

A STUDY ON MANAGERIAL EFFECTIVENESS ON MANUFACTURING COMPANIES

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INTRODUCTION

Managerial effectiveness can be described in terms of effectiveness standards, effectiveness areas and effectiveness objectives. The success of effectiveness is based upon the output associated with respect to the type of the company and the type of product manufactured. Managerial effectiveness can be broken down into many sub areas. In other words effectiveness areas can be subdivided into effective standards. These standards when made more specific they are called objectives. For every organization objectives need to be achieved with a time span. If not the organization becomes ineffective and inefficient. Managerial effectiveness is generally measured by comparing the actual standards and achieved standard. This research paper contains 90 respondents and this paper aims to throw light on managerial effectiveness on manufacturing companies.

REVIEW OF LITERATURE

Drucker(1974) said that “even most efficient businesses cannot survive, but they along succeed, if it is efficient in doing wrong things that is, if it lacks effectiveness”. Efficiency means minimum condition to survive and effectiveness means foundation of success.

Burgoyne(1976) quoted that managers are persons who aim in achieving organizational goals. At the same time Managerial performance has two coined terms efficiency and effectiveness. Efficiency is based on the relationship between input and output. In every organization the inputs are human, physical and financial resources.

Bansal(1982) said managers wanted smooth communication , better coordination and responsibility coupled with authority and feedback. This was given with reference to model of Lewis’s field theory.

Mohan(1985) has investigated the concept of Managerial effectiveness. Effectiveness is in the term of result or consequences, and they bring about the effects in relation to purpose and giving validity to particular activities.

Balaraman (1989) defined managerial effectiveness in behavioural terms which evaluated managers on select job oriented criteria such as communication, cost awareness, delegation of work, labour relations, planning and scheduling, securing interdepartmental cooperation, training subordinates and utilization of capacity.

OBJECTIVES:

The objectives of the study are

1. To find the improvement of Managerial effectiveness
2. To find relation between low level workers and supervisors
3. To find relation between employees and managers
4. To find the relation between managerial planning and managerial effectiveness
5. To find the employees opinion about improvement in managerial effectiveness

DEFINITION:

According to peter ducker, “manager is a dynamic life giving elements in business is function is to co-ordinate effort, encourages initiatives and keenness, uses each man’s ability and develops dynamics and devoted term which functions as a single entity”.

Managerial effectiveness is the ability of a manager to achieve expected results. How efficiently the manager applies his skills and abilities in controlling and directing employees determines whether he can meet the expectations of the management.

Methods of measuring managerial effectiveness

There are methods that are involving in the managerial effectiveness discuss briefly below:

The Person, Process, Product approaches – Bridging the gap

Every business organization is a part of industry and has to operate in a give economic system and society. The persons, process and product approach indicates how the various managerial characteristics and resourcefulness acting as inputs in being transformed into outputs through a transformation process.

1. **Person** – Intelligence, Aptitude, Knowledge, Temperament, Preference, Expectation, Ability, Motivation, Opportunity.
2. **Process** – Managerial job dimension, General function, Specialized functions
3. **Product** – Profit maximization, Organizational efficiency, High productivity, Employee satisfaction, Customer satisfaction.

MANAGERIAL GRID

Managerial Grid is a 9*9 matrix, a two dimensional view to determine the leadership style given by Blake and Mouton. The two axes of the grid were concern for people and concern for task. This determined whether the manager is employee centric or production centric.

DATA ANALYSIS AND INTERPRETATION

Workers Opinion About Managerial Effectiveness And Improvement

TABLE 1:

S.NO	Opinion	No.Of Respondents	Percentage
1	Strongly agree	77	85
2	Agree	12	14
3	Neutral	1	1
4	Disagree	-	
5	Strongly Disagree	-	
TOTAL		90	100

INTERPRETATION

The above table reveals that out of 90 employees 85% of the employees strongly agree, 14% of employees say agree and 1% of employees neutral. It is clearly seen that out of 90 employees strongly agree that they are satisfied with the improvement in managerial effectiveness which is 85%.

TABLE 2:

S.NO	Opinion	No.Of Respondents	Percentage
1	Strongly agree	72	81
2	Agree	06	6
3	Neutral	-	-
4	Disagree	12	13
5	Strongly Disagree	-	
TOTAL		90	100

INTERPRETATION

The above table clearly reveals that out the 90 employees, 81% of the employees say strongly agree, 13% of employees said disagree, and 6% of employees say agree. It is clearly seen that 81% of the employees strongly agree that there is good relationship with supervisors due to managerial effectiveness

TABLE 3:

S.NO	Opinion	No.Of Respondents	Percentage
1	Strongly agree	75	83
2	Agree	10	12
3	Neutral	3	3
4	Disagree	2	2
5	Strongly Disagree	-	
TOTAL		90	100

INTERPRETATION

The above table clearly reveals that out the 90 employees, 83% of the employees say strongly agree, 12% of employees said agree, and 3% of employees say Neutral. It is clearly seen that 83% of the employees strongly agree that they can promote good relationship with with managers.

TABLE 4:

S.NO	Opinion	No.Of Respondents	Percentage
1	Strongly agree	77	85
2	Agree	10	12
3	Neutral	1	1
4	Disagree	2	2
5	Strongly Disagree	-	
TOTAL		90	100

INTERPRETATION

The above table clearly reveals that out the 90 employees, 85% of the employees say strongly agree, 12% of employees said agree, and 1% of employees say Neutral. It is clearly seen that 85% of the employees strongly agree they are highly satisfied to effective managers.

CHI-SQUARE TEST

Comparison between experience and workers opinion about managerial effectiveness creates improvement.
Ho- There is no significant relationship between experience and workers opinion about managerial effectiveness creates improvement.

Workers opinion about improvement	Strongly agree	agree	Neutral	Disagree	Strongly disagree	total
Below 1 year	20	4	-	-	-	24
1-3 year	26	5	1	-	-	30
3- 5years	6	2	-	-	-	8
Above 5 years	28	-	-	-	-	28
Total	80	09	1	-	-	90

$C.V < T.V$

Ho is accepted, There is no significant relationship between experience and workers opinion about managerial effectiveness creates improvement.

FINDINGS

- Most of employees strongly agreed in manager relationship with employees in smooth
- The employees are highly satisfied in promotion opportunities leads the management to do their work correctly.
- The employees strongly agree that the manager's tries to solve their problems related to the work.
- Employees strongly agree in overall facilities available in company helps them to perform better.
- The employees strongly agree in management promotes that a good relationship with managers and employees.
- Employees are highly satisfied in with effectiveness help to make managerial planning successfully.
- Employees strongly agree that the managers of the organization have a good managerial effectiveness level.

CONCLUSION

The overall manufacturing companies I analyse that they are able to produce effective superior for the worker. The employees participation are highly positive attitude on job involvement that the employers are strong at agreed their qualification for the managerial effectiveness meeting. Effective working performance is highly co-operating the managerial effectiveness. The study was concluded in to that most of the employees say that their managers are working effectively in the organization that through proper managerial effectiveness can become a skilled and this is practically noticed through the analysis. Hence

the project entitled “managerial effectiveness” exhibits that employees of the organizations are well satisfied with their HR policies provided by the organization.

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