



Changing Environment of Organization and Managerial Skills

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Abstract - The present paper analyze that human skills have highest correlation and solely based on experience during their own working years which raises their perfection, belief and altitudes and able to create healthy organization environment. The paper aims at the spectrum of management objectives and concept of managerial skills emphasized in day to day practice of the organization. Efficiency and Effectiveness are correlated term and totally depend upon manager's ability and skills that use in at right time and ways to determine goals and adopt proper channels in reaching them. The four ways through which it can be measured are low efficiency/high effectiveness, high efficiency/high effectiveness, high efficiency/low effectiveness, low efficiency/low effectiveness .Today the managers ought to play a very vital role in their respective order to achieve set objectives and indeed promoting motivation among all working in the organization.

Keywords: managerial skills, efficiency, effectiveness, objectives, goals.

I. INTRODUCTION

Owing to globalization the changing environment all over the world is not only changing the capital structure, industrial production, market forces, but also changing the scenario of organizations particularly work force which is considered as an asset to management. Today organization are prepared to change and adapt themselves to changed conditions can survive and exist to achieve the desired organizational goal. The survival and growth of every organization in wake of such environmental changes depends on efficiency with which it manages its human resources. Every organization whether large or small deals with different task and challenges. A person who enjoys work and derives satisfaction from it can perform the task with objectives in the best possible way. The workplace is

radically changing managerial work in a varied environment. If manager is updated with changing needs of the employees and for this, he naturally has to keep himself aloof with not only the environment in which the organization exist, but of the environment from which the employees are coming to work. The manager has to work closely with existing external dynamics as well as internal dynamics and devise ways and measures to survive and progress. Managing employees or subordinates has become the integral role of managers.

II. REVIEW OF LITERATURE

Objectives of human resource planning are a part of overall corporate plan and therefore it must be integrated with it. It is to match the present and future needs of manpower. According to Sikula, "the ultimate mission or purpose is to relate human resources to future organizational needs so as to maximize the future returns on investment in human resources "(Chopde, 2012). But the most important assets that a firm must have and management must be most concerned with are the human assets of the organization. The people working in a firm make it what it is (Hicks and Gullett, 1984).Thinkers opines that , in order to build up loyal efficient and dedicated employees, organization need to pay adequate and proper attention while recruiting, selecting and training the employees (Khanka, 2005). Organizational psychologists have been studying motivation and satisfaction in the work place for some five decades. However, these phenomenons are very slow. It is found that the motivations to be relatively independent outcomes, thus different theories are required to understand them (Locke, 1970). Secondly, theories within each domain,

especially of motivation performance theories focus on limited aspect such as need (Maslow, 1970), managerial motives (Miner, 1973). Thirdly extensive research has been required to understand them (Kleinbeck, 1990). Careers will have to be interspersed with periodic training and retraining, and this may lead to the discovery that learning is more efficient when distributed over a life time than when it is basically confined to one big initial dose. For the managers who can learn to think about his job diagnostically and can follow the tread of his own reasoning into action. Motivational theories are tools that demand an intelligent manager (Gellerman, 1968). Even in a study conducted across four European countries (Hagen, 1999), nearly twice as many companies said they needed language training which act as achievement in accomplishing goals through effective strategies.

III. NEED OF MANAGERIAL SKILL

Managing employees need managerial skills in order to achieve certain objectives. Efficiency and Effectiveness are correlated term and totally depend upon manager's ability and skills that use in at right time and ways to determine goals and adopt proper channels in reaching them. The four ways through which it can be measured are low efficiency/high effectiveness, high efficiency/high effectiveness, high efficiency/low effectiveness, low efficiency/low effectiveness. But today creative and initiative skills, internal and external relations, technical and innovative skills, leadership skills, efficient and effective communication plays important role in shaping and delegating managerial skills.

1. Initiative and creativity is solely related of taking chance and facing new challenges. In fact creativity is an ability to create new ideas, solution to the problems. Creativity breeds in the mind and generate many ideas within a short period of time (Sheikh 2016 pp. 146).
2. Internal relations is vital within the organization in order to get different task accomplish. Formal, informal and mixed relation within the industry plays a very important role. Whereas external relations

maintains all relation outside the organization.

3. Technical and innovative skills are both inter related. Changing technology is based on innovation which is an act to start something. Innovative skills improve performance.
4. Leadership skills help in understanding and implementing employee engagement. Thinker's states, leaders are born but managers are created. Training helps in acquiring it.
5. Efficient and effective communication is a key to organizational success. Proper flow of communication builds the strong management.

It s clear that whenever organizational environment changes people do not accept it early, no matter how the managers deals effectively with new vision and better communication employees react in negative ways and often resist. But one thing is sure that without support and participation of highly inspired manpower organizational goals are difficult to get accomplish. Therefore the use of important skills plays a role of nutrients in changing the attitudes of the people. Moreover it helps to understand why problem is consistently prevailing, what people think and believe, their ambitions and dreams, fears, expectations, etc.

Today several theories comes to the coherent whole that motivation of human at work and his job satisfaction creates an internal relationship among employees which results to high performance.

IV. APPROACHES TO EFFICIENCY AND EFFECTIVENESS

Dealing with efficiency and ignoring effectiveness is the greatest challenge the manager face today. Efficiency is not a measure of success in organization but effectiveness is linked to organizational ability to design and accept opportunities through human relations with the workplace.

Managers have a view that they have to deal with efficiency and effectiveness in different time horizon as observed that effectiveness is long term achievement whereas efficiency is always short term.

Thus dealing with long term horizon becomes an essentiality for every manager and making workforce to understand its importance, but when comes to short term horizon managers are striving hard for the growth of organization. But in the present scenario it has been observed that the managers hardly understand these terms.

Managers should realize that dealing with efficiency and ignoring effectiveness of new development will have a strong impact on organizational belief that working less efficiently will be eliminate from the conducive environment.

Efficiency	Effectiveness
Inputs	output
Process	outcomes
	action

At present achieving high level of organizational performance is a multidimensional process. It is found that as shown in the table effectiveness comprises of the output, creativity, quality which fulfill the goals of the organization through set objectives.

Efficiency measures the inputs and how inputs are transformed into outputs. Organizational efficiency always includes the structure, culture, and the entire environment.

V. CONCLUSION

As observed it is concluded that both effectiveness and efficiency are important for the success of the organization and how it is utilized. Every managerial skill should be aware of that high effectiveness and high efficiency are very popular in attaining goals. The performance of the work force through effective planning accompanied by time management and high morale results into overall outcome.

Better communication, good human interaction with the department and outside, motivational leadership, direction is required and to be implemented to improve organization with total participation of employees in enhancing effectiveness.

Managers and managerial skills are the driving force and should have a knowledge that whatever may be the methods of measurement the survival of organization totally depends upon how effectively manager is understanding the scenario of competitive world , the changing environment and both the horizon of effectiveness and efficiency. Both are vital and interdependent but one thing is for sure that effectiveness depends on efficiency and act as indicators to organization.

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