

Managerial Effectiveness - A Critical Analysis

*Dr. Clayton Michael Fonseca¹, Dr. S. Paul Raj² &
 Mr. C.R. Christi Anandan³

¹Asst. Professor, P.G. & Research Department of Social Work, Sacred Heart College, Tirupattur – 635601

²Head, Asso. Professor, P.G. & Research Department of Social Work, Sacred Heart College, Tirupattur – 635601

³Asst. Professor, P.G. & Research Department of Social Work, Sacred Heart College, Tirupattur – 635601

Corresponding Author: *Dr. Clayton Michael Fonseca

Abstract: Managerial effectiveness varies widely from organization to organization and from job to job and hence the criteria of effectiveness needs to be carefully and objectively defined. Effectiveness is best seen as something a manager produces from a situation by managing it appropriately. Managerial effectiveness has been seen as a growing field of study since past researches have shown it as an important part of an organization as a whole. The present descriptive study was undertaken to understand how Managerial Effectiveness is perceived by Employees in one of the Top Public Sectors in Tamil Nadu. The present study consists of 100 employees employed in the Production Division. The census method was applied and all the 100 respondents were taken for the study. The study revealed that nearly half (46%) of the respondents indicated a low level of managerial effectiveness. The shortcomings on the dimensions of managerial effectiveness appraise us with the dimensions where managers are lacking or showing weaknesses and hence they are important for improving the effectiveness of the organization.

Keywords: Managerial Effectiveness, Employees, Managers, Dimensions of Managerial Effectiveness

I. Introduction

The term managerial effectiveness implies to the extent to which an employee achieves the output requirements of the organization by using and implementing his or her managerial skills and strategies through his work force, peer groups and subordinates. Whereby the organization gets the best output from each worker, resulting in maximum results and growth through the manager. For the organization the manager is a tool and for the organizational growth the worker acts as a tool. There is a mutual dependency in every level of internal business activities. Of the various resources, namely, money, material, machine and men it is the last which is the most important.

The overall responsibility of management can be seen as the attainment of the given objectives of the organization. Upon the attainment of its aims and objectives will rest the success and ultimate survival of the organization. Therefore, there is a clear and important need for effective management. And this need is just as strong in the public sector as in the private enterprise. Indeed, it could be argued that in a local governmental organization, for example; the accountability of public servants to elect members for their actions means that professional standards of management of the highest order are even more essential. But whether in private or public sector organizations, managerial effectiveness is a difficult concept both to define and to measure.

Managerial effectiveness varies widely from organization to organization and from job to job and hence the criteria of effectiveness needs to be carefully and objectively defined. Effectiveness is best seen as something a manager produces from a situation by managing it appropriately. In the current scenario, it represents turnover and not output. The manager must think in terms of performance, not personality. It is not so much that managers do, but what they achieve.

Managerial Effectiveness vs. Managerial Efficiency

Conventional job descriptions often lead to an emphasis on what could be called managerial efficiency i.e. the ratio of output to input. The problems are that if both input and output are low, efficiency could still be one hundred percent. In fact a manager or department could easily be one hundred percent efficient and zero percent effective. The qualities of efficient managers and effective managers are illustrated below.

Efficient Manager	rather than	Effective Manager
Does things right	rather than	Does Right things
Solves Problems	rather than	Creates Productive Alternatives
Safeguards Resources	rather than	Optimizes resource Utilization
Discharges Duties	rather than	Obtains Results
Practices Apparent Effectiveness	rather than	Practices Managerial Effectiveness

II. Review of Literature

Msizi, & Vitalis Mkhize (2010), in their research on “Managerial Competencies required by Managers to Effectively Manage Diversity”, conducted a descriptive and analytical, cross-sectional design using systematic sampling technique. The sample constituted of 45 accounting managers and 114 trainees. The results revealed teamwork and self-management competencies were highly rated by managers, while communication and teamwork competencies were highly rated by trainees. Both managers and trainees believed that diversity should be led by top management. The study suggests that the accounting firms’ managers should consider the importance given by trainees and by themselves in prioritizing the most important competencies they require in managing diversity.

Vinit Singh Chauhan (2014), conducted a study on, “Managerial effectiveness as correlate to individual and situational variables: A study on Indian Managers”. The study was conducted with a sample of 64 managers from 5 companies. The correlation results indicated a significant relationship between Organisational Climate dimensions (achievement, extension and affiliation dominance) with the dependent variable of Managerial Effectiveness. The inter-correlation matrix indicates that a significant relationship was found between organizational climate dimensions of achievement dominance, extension dominance and affiliation dominance and the dependent variable of managerial effectiveness.

Kalagi Shah & Chetna Parmar (2016), in their study on “The analysis on the effect of Management Education on effectiveness of Managerial Competency”, stated that; Managerial effectiveness has been an increasing field of study since past researches have shown it as an important part of an organization as a whole. Their paper addresses the effectiveness of the processes involved in business administration programmes for managers in India. It aimed to understand the foundation of appropriate business administration for managers and to explore their view and perceptions in relation to the skills and knowledge required of them. Out of the total number of 100 managers taken for the study, the mean age of the respondents was 40.8, and 94 respondents were male and 6 were female. This was due to the fact that in developing countries including India, the majority of managers in organizations are male. It was found that male managers were more reliable and fit in Indian organization culture. Due to cultural and social factors, females are more interested in Govt./public sectors and educational institutions. Findings show that functional effectiveness is positively correlated with learning based and value based programme of management schools.

Geeta Rana, Renu Rastogi & Pooja Garg (2016), conducted a study on “Work Values and Its Impact on Managerial Effectiveness: A Relationship Study in Indian Context”. The study revealed that competent managers are very important assets to any organization as they drive it to success through the challenges of global competition. The purpose of this study was to test the impact of work values on managerial effectiveness in Indian organizations. A survey was conducted on a sample of 300 managers working in different organizations in India. Findings indicated that work values have a positive and significant relationship on managerial effectiveness.

III. Materials and Methods

Aim

The study was undertaken to understand how Managerial Effectiveness is perceived by Employees in one of the Top Public Sectors in Tamil Nadu.

Objectives

- To highlight the importance given to the various dimensions of Managerial Effectiveness.
- To denote the level of Managerial Effectiveness exhibited by managers as perceived by employees of the organization.

Hypotheses

- There a significant difference between the educational qualification of the respondents and various dimensions with regard to Managerial Effectiveness.
- Higher the age, higher the Managerial Effectiveness exhibited by Managers as perceived by employees.

Universe & Sampling

The study was conducted in one of the top Public Sector in Tamil Nadu. The name of the organization was asked not to be disclosed for the want of confidentiality and the conventional applicability of adhering to the research ethics and norms. The present study consists of 100 employees employed in the Production Division of this Sector. The census method was applied and all the 100 respondents were selected for the study.

Research Design

The Descriptive research design was inculcated in this study. Since, the present study attempts to describe the various influencing factors of managerial effectiveness of employees, the descriptive design was adopted to highlight and denote factors as they are portrayed.

Tools of Data Collection

Name of the Instrument	Reliability	Rating Scale	Data Collection Method
Managerial Effectiveness Standardized Scale R.K. Sharma (1988) Cronbach's Alpha (.883)	<i>Re-established</i> .887 Cronbach's Alpha	Likert 5 Point Rating Scale	Questionnaire Method was adopted

Analysis of Data

Table 1: Importance given to the various dimensions of Managerial Effectiveness

Dimensions of Managerial Effectiveness	Percentage %
Motivation	
Low	32.0
Moderate	28.0
High	40.0
Leadership	
Low	42.0
Moderate	24.0
High	34.0
Delegation	
Low	32.0
Moderate	24.0
High	44.0
Time Management	
Low	58.0
Moderate	14.0
High	28.0
Brain Storming & Creativity	
Low	52.0
Moderate	16.0
High	32.0
Decision Making	
Low	56.0
Moderate	16.0
High	28.0
Crisis Management	
Low	60.0
Moderate	0
High	40.0
Change Management	
Low	50.0
Moderate	20.0
High	30.0
Conflict Management	
Low	66.0
Moderate	6.0
High	28.0
Human Resource Management	
Low	38.0
Moderate	34.0
High	28.0
Counseling	
Low	50.0
Moderate	20.0
High	30.0

The presented table states that, more than half of the of the respondents revealed a low rating pertaining to dimensions of managerial effectiveness which constitute to the areas of Time Management, Braining Storming & Creativity, Crisis Management, Change Management, Conflict Management and Counselling. From the presented table it is evident that there are many setbacks in lieu with how the employees of the public sector perceive the effectiveness portrayed by their managers.

Nearly half of the respondents denoted a high rating with regard to the dimensions of Motivation and Delegation of Authority/Work. The result contradicts the studies made by **Vitalis Mkhize (2010)**, which stated that the manager's competencies were highly rated by the trainees. **Pooja Garg (2016)**, also stated that competent managers are very important assets to any organization as they drive it to success through the challenges of global competition. However, this has not been seen based on the ratings as denoted by the

employees of the organization. Inadequacies portrayed in the presented table assess the dimensions where managers are lacking or showing weaknesses. Only if these areas are improved, effective organizational practices could be seen and thus cater to the development of the organization and the management.

Table 2: Distribution of Respondents and Level of Overall Managerial Effectiveness

Level of Overall Managerial Effectiveness	Percentage %
Low	46.0
Moderate	28.0
High	26.0

The presented table infers that nearly half (46%) of the respondents stated a low level of managerial effectiveness. More than one fourth of the respondents (28%) denoted a moderate level while a little more than one fourth (26%) denoted a high rating. The presented findings differ from the study made by **Kalagi Shah & Chetna Parmar (2016)**, which emphasized that managers were more reliable and fit in Indian organizations culture. The effectiveness of the organization can be improved if the management plans properly. Better results will be achieved if subordinates are encouraged to speak their mind and are guided properly.

Table 3: Educational Qualification of Respondents with regard to Various Dimensions of Managerial Effectiveness

Various Dimensions of Managerial Effectiveness	N	Mean	S.D	Statistical Inference
Motivation				t=-0.452 df=48 P>0.05 Not Significant
Graduate	82	16.39	2.19	
Postgraduate	18	16.00	3.00	
Leadership				t=-0.981 df=48 P>0.05 Not Significant
Graduate	82	20.10	2.31	
Postgraduate	18	21.00	3.28	
Delegation				t=-0.890 df=48 P>0.05 Not Significant
Graduate	82	19.24	2.30	
Postgraduate	18	18.44	3.05	
Time Management				t=-0.350 df=48 P>0.05 Not Significant
Graduate	82	16.27	1.90	
Postgraduate	18	16.00	2.83	
BS & Creativity				t=-0.036 df=48 P>0.05 Not Significant
Graduate	82	22.15	2.55	
Postgraduate	18	22.11	3.33	
Decision Making				t=-0.137 df=48 P>0.05 Not Significant
Graduate	82	22.24	2.74	
Postgraduate	18	22.11	2.03	
Crisis Management				t=-0.242 df=48 P>0.05 Not Significant
Graduate	82	11.07	1.57	
Postgraduate	18	11.22	2.11	
Change Management				t=-1.621 df=48 P>0.05 Not Significant
Graduate	82	14.56	1.99	
Postgraduate	18	15.78	2.28	
Conflict Management				t=-0.139 df=48 P>0.05 Not Significant
Graduate	82	22.20	2.66	
Postgraduate	18	22.33	2.87	
Human Resource Management				t=-0.933 df=48 P>0.05 Not Significant
Graduate	82	23.02	2.48	
Postgraduate	18	23.89	2.67	
Counseling				t=-0.281 df=48 P>0.05 Not Significant
Graduate	82	18.66	2.06	
Postgraduate	18	18.44	2.13	
Overall Managerial Effectiveness				t=-0.221 df=48 P>0.05 Not Significant
Graduate	82	205.90	16.92	
Postgraduate	18	207.33	20.69	

Table 3, states that there is no significant difference between the educational qualification of the respondents and various dimensions like motivation, leadership, delegation, time management, brain storming & creativity, decision making, crisis management, change management, conflict management, human resource management, counseling and overall managerial effectiveness. This further infers that bot graduates and postgraduates perceive the same with regard to the managerial effectiveness exhibited by their managers.

Table 4: Correlation between the Age of Respondents and Various Dimensions of Managerial Effectiveness

Variables	Correlation Value	Statistical Inference
Age and Motivation	0.029	P>0.05 Not Significant
Age and Leadership	0.150	P>0.05 Not Significant
Age and Delegation	0.045	P>0.05 Not Significant
Age and Time Management	0.135	P>0.05 Not Significant
Age and BS & Creativity	0.322	P>0.05 Not Significant
Age and Decision Making	0.321	P<0.05 Significant
Age and Crisis Management	0.131	P>0.05 Not Significant
Age and Change Management	0.248	P>0.05 Not Significant
Age and Conflict Management	0.204	P>0.05 Not Significant
Age and Human Resource Management	0.303	P<0.05 Significant
Age and Counselling	0.170	P>0.05 Not Significant
Age and Overall Managerial Effectiveness	0.282	P<0.05 Significant

It is evident from the above table that there is a significant relationship between the age of the respondents and various dimensions like decision making, human resource management and overall managerial effectiveness. This further infers that age is an important factor in understanding and disseminating managerial competencies as perceived by employees. As the age increases the skills of decision making, management of human resource and overall managerial effectiveness. The table also states that there is no significant relationship between age of the respondents and various dimensions like motivation, leadership, delegation, time management, brain storming & creativity, crisis management, change management, conflict management and counseling.

IV. Findings

Shortcomings are noticed when the variables taken in the study are examined critically and percentages of scores on each dimension are studied in detail. The study revealed that more than half of the of the respondents revealed a low rating pertaining to dimensions of Managerial Effectiveness which constitute to the areas of Time Management, Braining Storming & Creativity, Crisis Management, Change Management, Conflict Management and Counselling. The study highlights that that nearly half (46%) of the respondents stated a low level of Managerial Effectiveness. The analysis further infers that both graduates and postgraduates perceive the same with regard to the Managerial Effectiveness exhibited by their managers. From the presented analysis it is also evident that as the age increases decision making skills, human resource management skills and the overall managerial effectiveness increases.

V. Conclusion

Inadequacies on the variable of Managerial Effectiveness appraise us with the dimensions where managers are lacking or showing weaknesses and hence they are important for improving the effectiveness of the organization. Managerial Effectiveness will improve if managers become fair in their dealings and are well trained in their job, this would lead to better production and effectiveness. Similarly if managers feel certain about their authority over their subordinates and are able to give clear explanations to them concerning their areas of responsibility, their credibility will also increase.

A participatory approach in interpersonal conflict resolution, a little autonomy given at all levels of hierarchy and decision making will lead to better performance and satisfaction. Better results will be achieved if subordinates are guided properly. Conflict resolution at personal as well as organizational level by the managers themselves will lead to better performance. It is important to note that, the findings and conclusion stated in the present study are needed for Managerial Effectiveness. It is also observed that credibility is important in the public sector where performance is important. Finally it must be stated that the above discussion is based solely on the responses of the respondents of the study. More extensive research needs to be undertaken before we can draw broad generalization in this context.

Works Cited

- [1]. Chauhan, V. S. (2014). Managerial effectiveness as correlate to. IRACST- International Journal of Research in Management & Technology (IJRMT), 35-44.
- [2]. Drucker, P. (1977). An Introductory View of Management. New York: Harpers College.
- [3]. Geeta Rana, R. R. (2016). Work Values and Its Impact on Managerial Effectiveness: A Relationship Study in Indian Context. Vision: The Journal of Business Perspective - Sage, 267–277.
- [4]. H.C. Koontz, O. a. (1980). Management. New Delhi: McGraw Hill.
- [5]. J.B., A. (2014). Managerial role in organizational CSR: Empirical lessons from Ghana. Corporate Governance. Emerald Insights, 104-109.
- [6]. Kalagi Shah, C. P. (2016). A study on the analysis of effect of Management Education on. International Journal of Advance Research in, 230-234.
- [7]. Khan, M. &. (2009). Management Education & Corporate Governance: A Case of India and Pakistan. Research Journal of International Studies, 29-44.
- [8]. Msizi, V. M. (2010). A study of managerial competencies required by managers to effectively manage diversity in KwaZulu-Natal. Retrieved from Research Space: <http://researchspace.ukzn.ac.za/handle/10413/6064>
- [9]. R.M.Steers. (1977). Organisational Effectiveness. California: Good Year publishing Co.
- [10]. Reddin, W. (1970). Managerial Effectiveness. New York: McGraw Hill Book company.

IOSR Journal of Business and Management (IOSR-JBM) is UGC approved Journal with SI. No. 4481, Journal no. 46879.

Dr. Clayton Michael Fonseca. "Managerial Effectiveness - A Critical Analysis." IOSR Journal of Business and Management (IOSR-JBM), vol. 19, no. 8, 2017, pp. 47–52.