

# MANAGING ORGANIZATIONAL INEFFECTIVENESS: THE MANAGERIAL CHALLENGE

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## ABSTRACT

*Effective and efficient management of business organizations is a determinant of its success. Such success in turn depends on the quality of management. A necessary condition for an organization to keep afloat is its ability to relate input to output. This study examined organizational ineffectiveness as one of the managerial challenges and the possible method of managing it. From the review, it is evident that any organisation that lacks quality management is bound to slip off the entity concept governing business existence. The study therefore concluded that for organizations to succeed and compete favourably, it must be effectively managed and for it to be effectively managed, the quality and calibre of the management team must be highly sophisticated with a good blend of traditional and modern managerial technicalities. Thus, it was recommended that there should be adequate motivation, effective/efficient utilization of available resources, effective control and coordination, participatory democracy and management, effective information management and communication in organizations.*

**Keywords:** *Organizational management, ineffectiveness, managerial challenges*

## INTRODUCTION

Every concern is concerned with being effective. Effective and efficient management ensures the attainment of organisational objectives. The attainment of organisational aims and objectives ultimately determines the survival of an organization. Quality management is the cornerstone of organizational effectiveness and the contribution to economic and social needs of society. The quality of management is one of the most important factors in the success of any organization. A necessary condition for an organization to keep afloat is ability to relate input to output. Organizations must seek to adapt to the changing environment and introduction of new technologies, otherwise they fold up (Akpovi, 2000).

To this end, organizations do not like to die like human beings. Where this happens, the entity concept which sees a business entity as one that should continue to exist even in the next foreseeable future is turned down. However, instead of folding up, they are remade by either taken on to a different business or absorbed by a more efficient organization. This study will, therefore, examine managing organizational ineffectiveness, the concept of organizational ineffectiveness, factors contributing to organizational ineffectiveness and symptoms of organizational ineffectiveness.

## ORGANIZATIONAL INEFFECTIVENESS

According to Ahuja (2003) the term organizational ineffectiveness may be understood as the inability of organizations to obtain and use resources efficiently to realize stated objectives. This implies that the organisational ineffectiveness is a crisis time for an organisation. It suggest that all is not well with the system. For organisational effectiveness to be achieved, Aswathappa (2004) suggest the following:

- a. Acquiring resources needed from the environment
- b. Combining them with an efficient and productive transformation process
- c. Facilitating the attainment of organizational goals
- d. Making it easier to acquire future resources; and
- e. Satisfying the strategic constituent in the environment.

Subba (2003) defines organizational ineffectiveness as the extent to which an organization is unable to realize its short term (ends) and long term (means) goals. It defines the degree to which an organization fails in maximizing its gains, further its survival and growth and minimum cost (input) (Sharma, 2003). Gareth (2003) defines organizational ineffectiveness as a measure of inappropriateness of the goals an organizational is pursuing and of the degree to which the organization does not achieve those goals.

### FACTORS CONTRIBUTING TO ORGANIZATIONAL INEFFECTIVENESS

The following factors according to Robbins (2000) are responsible for organizational ineffectiveness.

**Poor Motivation:** As an index, motivation measures to what extent the employees are ready to engage in organizational goal - directed action and activity on the job. Lack of motivation contributes to organizational ineffectiveness.

**Lack of Job Satisfaction:** This measures the individuals dissatisfaction with his job outcome.

**High Labour Turnover:** This is an index to measure the rate of voluntary retirement or termination of job contract by the employee. A high rate of labour turnover will contribute to organizational ineffectiveness.

**High Absenteeism:** This refers to the measure of high rate of unexcused absence from work.

**Lack of Control and Coordination:** This defines the extent management is unable to distribute, control and coordinate activities.

**Non-effective Utilization of Environment:** This defines the degree to which an organizational is unable to utilize environmental capacities in procuring its valued

**Lack of Participatory Democracy and Management:** This is the degree to which individual members and groups in organization are unable to participate in decision making on issues concerning them.

***Ineffective Information Management and Communication:*** This is the inability of the organization's management to gain, articulate and analyzes information for effective communication and operation.

***Low Productivity:*** This is the measure of low quantity or volume of finish products and service at the individual, group or organizational levels.

***Non-adaptation and Inflexibility:*** This refers to how the organization is unable to respond to changes resulting from the environment.

***Inadequate Human Resources Training and Development:*** This refers to the lack of effort and resource budget of an organization devoted to the training and development of human resources (Awuji, 1999).

***High Accident Rate:*** This defines the rate of high on-the-job accidents which usually disrupt work activities and result to loss of time.

***Instability and Inadequate Maintenance Pattern:*** This refers to the inability of the organization to maintain its structures, functions, and resources through time even in moments of crisis.

***Non-emphasis on Achievement or Achievement Drive:*** This refers to the lack of zeal and emphasis an organization has in pursuing and realizing its stated and new goals.

***Poor Morale and Identification:*** This refers to the low degree of involvement, integration, commitment and feelings of belonging existing in the organization (Barridam, 1993)

## **SYMPTOMS OF ORGANIZATIONAL INEFFECTIVENESS**

According to Harnwell (2002), the symptoms of organizational ineffectiveness are:

- High labour turnover and absenteeism
- Frequent personality clashes between organizational members
- High incidence of accidents
- Low output, low productivity and poor quality of work
- Decisions being accepted passively
- The fact that individuals fail to achieve their targets and do their work reluctantly
- Problems being dealt with superficially
- Frequent stoppages
- Strongly differing views and frequent disagreements
- Quick to blame individuals for mistakes rather than looking at the reasons

## **CONCLUSION AND RECOMMENDATIONS**

This study examined managing organizational ineffectiveness - the managerial challenges. Other areas x-rayed in the study include the concept of organizational ineffectiveness; factors contributing to organizational ineffectiveness and the symptoms of organizational ineffectiveness. The study therefore, concludes that for organizations to succeed and compete favourably it must be effectively managed and for it to be effectively managed,

the quality and calibre of the management team must be highly sophisticated with a good blend of traditional and modern managerial technicalities. Organizational effectiveness is necessary for corporate growth and survival. The study however, recommends the following strategies for managing organizational ineffectiveness.

- Optimum resource utilization. Most managers will probably agree that management's key concern is the optimal utilization of a firm's various assets. These assets may vary financially, technologically, human and so on.
- Continuous development of employees. Emphasis is placed on continuous development of employee skills; formal promotion is of secondary importance at least during the early career stages. Employees are evaluated on a multitude of criteria - often including group performance results - rather than on individual bottom line contribution.
- The organization structure must be flexible, so as to enable the organization to respond to changes in its environment. If future changes can be anticipated, the organization structure should be designed so as to anticipate these changes.
- Provision of proper channels of communication to improve the morale of the employees.
- Participatory Democracy and Management should be Encouraged. This is the degree to which individual members and groups in organizations participate in decision making on issues concerning them.
- Adequate Human Resources Training and Development. This refers to the effort and resource budget of an organization devoted to the training and development of human resources.
- Effective Control and Coordination. This defines the extent management is able to distribute, control and coordinate activities in the organization.
- Motivation of Employees. Motivation measures to what extent the employee is ready to engage in organizational goal - directed action and activity on the job.

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