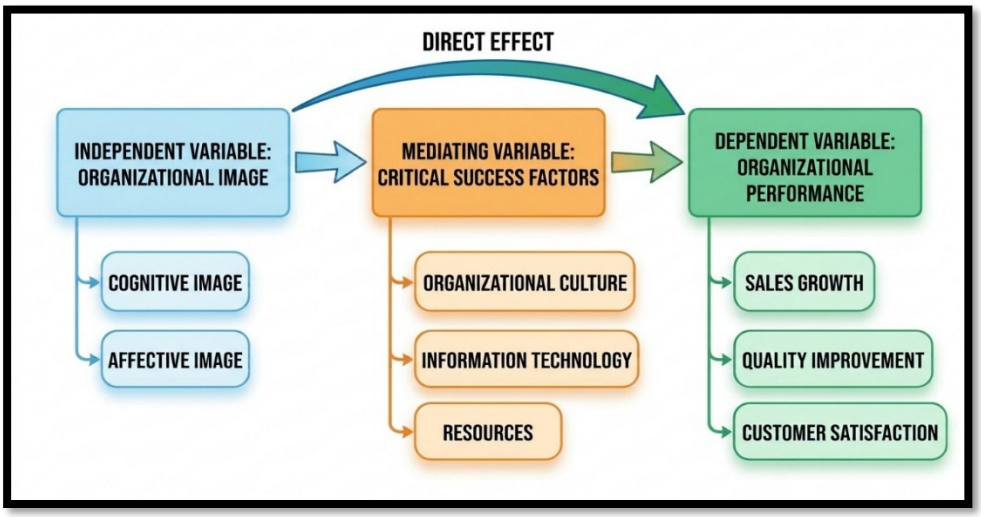


Figure 1. Hypothetical diagram

2.6 The Knowledge Framework.

2.6.1 The Image of the Organization

The organisational image, a coherent and intended projection of an organization as constructed by its members and communicated to its constituents, has received growing attention in studies during the last decades. And most of such studies have focused on the ability of organisations to reform themselves and to sustain at least favourable self-perceptions or to neutralise the challenges to their legitimacy [3]. An image is a collection of ideas, beliefs, and impressions of a person about an object. Actually, an image might be organisational or institutional (Image). An institutional image is defined as a group of people who want an organization to form according to their aims, modes of work, and treatment from personnel. Then the picture becomes an institutional image regarding the nature or ethics of the organization. In contrast, the organisational image is the natural/spontaneous/resultant picture of the people's expectations and exchanges with an organization [4]. In other cases, an organisational image is what the people imagine regarding the purposes, aims, and values of the organization. The value of an image lies in a reflection on the success and the dignity of the business, since all the partners hold some kind of picture in their minds. If this influence is beneficial, then it will play a significant part in creating a sustainable organisational structure. With this feature, the positive organisational image creates belief and commitment and causes the organisational outputs to form the presence of a sustainable organization in mind directly or indirectly [2]. The organisational image has been defined as (a) how the organization is

perceived by the internal and external audience or (b) how the members of the organization perceive the perception of the organization by outsiders, but it is also possible to define the organisational image as how the organization is perceived by the non-members only. It is intended to persuade the non-members to think the organization has favourable traits. It can be communicated directly or indirectly from people through contact with the organization or its members or indirectly from the organization's statement and its objectives. Perceptions of non-members of an organization directly influence future contact with the organization [5]. They also refer to "the perception of outsiders' perception of the organization itself by organisational members" [6]. "Organisational image is used by organization members, i.e. how they think others see the organization, to measure how outsiders judge them." This is a reflection of the organisational image as being an external, perceived picture as it is based on members' perceptions of the views of outsiders. For one, existing types of image sometimes contradict and/or overlap each other, indicating that image is a wide notion that vaguely refers to what people project and perceive as external and internal perceptions of an organization. Most academics agreed that organisational image referred to how members of an organization envisioned the organization [7].

2.6.2 Importance of Organization image.

The organisational image is the view of an individual about the nature of work, activities, and achievements of such organisations. It enables ranking of an organization against others and reflects the stability and reputation of the organization in the market/society, the quality of its products and results, the status of a manufacturer/service provider in comparison with other similar organisations, and the contribution to attracting its customers and employees. Studies (Vigoda-Gadot and Ben-Zion, 2004) typically imply that corporate image is constructed on a collection of common constructs, such as employees' shared experiences, shared knowledge, and shared expectations of the organization. Because outsiders (customers or contractors) and insiders (workers or managers) may share different structures or use different measures to evaluate the company, an organization may portray several appearances. In brief, a firm may have one image for employers and a different one for employees and another for customers or society [8]. Most of the time, the image of an organization is an evaluation of the organization by outsiders:

a. As viewed from outside (external interpreted image).
b. As a projected desirable image;
c. As generalised experience or image.

An interpreted external image is the member of the organization's perspective of what outsiders think about the organization. A desired image is the one that a company wants all its stakeholders to have at some point in the future. A projected picture is an image that is made and transmitted to stakeholders that may or may not be true. It is based on actual experience or on an interpretation of symbols provided by the organization. Reputation is a standing, a long-term group judgement about the likelihood for the organization to succeed [7]. "Organisational image" may be regarded part of the spirit of the organization (Faber, 2002). Organisations should shape their image in the public space dynamically through various techniques of communication and mediation. But Faber believes that "strong organisations can shape the perception of others of them," regardless of the fact that other groups and individuals outside of organisations develop their own perceptions of the organisational image. Faber's concept of image power lies on this potential of influencing external perceptions of the organisational image. "A strong organization can generate rivalries and other stakeholders of a given sector," adds Faber." (Sauerwein, 2002) noted that the image should be identical with the identity of the organization, and the identity should be the same as the image. Thus, there shouldn't be the mismatch between internal identity (how internally an organization is seen in day-to-

day practice) and the exterior image (how externally an organization is seen in day-to-day practice) [1].

2.7 Organisational Image Dimensions

Galiniene et al. (2009) describe two dimensions of organisational image:

2.7.1 Cognitive Image:

It is the experience of facilities, processes, weather, leadership, product quality, customer preparation, attitude or behaviour of the customer, communication or conflict of the customer and employee, relationship or distance of the organization to the society, association with the other organisations, popularity of the organization, organization age, and organization type (elite, traditional, innovative) [4].

2.7.2 The affective image:

The affective part consists of psychological issues such as feelings and attitude toward the organization from experience and information processing. They relate to the performance in the organization and include such emotions as positive, negative, interesting, inspiring, stress, comfort, and melancholy [4].

The emotional component relates to feelings/attitudes toward the organization (psychological characteristics) based on the experience and the processing of information. It involves pleasant-unpleasant, boring-not motivating, stressful-comfortable, and gloomy feelings [4].

2.8 Organisational Performance Concept

Organisational performance is defined as the actual (real) outputs of any organization in comparison with the set outputs [9]. Organisational performance (OP) is defined as 'a measure of the level to which an organization seeks to reach its organisational objectives' [10]. Almatrooshi et al. (2016) contend that an organization's performance at the individual level depends on the efficiency of its individual employees, which means that employee performance can be characterised, in part, as a function of leadership. In particular, employee performance can be manipulated in such a way by modifying the components it relies on. These factors consist of several variables. However, not all of them can be affected by the employer [9]. For example: personal aspirations, age/seniority of an employee, etc. are generally not susceptible to influence. However, there are aspects that the organisations may control and evaluate pushing forward organisational performance. Moreover, leadership qualities are elements that influence organisational performance.

Organisational performance is contributed by employee performance and leadership competencies. Good leaders effect their followers, and leaders are key in influencing the attainment of goals and objectives in organisational setting through development of the right environment that impacts employee behaviour, attitudes, and motivation. Good leadership allows people to relate with themselves and also improves their performance outcomes. This means that the leadership wise there lies the success of the organization.

Similarly, Gautam (2015) indicates that organisational performance is associated with several outcomes like job satisfaction, commitment, turnover intention, productivity, product quality, innovation, return on investment, return on asset, and return on equity. Moreover, organisations with strategic alignment between business strategy and human resource strategy can perform better than those without strategic alignment. Organisations that embrace the idea of strategic alignment have been found to have much better employee performance than organisations that have not embraced the idea of strategic alignment. It is one of the strongest cases in human resource management that HR approaches can be superior [11].

2.9 Importance of Organisational Performance

Organisational performance is an important feature in the study of management, as it comes as crucial (in terms of importance) during the development, implementation, and monitoring of a strategic plan and when defining the way forward. Continuous improvement of performance is essential for achieving growth and development of the

organization. Organisational performance is defined as the extent to which an organization achieves its goals. In today's market, organisations should be able to know how to measure objectives regarding performance measures such as the subjective quality/satisfaction, the unit cost, the profit, etc., as well as how to strategise in attaining organisational goals. Performance measurement based on financial metrics is usually associated with short-term results in most organisations. The economic value is the worth of tangible and intangible assets [12].

2.10 Dimensions of Organisational Performance

Gharakhani & Mousakhani (2012) presented three factors of Organizational Performance: sales growth, quality improvement, and customer satisfaction [10].

2.10.1 Growth of Sales:

Sales Growth: Ability for the company to sell and make profits when the cost of production is higher than the running cost.

2.10.2 Improving Quality:

Quality improvement is a major issue in organisations and not only limited to defining standards. It is about servicing and responding to the end users for the success of the organization. Different segments of the organisations from the top executives to the lowermost staff need to implement quality management programs. One such quality improvement program is Total Quality Management (TQM), which has been defined as "an integrated organizational effort aimed at improving quality at all levels" [12].

2.10.3 Customer Satisfaction:

Brown & Zahn (2010: 1) describe customer satisfaction as an implicit or explicit judgement by the customers that they have experienced favourable outcomes and value for their sacrifices in acquiring a product or service. Ojo (2010) describes customer satisfaction as the consequence of a customer's cognitive and emotional appraisal, where some basic criteria are compared with real expected performance. Dissatisfaction will result if the performance evaluated is below consumer expectations. Conversely, if the evaluation exceeds performance expectations, buyers will be satisfied [13].

2.11 The Concept of Critical Success Factors.

In general, CSFs are those vital aspects of managerial, planning, and action practice that must be attended to if one is to ensure effectiveness. Within the framework of KM, they can be viewed as those actions and practices that must be undertaken to assure success in KM implementation. They should be developed if absent or nurtured if present [14]. Therefore, KM needs some scientific, intellectual, and skill-based grounds to be successful in the organisations. Theorists have distinguished some critical aspects affecting the success of KM [15]. In this regard, Holsapple and Joshi (2000) investigated factors influencing knowledge management in organisations and derived a number of factors from existing literatures. They went on to investigate and evaluate the factors they established with an international panel of knowledge management academics and practitioners in a Delphi survey. They identified three broad types of effects (resource, administrative, and environmental) with several factors. Administrative includes coordination, monitoring, measurement, and leadership. The resources include material, human, financial, and knowledge resources. Environmental considerations are competition, markets, time pressure, government and economic climate, etc. [14].

2.12 Success factors (CSFs).

A number of publications have mentioned different sets of CSFs. However, they can be classified under certain general factors including management leadership and support, culture, technology, strategy, measurement, roles and duties, etc. Wong (2005) therefore provides a model of (11) factors [15][16] [17]:

a. Managerial Leadership and Support. Managerial leadership is of fundamental importance to the success of KM. Leaders play a crucial role in modelling the desirable KM behaviour.

b. Organisational culture: This is another important factor for KM success. It consists of the underlying ideas, values, standards, and social customs, which control the behaviour and actions of people in the organization.
c. Information Technology: Information technology is undoubtedly one of the major enablers of KM adoption. Its capabilities have moved from the support of the static repository of information to the way of people to people and people to people.
d. Strategy and Purpose: KM will succeed if it has a strategy and purpose. It guides the organization on how it will utilise its talents and resources in achieving KM goals.
e. Measurement: This is a data-gathering system that provides several bits of information about a situation or activity. KM can also end up as another management craze in the absence of implementation.
f. Organisational Design: Designing the appropriate organisational set-up is an important dimension in KM implementation. It involves developing roles and groups to undertake knowledge-related activities.
g. Processes and Activities: A KM process is an activity that involves knowledge in an organization. Many processes are common to a KM system. Some of them are generation, storage/retrieval, transfer, and application. The application of knowledge management processes is crucial in the success of a knowledge-based organization. Organisations should covet the process-centric knowledge management, therefore.
h. Motivation. "You can lead a horse to water, but you cannot make it drink." The key to successful KM is to establish a strong want in the minds of the employees to tap the intellectual.
i. Resources: Success of KM implementation is a function of resources. If it involves investment in the technological system, then financial help will be required. Human resources should be available to oversee the road of implementation and to also engage in knowledge tasks. Organisations also need to provide time for their people to undertake knowledge management roles such as sharing of knowledge. People also require time and opportunity to learn.
j. Education and Training: Education and training is another crucial factor in ensuring effective knowledge management. Essentially, the members of the organization should have a clear grasp of the demands of knowledge management and should understand the same as an important resource for survival of the business. This is accomplished by training the personnel at a very basic level. This will help since they will have a good understanding of KM and develop a stronger sense of language and application of information.
k. Human Resource Management: Clearly, knowledge management practitioners cannot overlook the importance of human resource management. Moreover, as knowledge is best derived from people, "people management is knowledge management; knowledge management is people management."

Hence, three aspects to be used in this research are organisational culture, information technology, and resources based on the sample selected for data collection.

2.13 Practical Aspect

2.13.1 First Main Hypothesis: Organizational Image Significantly Affects Critical Success Factors

It is clear from Table (1) that the cognitive image dimension had a statistically significant effect on (critical success factors), as the calculated (F) value of (7.36) was greater than the tabulated value at the ($R \leq 0.05$) level, and the values of (a) and (b) were (0.789). This means that a change of (1) in the cognitive image dimension causes a change of (0.789) in the critical success factors, and that it explains (0.605%) of the changes

occurring in the mediating variable (critical success factors), as the value of the coefficient of determination ($R^2 = 0.605$) was accepted. Therefore, this hypothesis is accepted.

$$Y = \alpha + \beta X$$

(Critical success factors) = (0.654) + (0.789)
(Cognitive picture)

It is clear from Table (1) that the emotional image dimension achieved a statistically significant effect on (critical success factors), as the calculated value of (F) which amounted to (8.23) was greater than the tabulated value at the level of (R£ 0.05), and the value of (a) was (0.843), and (b) was (0.812). This means that a change of (1) in the emotional image dimension causes a change of (0.812) in the critical success factors, and that it explains (0.766%) of the changes occurring in the mediating variable (critical success factors), as the value of the coefficient of determination was (R2=0.766), and therefore this hypothesis is accepted.ي2

$$Y = \alpha + \beta X$$

(Critical success factors) = (0.843) + (0.812)
(Emotional image)

It is clear from Table (1) that the variable of organisational image had a statistically significant impact on (critical success factors), as the value of (F) was (8.81) and larger than the tabulated value at the level of (R£ 0.01), and the value of (a) was (0.522), and (b) was (0.725). This means that the change of (1) in the dimensions of the organisational image together interprets the change of (0.725) in the critical success factors, and the independent variable (organisational image) explains (0.824%) of the changes taking place in the mediating variable (critical success factors), where the value of the coefficient of determination was (R2=0.824), and thus we can accept this hypothesis.

$$Y = \alpha + \beta X$$

(Critical success factors) = (0.522) + (0.725)
(Organizational picture)

Table 1. Impact relationships between organizational image and critical success factors

The variable	Index	Recorded value	The variable	Index	Recorded value
Cognitive image	F-Cal	7.36	Organizational image	F-Cal	8.81
	D.F	1,63		D.F	1,63
	P	0.000		P	0.000
	R2	0.605		R2	0.824
	α	0.654		α	0.522
	β	0.789			
Emotional image	F-Cal	8.23			
	D.F	1,63			
	P	0.000			
	R2	0.766			

The variable	Index	Recorded value	The variable	Index	Recorded value
	α	0.843		β	0.725
	β	0.812			

"Source: SPSS v.27 results"

2.13.2 The second main hypothesis: Critical success factors significantly affect organizational performance.

It is clear from Table (2) that the organizational culture dimension had a statistically significant effect on (organizational performance), as the calculated value of (F) of (5.496) was greater than the tabulated value at the level of (R£ 0.05), and the value of (a) was (0.598), and (b) (0.633). This means that a change of (1) in the organizational culture dimension causes a change of (0.633) in organizational performance, and that the (organizational culture) dimension explains (0.718%) of the changes occurring in the dependent variable (organizational performance), as the value of the coefficient of determination was (R2=0.718). Therefore, this hypothesis is accepted.

$Y = \alpha + \beta X$
(Organizational Performance) = (0.598) + (0.633) (Organizational Culture)

As shown in Table (2), the dimension of information technology had a statistically significant effect on (organisational performance), as the value of (F) was (6.054) > (the tabular value at the level of R£ 0.05), and the value of (a) was (0.554), and the value of (b) was (0.504). This suggests that a ((1)) change in the information technology dimension leads to ((0.504)) change in organisational performance and the (information technology) dimension explains (0.633%) of the changes taking place in the dependent variable (organisational performance) where the value of the coefficient of determination reached (R^2=0.633), and thus this hypothesis is accepted.

$Y = \alpha + \beta X$
(Organizational Performance) = (0.554) + (0.504) (Information Technology)

Table (2) includes a strong influence of the resources dimension on (organisational performance), as the value of (F) calculated was higher than its tabular value at the level of (R ε 0.05), as it reached (6.732), and the value of (a) was (0.655) and (b) (0.615). This means that a change of (1) in the resources dimension leads to a change of (0.615) in organisational performance and it interprets (0.646%) of the changes occurring in the dependent variable (organisational performance) since the value of the determination coefficient was (R2= 0.646), and therefore this hypothesis is accepted.

$Y = \alpha + \beta X$
((Organizational Performance)) = (0.655) + (0.615) (Resources)

Table- 2 indicates that the variable of critical success factors had a statistically significant effect on the organisational performance where the calculated value (F) reached 5.146 which is larger than the tabular value of (R < 0.01), and the value (a) was 0.643 and (b) was 0.889, meaning that the change (1) in the dimensions of the critical success factors caused the change in (0.889) in the organisational performance, thus explaining (0.736%) of the changes that affected the dependent variable of organisational performance as the value of the coefficient of determination reached (R2=0.736), and hence this hypothesis is accepted.

$$Y = \alpha + \beta X$$

(Organizational Performance) = (0.643) + (0.889)
(Critical Success Factors)

Table 2. Influence relationships between critical success factors and organizational performance

The variable	Index	Recorded value	The variable	Index	Recorded value
Organizational Culture	F-Cal	5.496	Resources	F-Cal	6.732
	D.F	1,63		D.F	1,63
	P	0.001		P	0.000
	R2	0.718		R2	0.646
	α	0.598		α	0.655
	β	0.633		β	0.615
Information Technology	F-Cal	6.054	Critical Success Factors	F-Cal	5.146
	D.F	1,63		D.F	1,63
	P	0.000		P	0.000
	R2	0.633		R2	0.736
	α	0.554		α	0.643
	β	0.504		β	0.889

"Source: SPSS v.27 results"

2.13.3 The third main hypothesis: Organizational image significantly affects organizational performance.

It is clear from Table (3) that the cognitive image dimension had a statistically significant effect on (organizational performance), as the calculated value of (F) of (7.532) was greater than the tabulated value at the level of (R£ 0.05), and the value of (a) was (0.673), and (b) (0.704). This means that a change of (1) in the cognitive image dimension causes a change of (0.704) in organizational performance, and that it explains (0.711%) of the changes occurring in the dependent variable (organizational performance), as the value of the coefficient of determination was (R2=0.711). Therefore, this hypothesis is accepted.

$$Y = \alpha + \beta X$$

(Organizational Performance) = (0.673) + (0.704)
(Cognitive Image)

It is evident from Table (3) that the emotional image dimension exerted a statistically significant influence on organisational performance, as the computed F value of 5.063

exceeded the critical value at the 0.05 significance level, with an alpha of 0.611 and beta of 0.647, indicating that a unit change in the emotional image dimension results in a 0.647 change in organisational performance, accounting for 82.2% of the variance in the dependent variable, thus validating this hypothesis.

$Y = \alpha + \beta X$
((Organizational Performance)) = (0.611) + (0.647) (Emotional Image)

It is evident from Table (3) that the variable of organisational image had a statistically significant impact on organisational performance, as the computed F value of 4.339 exceeded the tabulated value at the R£ 0.01 level, with an alpha of 0.517 and a beta of 0.753. This indicates that a unit alteration in the dimensions of the organisational image results in a change of 0.753 in organisational performance, and the independent variable (organisational image) accounts for 0.623% of the variations in the dependent variable (organisational performance), as evidenced by a coefficient of determination of R2=0.623; thus, this hypothesis is validated.

$Y = \alpha + \beta X$
(Organizational Performance) = (0.517) + (0.753) (Organizational Image)

Table 3. Impact relationships between organizational image and organizational performance

The variable	Index	Recorded value	The variable	Index	Recorded value
Cognitive image	F-Cal	7.532	organizational image	F-Cal	4.339
	D.F	1,63		D.F	1,63
	P	0.000		P	0.000
	R2	0.711		R2	0.623
	α	0.673		α	0.517
	β	0.704		β	0.753
Emotional image	F-Cal	5.063			
	D.F	1,63			
	P	0.000			
	R2	0.822			
	α	0.611			
	β	0.647			

"Source: SPSS v.27 results"

The fourth main hypothesis: This hypothesis posits that organizational image has an impact on organizational performance through critical success factors. Path analysis was used to determine the direct and indirect relationships between the research variables, as follows:

2.14 Direct Impact

Impact of knowledge management on organizational performance = 0.75

2.14 Indirect Impacts

Table (4) shows the indirect impacts between knowledge management, critical success factors, and organizational performance:

a. The impact of cognitive image on critical success factors and organizational performance.
b. The impact of emotional image on critical success factors and organizational performance.
c. The impact of organizational image on critical success factors and organizational performance.

Table 4. Direct and Indirect Impact Relationships

Independent dimensions	The mediating variable: Critical success factors	Dependent variable: Organizational performance	Indirect estimates
Cognitive image	**0.79**	**0.70**	**0.55**
Emotional image	**0.80**	**0.65**	**0.52**
Organizational image	**0.73**	**0.75**	**0.55**
Total indirect estimates			**1.62**

"Source: SPSS v.27 results"

Table (4) compares the direct and indirect effects in terms of the sum of the indirect estimates. The direct influence of the organisational image on the organisational performance is (0.75) and the indirect effect of the organisational image on the performance of the organization through essential success criteria is (1.62). This means that the indirect influence of organisational image on organisational performance is superior to the direct effect. Hence, crucial success factor is a mediating variable between KM and organisational performance.

3. Results

The results of the statistical research show the links between organisational image and KSFs and organisational performance. The results also showed a significant relationship between organisational image and CSFs ($R2 = 0.824$, $F = 8.81$), where cognitive dimensions ($R2 = 0.605$) and emotional dimensions ($R2 = 0.766$) improve organisational culture, technological readiness, and resource capabilities. Additionally, CSFs had strong significant influence on organisational performance ($R2 = 0.736$, $F = 5.146$), meaning that the successful integration of the two with the internal culture and technology tools has a direct impact on the quality of performance, ability of selling more, and contentment of the customers. Most crucially, as the route analysis shows, it confirms the mediating role described in the 4th key hypothesis. Although the direct effect of organisational image on organisational performance ($\beta = 0.75$, $R2 = 0.623$) is strong, the indirect effect of organisational images mediated by CSFs is still much larger, at 1.62. The above values suggest a considerable full-partial mediating effect of CSFs. Corporate image is a powerful driver of operational performance both directly and through improving internal success drivers (such as staff culture and IT systems) that drive the overall performance of the firm. Hence, food industry firms should mainly rely on developing strong internal knowledge structures and networks of resources that emanate from their image in the market to get maximum performance returns.

4. Discussion

The findings of this study provide empirical insights into the relationships among organizational image, critical success factors, and organizational performance at Union Food Industries Co. Ltd. Based on the responses of 65 managers, the results indicate that organizational image is positively associated with critical success factors, as reflected in

the reported coefficient of determination ($R^2 = 0.824$). This finding suggests that favorable organizational perceptions may support the development of internal capabilities, particularly organizational culture, information technology, and resource management. Organizational image therefore represents more than an external perception of corporate identity; it may also function as an intangible strategic asset associated with organizational effectiveness. This interpretation is consistent with previous studies emphasizing the importance of organizational image, identity, and culture in shaping organizational outcomes [6], [7].

The analysis further demonstrates that the cognitive and affective dimensions of organizational image contribute to the development of critical success factors. The cognitive dimension, which reflects stakeholders' perceptions of organizational competence, operational practices, and institutional credibility, recorded an R^2 value of 0.605. Meanwhile, the affective dimension, representing emotional evaluations and attitudes toward the organization, recorded an R^2 value of 0.766. These findings suggest that both rational assessments and emotional perceptions are relevant to organizational capability development. A positive cognitive image may strengthen confidence in management decisions and operational procedures, while a favorable affective image may encourage employee commitment, cooperation, and willingness to participate in organizational initiatives. Such relationships correspond with the conceptual understanding of organizational image as a multidimensional construct influencing internal organizational behavior and stakeholder relationships [2], [4].

Furthermore, the results indicate a positive relationship between critical success factors and organizational performance, with a reported R^2 value of 0.736. Organizational culture, information technology, and resources were examined as the principal components of critical success factors. The respective regression coefficients reported for these dimensions were 0.633, 0.504, and 0.615, suggesting positive associations with organizational performance. These findings highlight the importance of combining human, technological, and organizational resources to support operational effectiveness. An organizational culture that promotes collaboration and knowledge sharing may facilitate coordinated decision-making, while information technology can improve information accessibility, communication, and operational efficiency. Adequate organizational resources may further strengthen the implementation of strategic initiatives. This interpretation aligns with Wong's identification of organizational culture, technological infrastructure, and resource availability as essential factors for successful knowledge management implementation [14].

The direct relationship between organizational image and organizational performance also provides an important contribution to the study. The reported regression coefficient of 0.753 and R^2 value of 0.623 indicate a positive association between these variables. This finding suggests that a favorable organizational image may be associated with better performance outcomes, particularly sales growth, quality improvement, and customer satisfaction. In the food manufacturing industry, organizational image may influence employee perceptions of corporate reliability, strengthen internal commitment to quality standards, and support organizational efforts to maintain stakeholder confidence. Nevertheless, the relationship should be interpreted in the context of the study's managerial survey data rather than as direct evidence of changes in actual sales or customer purchasing behavior. The findings are broadly consistent with earlier research linking organizational capabilities, management practices, and strategic alignment with organizational performance [9], [11], [12].

An important aspect of the research concerns the mediating role of critical success factors in the relationship between organizational image and organizational performance. The path analysis presented in Table 4 reports indirect-effect estimates of 0.55 for cognitive image, 0.52 for affective image, and 0.55 for overall organizational image. These results are consistent with the proposed conceptual framework, in which critical success factors serve as an intervening mechanism connecting organizational perceptions with performance outcomes. In this framework, organizational image may be associated with improvements in organizational culture, information technology, and resource

capabilities, which in turn contribute to organizational performance. However, the reported total indirect estimate of 1.62 combines estimates associated with overlapping organizational-image constructs. Consequently, this total should not be interpreted as a single mediation coefficient or as definitive evidence that the indirect effect exceeds the direct effect. Establishing the statistical significance and magnitude of mediation would require a clearly specified indirect-effect model and appropriate confidence intervals.

From a theoretical perspective, the findings contribute to the understanding of how intangible organizational attributes may be associated with measurable organizational outcomes through internal managerial capabilities. Previous research has examined organizational image as an important element of institutional identity and stakeholder perceptions [3], [7]. Similarly, knowledge management literature has emphasized the importance of critical success factors in strengthening organizational effectiveness [14], [15]. The present study brings these perspectives together by examining organizational image as an antecedent of critical success factors and organizational performance within a food manufacturing company. This integrated perspective suggests that organizational image and internal capabilities should not be treated as isolated managerial considerations but as potentially interconnected elements of organizational development.

The findings also offer practical implications for the management of Union Food Industries Co. Ltd. Managers should consider strengthening organizational image through consistent communication, transparent managerial practices, product quality improvement, and positive stakeholder relationships. However, initiatives aimed at improving organizational image should be accompanied by investments in organizational culture, technological infrastructure, employee development, and resource management. Such an integrated approach may help translate favorable organizational perceptions into more effective internal operations. In particular, establishing knowledge-sharing practices, improving information systems, and aligning organizational resources with strategic objectives could support performance improvement in areas such as production quality, sales activities, and customer satisfaction. These recommendations are consistent with the broader argument that organizational performance depends on the interaction of managerial capabilities and organizational resources [10], [12].

Despite these contributions, several limitations should be acknowledged. The study focuses on a single organization and uses responses from 65 managers, which may limit the generalizability of the findings to other food manufacturing companies or industrial sectors. Furthermore, reliance on managerial perceptions may introduce common-method bias, while the available analysis does not establish causal relationships among the variables. The reported regression statistics and mediation estimates should also be reviewed for internal consistency before drawing definitive conclusions about the strength of the proposed relationships. Future research could investigate these relationships across multiple organizations using larger samples, objective performance indicators, and more rigorous mediation techniques, such as structural equation modeling with bootstrapped indirect-effect confidence intervals. Longitudinal research would also be valuable for examining whether improvements in organizational image and critical success factors precede subsequent changes in organizational performance.

Overall, the findings suggest that organizational image, critical success factors, and organizational performance are positively interconnected within the organizational context examined. The study highlights the potential importance of organizational culture, information technology, and resources as mechanisms through which favorable organizational perceptions may be associated with improved performance. By integrating external organizational perceptions with internal managerial capabilities, organizations may develop a more comprehensive approach to strengthening operational effectiveness and long-term competitiveness.

5. Conclusion

The results show that organisational image directly and indirectly affects the organisational performance of Union Food Industries Co. Ltd. In particular, the results show that cognitive and emotional dimensions of organisational image help improve

crucial success determinants like organisational culture, information technology, and resource networks. on addition, CSFs play a significant role on relational performance in sales, quality growth, and customer happiness. Furthermore, the route analysis confirms that the organisational image has a higher indirect impact on performance as interpreted by CSFs than the direct impact, which supports the theoretical framework derived from the research. Such contributions imply that IT, internal processes, and organisational culture image can be employed by managers to build organisational image and performance. Additionally, decision makers must match their company goals with an appropriate measure of performance, both financial and non-financial, to enable superior competition and long-term success of enterprises.

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