
**AN OVERVIEW OF LITERATURE ON CO RELATIONAL FIELD
STUDIES AND MULTIPLE CRITERIA OF ORGANIZATIONAL
EFFECTIVENESS**

Mishra, G.P. & Mishra, K.L.

Birla Institute of Technology Mesra International Center Muscat

Abstract

In this paper various criteria of organizational effectiveness by different authors have been discussed. Some of the criterion for organizational effectiveness was found to be the goal attainment, Labor turnover and Grievances. The multiple criteria of Organizational effectiveness has also been discussed in details. The purpose of this paper is to generate insight about Organizational effectiveness

Keywords: organizational effectiveness, studies, Labor

Goal attainment as criteria of organizational effectiveness

Goal attainment is one of the methods by which we can find organizational effectiveness. In the research conducted by Krishaniah and Singh (1988) and Balaraman (1989) found that Indian managers use multiple styles rather than a single style to achieve the organizational goals. The result of the research conducted by Evans (1970) found that the Leadership styles and attainment of goals varied from organization to organization. Evans (1970) studied two types of organizations, namely public utility which consisted of three hundred and eleven workers and a general hospital consisted of eighty eight nurses. The results showed that in the public utility, Leadership behavior had an impact on goal attainment, but in the hospital it gained very little Evans (1970).

Labor turnover and grievances

The results obtained by the research of Fleishman and Harris (1962) provided one of the best examples co relational field research on consideration and initiating structure. The study conducted in a truck manufacturing plant of one of the company about the behavior of fifty seven production supervisors by their subordinates, found that the supervisors who were very considerate had less grievances and turnover in their work units than the supervisors who were more on consideration Fleishman and Harris (1962). In one of the research conducted by Skinner, Gardner and Cioffi (1958) it was found that the democratic supervision led to high productivity.

Multiple criteria of Organizational effectiveness

In one of the research study conducted by Menon (1975) on six manufacturing and marketing organizations in Western Australia, found that initiating structure is not related to any of the five criteria's i.e. efficiency of the supervisor, efficiency of his group, responsibility and company support, number of times promoted and career orientation of organizational performance. In the research conducted by Fleisman and Simmons (1970) on three hundred and eighteen foreman from hundred factories through out Israel, found that high consideration and structure is likely to optimize a number of effectiveness criteria for a variety of supervisory jobs. It should be further noted that it is equally important to understand what amount of changes have taken place after the changes were made in the top Leadership.

In one of the studies conducted by Lieberson and O'Connor (1972) that examined the relative effects of year, industry and company's Chief Executive Officer on the earnings of one hundred and sixty seven companies in thirteen Industries using three performance variables namely, sales, earnings and profit margins (as dependent variables), their analysis showed that much of the variance in their performance can be explained by the factors other than the Leadership variance. Lieberson and O'Connor (1972) emphasised that Leadership had a strong effect on profit margins. The research conducted by Maheshwari (1980) who had used both subjective and objective measures of organizational effectiveness in twelve organizations, both in public and private firms with a sample of eight and four managers (subjective measures included perceived organizational effectiveness relating to the manager's perception of organizational performance, morale of managers, rate of growth, objective measures included performance data for a five year period for changes in sales volume, profit before tax, capital employed and net worth) found that the participative style was more significant for those aspects of organizational effectiveness which emphasized productivity, morale and resource utilization than other aspects emphasizing growth through resource mobilization.

In one of the research study conducted by Khandwalla (1995) on ninety Indian Business organizations, showed a strong correlation between Leadership styles and organizational effectiveness. Khandwalla (1995) used ten perceived criteria of effectiveness (five of these criteria's were conventional business indicators, namely, profitability, growth of sales, financial strength, operative efficiency and performance stability over a period of time, among them two criteria's were related to stake holder goodwill including staff morale and public image and goodwill for the organization, while two criteria were systematic criteria i.e. adaptability and innovativeness and the tenth was social impact through pioneering new products. The results showed positive inter – correlation among the criteria of effectiveness. and management styles that had a strong positive relationship with highly bonded criteria like growth rate, performance stability, operative efficiency, or social impact could improve the overall effectiveness of the organization swiftly Khandwalla (1995). Khandwalla (1995) found that while management styles with a strong negative relationship with any of these could reduce the overall effectiveness of the organization equally swiftly, the professional and the altruist styles had the largest number of positive correlation with indicators of effectiveness followed by the participative and the organic (in organic style the emphasis is on administrative flexibility, openness, innovation, the importance of the effective problem – solver and above all on resourcefulness and getting things

done). Khandwalla (1995) came to the conclusion that if versatile performance is desired, these four styles may be the most desirable styles of Leadership.

In one of the research study conducted by Hingar (1986) who also related five styles of Leadership to the perceived indicators of effectiveness in a state level electricity company suggested that nurturant style was not related to the indicators of effectiveness, however, when combined with task orientation, it was found to be correlated with effectiveness of superior, efficiency of division and efficiency of the organization. Hingar (1986) came to conclusion after studying about three hundred sixty degree appraisal that appraisals are required to be carried out not only by the supervisors, but also by those supervised, i.e. subordinates and the peers. Salam, Jonathan and Sims (1977) investigated relationship between Leader behavior and subsequent performance ratings through a longitudinal field study and found that the performance ratings failed to converge and that what is seen is effective Leader behavior is dependent on the eye of the beholder.

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