

A STUDY TO MEASURE MANAGERIAL EFFECTIVENESS AMONG MANAGERS

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Abstract: *Now a days, effective managers are defined by inspirational and encouraging others, promoting a positive work environment, accepting and managing feelings, building bonds, communications, guidance and so forth. Manager plays an important role in determining the attitude and performances of the employees in a society*

Managerial effectiveness as the “ability of a manager to carry out the activities required of his/her position while achieving the results both current and in terms of developing further potential” Gupta (1996). It measures 16 dimensions of managerial effectiveness such as confidence in subordinates, communication & task assignment, networking, colleagues management, discipline, resource utilization, management of market environment, conflict resolution, integrity & communication, client management & competence, motivating, delegation, image building, welfare management, consultative, and inspection & innovation.

The Purpose of the study to measure the Managerial Effectiveness among Managers. The data has been collected from the Managers working in the Banking and Manufacturing sector. In order to achieve the objective standardized questionnaire has been used which is developed by Gupta (1996). The study found that on the Colleague Management factor Managers are highly effective, on Confidence in Subordinate factor Managers are Average Effective, and on the Delegation factor Managers are Low Effective.

Keywords: *Managerial Effectiveness, Manager, Society*

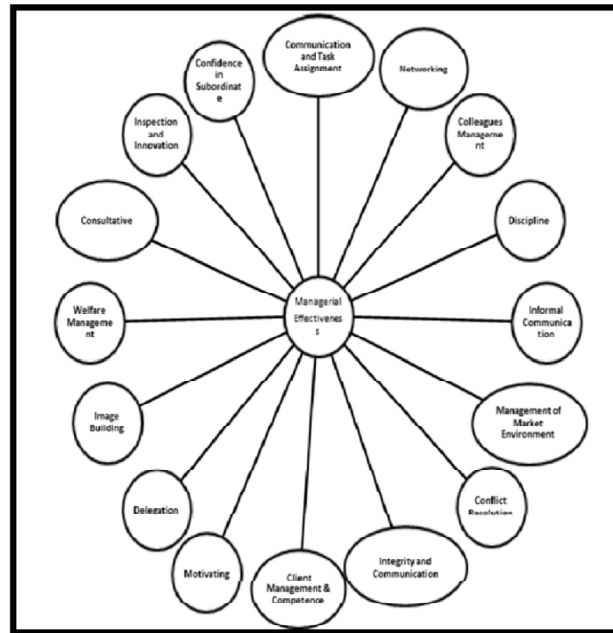
INTRODUCTION

Managerial Effectiveness

Managerial effectiveness is defined as the goal achieving behavior. Managerial effectiveness is accomplished if a person is an effective manager. An effective manager is one who is positive in his nature, his managerial process and the result of the process. One of the main characteristics that contribute to the managerial effectiveness is leadership. Managerial effectiveness is a leader's capability to achieve desired result. How well he applies his/her skills and abilities to guiding and directing others determines whether he/she can meet those results effectively. Managerial effectiveness is often defines in terms of output -what a manager achieve. Gupta (1996) defined managerial effectiveness as the “ability of a manager

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to carry out the activities required of his/her position while achieving the results both current and in terms of developing further potential”.

Using factor analysis, 16 dimensions of managerial effectiveness were identified such as confidence in subordinates, communication & task assignment, networking, colleagues management, discipline, resource utilization, management of market environment, conflict resolution, integrity & communication, client management & competence, motivating, delegation, image building, welfare management, consultative, and inspection & innovation.

REVIEW OF LITERATURE

Managerial effectiveness

The review of literature related to Managerial Effectiveness among Managers. Managerial effectiveness is often defines in terms of output -what a manager achieve. Gupta (1996) defined managerial effectiveness as the “ability of a manager to carry out the activities required of his/her position while achieving the results both current and in terms of developing further potential”. Zand (1972) depicted a study to analyze the concept of trust, and presents a model of the interaction of trust and problem solving behavior and also examined the reports of the results of an experiment that attempted to test several hypotheses derived from the model. The study found that there were highly significant difference between the high trust group and low trust groups in the clarification of goals and the study also

found that shared trust or lack of trust apparently are a significant determinant of managerial problem solving effectiveness. Luthans *et al.* (1988) conducted a study to analyze the relationship between directly observed managerial activities and organizational sub unit effectiveness. The study selected 78 managers came from all levels and all type of large and small organizations including manufacturing, retail, Financial, transportation and Public Sector organization. In order to achieve the objective canonical correlation analysis was used. The study found that there is a significant relationship between subunit effectiveness measures and the observed managerial activities. Balaraman (1989) defined Managerial effectiveness in behavioral terms which evaluated manager on selected job, oriented criteria such as communication, cost awareness, delegation of work, labour relation, planning and scheduling, securing inter departmental cooperation, training subordinates and utilization of capacity. The study found that Authoritarian/ Autocratic styles is found to be a strong predictor of ineffectiveness and the study also found that leadership styles are the predictive of effective and ineffective communication skills. Rajendhiran and Abhishek (2015) conducted a study to examine the relationship of workers regarding their HRM practices and Organizational performance in the workplace. In order to attain the objectives descriptive research has been used and the data has been selected from 100 employees who are working in SAIL Refractory India Ltd. The study found that there is significant, positive and meaningful relationship between HRM practices and the organization performance. Joshi (1991) conducted a study to explore the concept of managerial effectiveness as perceived by the Chief Executives. The study selected 133 chief executives. The study found that the chief executives perceived dynamics and inspiring leadership, result orientation, high concern for peoples and senses of identification with the company, to be most important indicators of managerial effectiveness. Joshi (1995) conducted a study to explore into the personal and organization factors contributing to managerial effectiveness. Data was collected from two groups of managers-the "effective" and the "not so effective" in a large number of organizations. The study found that effective managers are more stable on their jobs, professionally qualified and satisfied with their careers. The study also found that managerial skills will also increase the effectiveness of managers involved in management development. Singh and Vats (1991) conducted a study to examine how managers can beneficially manager conflict and explored the background of conflict management and also studied probes existing theories of conflict management. The study found that favorable conflict resolution strategies emphasis on the integrator style of conflict management for effective conflict resolution. Chauhan (2014) presented a study to understand the impact of situational variables (Organizational Climate) and the personal variables (tolerance of ambiguity, learned helpless managerial creativity) on the dependent variables of managerial effectiveness. The sample consists of 64 managers from 5 companies of steel and textile sector. In order to attain the objective correlation analysis has

been used. The correlation result indicated a significant relationship between Organizational Climate dimensions (achievement, extension and affiliation dominance) with the dependent variable of Managerial Effectiveness.

Rishipal (2012) conducted a study to compare the managerial effectiveness and counterproductive work behavior among the junior, middle and senior level manager. The studies also identify the nature of relationship between managerial effectiveness and counterproductive work behavior among various levels of managements. The sample of manager selected from various manufacturing and service providing, semi government, non-governments organizations and private sector Indian enterprises as a non-randomized sample on the basis of availability of executives. The study found that Managers at different levels such a junior, middle and senior differed significantly with each other in their mean counterproductive work behavior. The study also found that senior and middle level managers showed that the dimension of counterproductive work behavior was significantly influencing their managerial effectiveness on negative manner whereas in the case of junior manager no significant influencing value for counterproductive work behavior as predictor of managerial effectiveness. Vries et.al (2010) conducted a study to investigate the relations between leaders' communication styles and charismatic leadership, human-oriented leadership (leader's consideration), task -oriented leadership (leaders' initiating structure), and leadership outcomes. The study operationalized six main communication styles such as Verbal aggressiveness, expressiveness, preciseness, assuredness, supportiveness, and argumentativeness. The study found that charismatic and human-oriented leadership are mainly communicative, while task oriented leadership is significantly less communicative. The study also found that communication styles were strongly and differentially related to knowledge sharing behaviors, perceived leader performance, satisfaction with the leader and subordinate's team commitment. Vivek and Sulphrey (2015) conducted a study to compare Managerial Effectiveness among different categories of business organizations. The study selected 240 employees of managerial cadre. The t-test was used to analyze the data. The study found that there is significant difference in ME among employees of public and private sector enterprises under manufacturing unit and also found that there is no significant difference is found among employees of public and private sector enterprises under service units.

MATERIALS AND METHODS

The Methods and Materials deals with the objective, Research Design, Sample Size, Tools and Data Collection Procedure.

Objective

- To measure the Managerial Effectiveness among Managers.

Research Design

A descriptive research has been conducted on 'A Study to Measure Managerial Effectiveness among Managers.

Sample Size

In order to attain the objective 150 employees were those of Managers (Middle Level) selected from Banking and Manufacturing Sector in Punjab.

Tools and Data Collection Procedure

In order to measure the Managerial Effectiveness the standardized questionnaire was used developed by Gupta (1996). It contains 45 items and measuring 16 dimensions of managerial effectiveness were identified, viz., confidence in subordinates, communication & task assignment, networking, colleagues management, discipline, resource utilization, management of market environment, conflict resolution, integrity & communication, client management & competence, motivating, delegation, image building, welfare management, consultative, and inspection & innovation. The reliability of the instrument was found to be .73. The data was collected from the 150 Managers from different Banking and Manufacturing Sector in Punjab with the help of standardized questionnaire on the Likert 5 point rating scale. The employees were working as managerial position (Middle Level Manager) was taken. In order to attain the objective Descriptive Statistics has been used. With the help of Descriptive statistics able to measure 16 components of Managerial Effectiveness.

RESULT AND DISCUSSION

This result deals with Data Representation and Interpretation of the study in which the Managerial Effectiveness among Managers has been discussed.

Below Tables and Graphs represents the Managerial Effectiveness among Managers. There are three types of effectiveness has been measured Highly Effective, Average Effective and Low Effective. The description has been discussed below.

Table 1
Table Represents the Descriptive Statistics of Highly Effective Manager

	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>
Communication and Task Assignment	150	4	20	12.15	4.275
Colleagues Management	150	6	25	19.95	3.522
Motivating	150	2	20	14.71	4.126
Welfare Management	150	3	15	12.38	2.585
Valid N (list wise)	150				

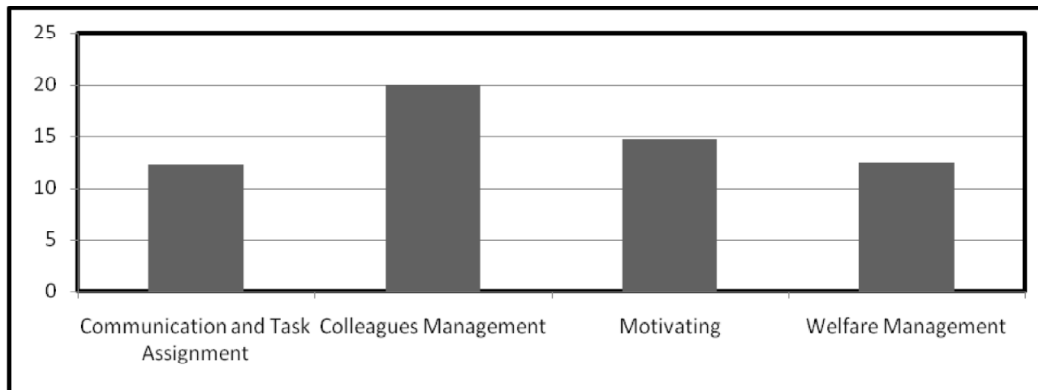


Figure 1: Figure Represents the Means Score of Highly Effective Manager

The above table and figure exhibits Mean Score of Highly Effective Manager. From the above table it is observed that among 16 Factor on 4 factors Managers perform Highly Managerial Effectiveness. These 4 factors are Communication and Task Assignment, Colleagues Management, Motivating and Welfare Management. Among these 4 factors on the Colleague Management the Managers of Banking and Manufacturing Sectors are highly effective.

Table 2
Table Represents the Descriptive Statistics of Average Effective Manager

	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>
Discipline	150	3	24	8.39	2.107
Confidence in Subordinate	150	4	15	11.71	2.341
Informal Communication	150	4	15	9.99	2.082
Management of Market Environment	150	2	14	8.07	1.649
Conflict Resolution	150	3	10	7.99	1.502
Networking	150	4	23	11.68	2.461
Image Building	150	1	16	9.82	3.024
Consultative	150	4	13	7.83	1.764
Inspection and Innovation	150	4	17	9.71	2.144
Valid N (list wise)	150				

The above table and figure exhibits Mean Score of Average Effective Manager. From the above table it is observed that among 16 Factor on 9 factors Managers perform Average Managerial Effectiveness. These 7 factors are such as Discipline, Informal Communication, Management of Market Environment, Conflict Resolution, Image Building, Consultative, Inspection and Innovation, Confidence in Subordinate and Networking. Among these 9 factors on the Confidence in Subordinate the Managers of Banking and Manufacturing Sectors are averagely effective.

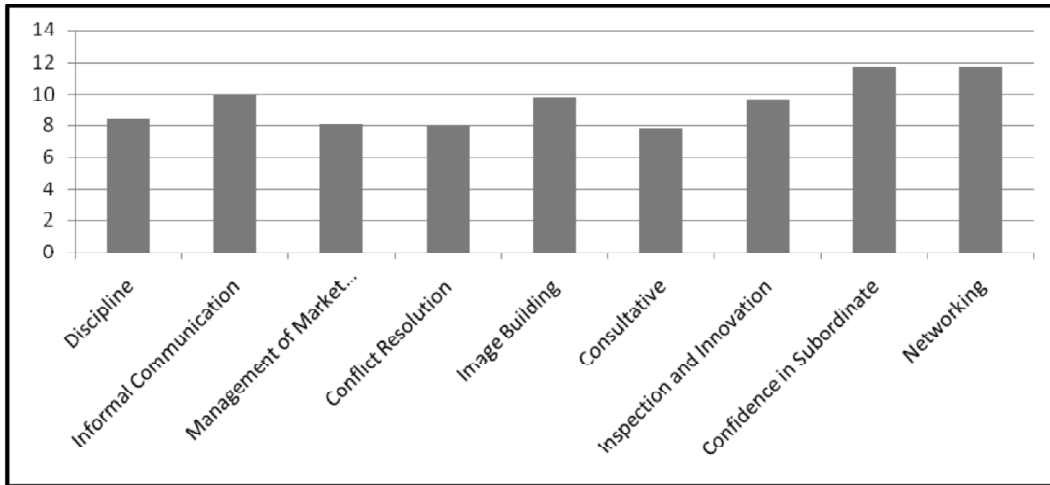


Figure 2: Figure Represents the Means Score of Average Effective Manager

Table 3
Table Represents the Descriptive Statistics of Less Effective Manager

	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>
Integrity and Communication	150	2	10	6.19	1.678
Client Management & Competence	150	2	18	6.71	2.723
Delegation	150	2	20	6.72	3.192
Valid N (listwise)	150				



Figure 3: Figure Represents the Means Score of Less Effective Manager

The above table and figure exhibits Mean Score of Less Effective Manager. From the above table it is observed that among 16 Factor on 3 factors Managers perform Less Managerial Effectiveness. These 3 factors are such as Integrity and Communication, Client Management & Competences and Delegation. Among these

3 factors on the Delegation the Managers of Banking and Manufacturing Sectors are less effective.

CONCLUSION

The present study observed that there are three types of managerial effectiveness of managers such as Highly Effective, Average Effective and Low Effective Manager. The study found that on the Colleague Management factor Managers are highly effective, on Confidence in Subordinate factor Managers are Average Effective, and on the Delegation factor Managers are Low Effective. Joshi (1995) Observed that effective managers are more stable on their jobs, professionally qualified and satisfied with their careers. The study also found that managerial skills will also increase the effectiveness of managers involved in management development. Vries *et al.* (2010) study found that communication styles were strongly related to knowledge sharing behaviors, perceived leader performance, satisfaction with the leader and subordinate's team commitment.

MANAGERIAL IMPLICATION

Effective Manager is always a need for organization. Effective Manager plays a vital role in the organization as they prepare strategy for the organization which helps to retain the good employees, plan compensation for their employees, leads to their prospective employees in all situations and it also able to enhance the skills of the employees in effective manner. Effective Manager makes environment comfortable for their employees in which they can work easily and full of enthusiasm and ultimately gives profit to the organization. Which is the need of hour in today descriptive change.

This research makes a contribution to Disruptive Change in the Global Economy too because Effective Managers has skills to achieve the goal of the organization with their prospective employees. In today's Global Economy all the organization requires the managers who can work comfortably with the employees and shows confidence toward their work and motivating also. The result of the study indicates that on the Colleague Management factor Managers are highly effective, on Confidence in Subordinate factor Managers are Average Effective, and on the Delegation factor Managers are Low Effective. As per the requirement of Disruptive Change Managers are highly effective on Colleague Management it shows they understand the nature of the organization's input and product markets, competition and technological environment. So the Effective Manager has to work upon Networking, Discipline and Innovation so that the employees can perform more and can raise their effectiveness in the current era.

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