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**С. ДЕМИРЕЛ АТЫНДАҒЫ
УНИВЕРСИТЕТТІҢ ХАБАРШЫСЫ:
ӘЛЕУМЕТТІК ҒЫЛЫМДАР**

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ORGANIZATIONAL EFFECTIVENESS: EMPLOYEE WELLBEING, PERFORMANCE, PRODUCTIVITY AND LEADERSHIP RESEARCH.

Abstract. It is important for any organization to achieve organizational efficiency using all available resources and tools. In the sphere of globalization, it is difficult to keep the same level as competition is growing every day. The purpose of this article is to study how human resources and their factors affect the effectiveness of the organization. Factors such as labor productivity analysis, team cohesion, performance, organizational culture, and motivation play a component role in achieving organizational effectiveness by building organizational structure and production processes. This research paper used a goal model and an instrumental case study method

In general, organizational effectiveness is directly related to the management of employees, that is, the management of all employee activities. This industry is problematic because of its difficulty in regulating people. It can be seen that the effectiveness of the organization is based on the organizational structure that supports the productivity of employees

In conclusion, a variety of aspects related to the human factor have an impact on the business' efficiency. It may be argued that elements like employee productivity analysis, team-oriented organizational processes, and managers that manage effectively will maintain the company's productivity at the level

Keywords: organizational effectiveness, employee performance, human resource, organizational management, organizational communication, the analysis of the effectiveness, goal model.

Аңдатпа. Кез-келген ұйым үшін барлық қол жетімді ресурстар мен құралдарды қолдана отырып, ұйымдастырушылық тиімділікке қол жеткізу

маңызды. Жаһандану саласында бұрынғы деңгейді сақтау қиын, өйткені бәсекелестік күн сайын артып келеді. Бұл мақаланың мақсаты-адам ресурстары мен олардың факторлары ұйымның тиімділігіне қалай әсер ететінін зерттеу. Еңбек өнімділігін талдау, команданың бірлігі, өнімділік, ұйымдастырушылық мәдениет және мотивация сияқты факторлар Ұйымдық құрылым мен өндірістік процестерді құру арқылы ұйымдастырушылық тиімділікке қол жеткізуде маңызды рөл атқарады. Бұл зерттеу жұмысында мақсатты model және кейс-стади аспаптық әдісі қолданылды.

Тұтастай алғанда, ұйымдық тиімділік қызметкерлерді басқарумен, яғни қызметкерлердің барлық қызметін басқарумен тікелей байланысты. Бұл сала проблемалы, өйткені онда адамдарды бақылау қиын. Ұйымның тиімділігі қызметкерлердің жұмысын қолдайтын ұйымдық құрылымға негізделгенін көруге болады.

Қорытындылай келе, адам факторына байланысты әртүрлі аспектілер бизнестің тиімділігіне әсер ететінін атап өткен жөн. Қызметкерлердің өнімділігін талдау, командаға бағытталған ұйымдастыру процестері және тиімді басқаратын менеджерлер сияқты элементтер компанияның өнімділігін деңгейде сақтайды деп айтуға болады.

Түйін сөздер: ұйымдастырушылық тиімділік, қызметкерлердің өнімділігі, адами ресурстар, ұйымдастырушылық басқару, ұйымдастырушылық байланыс, тиімділікті талдау, мақсат моделі.

Аннотация. Для любой организации важно достичь организационной эффективности, используя все доступные ресурсы и инструменты. В сфере глобализации трудно поддерживать прежний уровень, поскольку конкуренция растет с каждым днем. Целью данной статьи является изучение того, как человеческие ресурсы и их факторы влияют на эффективность организации. Такие факторы, как анализ производительности труда, сплоченность команды, производительность, организационная культура и мотивация, играют важную роль в достижении организационной эффективности путем построения организационной структуры и производственных процессов. В этой исследовательской работе использовалась целевая модель и инструментальный метод тематического исследования.

В целом организационная эффективность напрямую связана с управлением сотрудниками, то есть с управлением всей деятельностью сотрудников. Эта отрасль проблематична из-за того, что в ней трудно контролировать людей. Можно увидеть, что эффективность организации основана на организационной структуре, которая поддерживает производительность сотрудников.

В заключение следует отметить, что различные аспекты, связанные с человеческим фактором, оказывают влияние на эффективность бизнеса. Можно утверждать, что такие элементы, как анализ производительности сотрудников, командно-ориентированные организационные процессы и менеджеры, которые эффективно управляют, будут поддерживать производительность компании на уровне.

Ключевые слова: организационная эффективность, производительность сотрудников, человеческие ресурсы, организационное управление, организационная коммуникация, анализ эффективности, модель цели.

Introduction

Organizational effectiveness is a company's capacity to make the most of its resources as well as the opportunities presented by its surroundings. There is no one method for increasing organizational effectiveness that would be effective for all organizations. The efficiency of management and employee labor are key factors in establishing organizational success. Organizational efficiency is the interaction of processes and various management factors, that is, the effectiveness of the company. In many ways, the effectiveness of an organization is measured by its achievements, goals, and the fulfillment of certain tasks. The purpose of the study is to determine the essence of organizational effectiveness and to identify the factors of how to measure effectiveness.

In fact, it is difficult to measure the effectiveness of an organization as many factors affect it. For this study, the goals model was selected as suitable for measuring organizational effectiveness due to its orientation towards goals, because the company's goals are one of the main characteristics and its achievement occupies a special place in the process and structure of the organization.

Organizational effectiveness has been one of the most difficult and hotly debated subjects since the advent of organizational theory. The concept of organizational effectiveness touches on topics like the organization's potential. Allocate the available resources as much as you can to achieve your objectives (Price, 1972). There are many criteria for evaluating the effectiveness of employees, such as the number of completed tasks and works, system responsibilities, and the final result. In addition to the analysis of employee productivity, there is the term employee productivity of the organization itself, that is, labor productivity is also a success in the effectiveness of the organization (Kareem, 2019).

Literature Review

It is not a novelty for an organization that the effectiveness of human resources directly affects the effectiveness of the organization itself. More and more companies are trying to improve the competence of their employees to

increase the efficiency of their work. The future plans and goals of the organization will depend on this, with the help of employee performance analysis, it is possible to expand and increase the work performed. In addition, the analysis of the effectiveness of employees determines the competitiveness of the company and its stable position (Kareem, 2019). Also, the analysis of employee productivity includes the development of human resources, which is directed to the professional development of both individual and group training, the purpose of which is to achieve more efficiency than in the past.

The training of the company's employees can be individual, especially managers who can then apply their acquired knowledge to manage the production efficiency of employees. The development of group forms of professional development is used when an organization decides to make changes in the structure of the organization. By increasing employees' efficiency, the company's efficiency increases. Effective work occurs when employees most of all adapt to globalization and corporate culture can be integrated into one common thing. It is also important to have different strategies for developing employee performance analysis (Katou, 2009).

According to (Paul,2003), the main goal of the company's superiors is to increase the company's income and financial support for the organization's activities. Also in some large companies, there are shareholders who require financial investments. In this sense, organizational efficiency works in their favor, since a properly constructed efficiency system will bring profit to the company. The operational efficiency of an organization is understood as the work process, the functioning of employees, and the introduction of technology (Paul,2003). If the personal qualities and competence of each employee are not so influential for organizational efficiency, it directly affects the productivity of employees due to the experience and performance appraisal of employees, which have a positive effect on increasing productivity. In this plan, the work of managers is to direct the productivity of employees, that is, training and the creation of a working environment are auxiliary factors in achieving the operational efficiency of the organization. But there are negative sides here, if employees cannot reveal their potential as group players, but only show themselves as an individualist, then productivity does not increase. Without the group activity of all employees and coordinated work, organizational efficiency cannot be achieved, and individual productivity and organizational efficiency do not interact in any way because they have nothing to do with the overall activities of the company (Anantharaman, 2003).

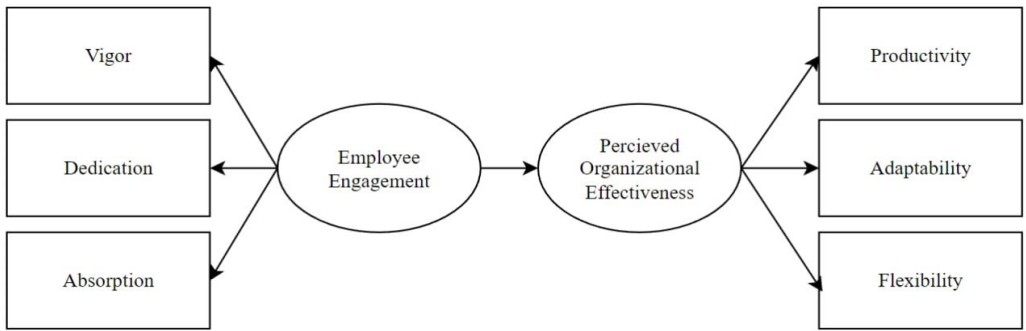


Figure 2. Model of Employee Engagement

Employee performance assessment is one of the components of employee performance analysis and has already become part of the organizational effectiveness process (Rusu, 2016). In determining and evaluating the work of employees, individual efficiencies are taken into account, and the attitude of strategic processes is included, focusing on the main goals of the company. So, when determining criteria and standards for various positions in the organization, the results of the analysis of the effectiveness of employees are used to clearly understand what requirements to hire new people (Figure 2).

The global market economy requires competitiveness and at the same time, only those organizations that successfully build their business processes survive. To build a successful structure within an organization, there are many processes and resources that must be well managed (Rajhans, 2012). One of the most difficult is human resources. That is, managing this factor is the most problematic, since without skillful handling, the productivity of employees will not grow. Organizational efficiency without proper management of employees has no chance to compete in the business sphere without having real working systems to promote their business. There are many ways to solve this problem, and one of them is organizational communication among employees and managers. It takes a lot of managers' time because their main function is to support their employees, such as daily correspondence, discussions, business lunches, and meetings. To effectively manage processes, employees must work closely with each other and a gap between departments within the organization should not be created (Rajhans, 2012).

With the help of organizational communication, you can achieve great success in the effective management of production processes, as it helps to manage the current level of productivity by increasing employee motivation and promoting their interests within the organization for cohesion. The level of organizational communication can be assessed depending on how managers interact with employees and how involved they are in developing relationships within the team. Effective interaction with employees and their motivation affects the long-term functioning of the organization. Also, organizational communication should not be one-sided, employees should participate in making

a business decision. Without organizational communication, it will be difficult for employees to understand the production processes under construction and, in general, not to understand the essence of the organization, and what goals and plans it has to achieve profit and effectiveness of the organization (Rajhans, 2012).

The effectiveness of the organization, the productivity of employees, and the various activities of the organization depend on the managerial skills of the main managers and leaders. The leader of the company is perceived as a responsible person for all work processes, development, control, and promotion of the company and employees. In a global economy where the topic of leadership and managerial skills have been developed and studied by scientists several times, leaders have to constantly improve in order to achieve their management goals. In addition, good management of the organization gives an advantage over the background of other companies where employee management is not so developed (Bucata, 2016). People are part of the organization throughout their lives, so it is extremely important for the success of organizations to have the right management style. Previously, if all work processes were under the control of the leader, then in the 21st century they prefer flexible working structures, where not everything is based on the decision and opinion of the leadership (Rizescu, 2016).

Production processes and the analysis of these data carry a large information load, and for the leader, this becomes an obstacle to further development. These tasks are distributed among the heads of each department. Managers have a great responsibility to provide correct data on employee performance and decisions taken to stimulate the effectiveness of the organization's management. Decentralization and the transfer of authority from the central level to lower levels are becoming increasingly important and frequent. This does not mean that what is happening is a chaotic jumble of forces, but rather that the organization is accountable to everyone at decision-making levels. The management respects his ability to solve problems, put forward creative ideas, and find new partners and customers. Respect quality managers for their knowledge, self-awareness, flexibility, self-confidence, and spirit of cooperation. The manager should also be open to others, show sincere interest and respect for partners, and be able to interact with other people (Bucata, 2016).

To maintain a strong working environment and environment among employees, organizations place a high value on the team's overall well-being, including psychological state, striving for professional advancement, and sustaining health. To guarantee effective and productive work, it is essential to maintain the general well-being of the workforce (Kataria, 2013).

Methodology

For this article's research, a goal model was used that identifies an organization's goals as one of the primary qualities by which efficiency may be measured. By focusing on internal structures, the organization's aims influence

its future achievement. Processes frequently alter an organization's aims, and performance analysis is likewise affected by this. It is true that analyzing processes both inside and outside the business makes it impossible to fully quantify the level of efficiency. The goal model, which takes into account diversity and contradiction, remains one of the most important methods for measuring performance.

Results

There are two main approaches to organizational effectiveness: the goals model and the resource acquisition model. These models derive from the main work of Weber (1947), which is interpreted as a rational model that is simple on the one hand, but complex on the other. It all depends on what angle self-organization is considered. In its simplest form, organizational effectiveness is defined as the level at which organizations achieve their goals. And in the complex version, many companies set goals with contradictory characteristics in their implementation. Kochan, Cumming and Huber (1976) emphasize that the separation of processes in the structure of an organization occurs due to the diversity of goals and their incompatibility. But such a routine as multiple processes and diverse goals that contradict each other has become the norm in many organizations.

In the scientific work of Hall and Clark (1980), they showed by example how such a system works by taking an analysis from a juvenile detention center. Where two main goals were identified, one of which was to control the reliability of custody over them, and the second to provide all conditions for a healthy lifestyle. It can be seen that the two goals have opposite activities and their implementation in parallel complicates the implementation process. It is possible that all organizations have their own level of definition of goals and their implementation process also differs in relation to diverse goals, and based on this fact, we can say that companies are far from rational organizations that want to achieve their goals.

Many of the organization's goals are not static, that is, they require a lot of mobility. According to Hall (1977), there are three reasons why the goals of an organization are diverse and changeable. One of them is interaction with environmental components. Thompson and McEwan (1958) emphasized that changing the goal is influenced by factors such as new personnel, negotiations, competitors and the creation of new business processes.

The goals are also influenced by the internal structure of the company, where they focus on the decision of the top. Other factors may also affect the goals, such as technological developments that make it possible to promote the intensity of production. The goal model has its own problems, but this does not mean that they are a hindrance in organizational analysis, because goals are one of the main defining parts of the structure of an organization. One of them is that the goals do not have specific specifics, but are general in nature, making it difficult to analyze. The second problem is that goals are not considered from a

short-term perspective although this may negatively affect the long-term perspective which may lead to problems. Just as individual preferences are used in microeconomics, the organizational analysis should take into account goals and use them as a basis for testable hypotheses.

When using the goal model, measuring the effectiveness of an organization is a bit complicated, due to limitations in the system itself during analysis (Hannan, 1977). To measure efficiency, all processes occurring inside and outside the organization that is mixed are used. The information that goes out and enters the structure of the company is not part of the organizational control. The very structure of the company as its employees and manager, financial accounting management, and the process of selecting new people can contribute to organizational efficiency, but not always, some may even have no effect, while one of the processes can stimulate efficiency growth. It is difficult to analyze all the factors of organizational processes and determine their level of influence.

Considering the statement by Clark (1980) that which side of efficiency is determined, from the client base and other organizations, or from the managers and founders of the company. And the top of the organization always plays a key role in determining organizational effectiveness. Even in this scenario, it can be seen that the goal model is still one of the main tools for measuring effectiveness.

Conclusion

To sum up, throughout more than a century of research, the continual interest in organizational effectiveness has served as a unifying theme and highlighted the development of opposing theories, beliefs, and viewpoints on management, organizational design, as well as the definition and evaluation of efficiency. The oldest and most popular method of evaluation is the goal model to determine and assess effectiveness. This method assumes that an organization exists to accomplish objectives. The level of performance reflects the level of efficacy. There is significant common sense and practical appeal to the idea that companies, as well as individuals and groups, should be judged in terms of attaining goals.

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