

A Study of The Successvalue of The Four Approaches To Organizational Effectiveness In 18 Companies In The Indian Service And Manufacturing Industry Sectors

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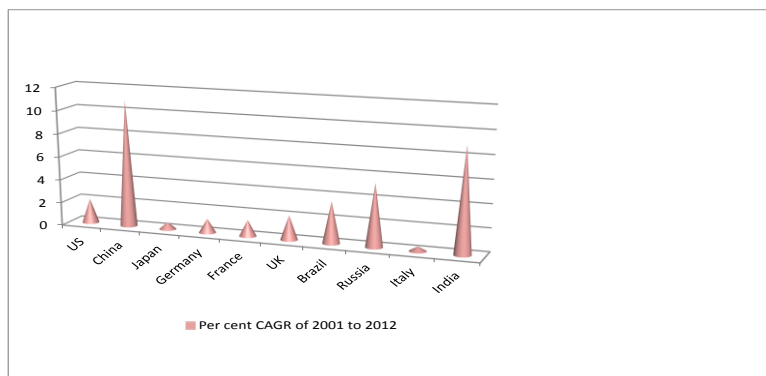
Abstract: Organizational effectiveness is related to the concept of how effective an organization is in achieving the outcomes an organization intends to achieve. The positive impact of research on Organization Effectiveness is open for discussion. The paper attempts to determine the dominant sector and the particular Organization effectiveness approach used. It identifies the dominant sector as the Indian Manufacturing Industry sector of a high success value of organizational effectiveness. It explains that the Goal attainment approach to organization effectiveness is followed by global firms. It also explains that the Strategic constituencies approach to organizational effectiveness is followed by Indian firms. Also, it studies, how the goal attainment approach exhibits value to managers, in global firms, by ensuring inputs from all stakeholders and their goal anticipations, the inclusion of actual goals, the recognition of short- & long- term goals, the inclusion of tangible, verifiable, measurable goals and the viewing of goals as dynamic entities. Next, it studies, in Indian firms, how the strategic constituencies approach exhibits value to managers by checking that if survival is important then it is essential to managers to understand upon whom survival is contingent. Also, managers decrease the chance that they might severely ignore or upset a group whose power could significantly hinder the organizations operations. Similarly, modification of preference goals can be done.

Keywords: Indian service sector, Indian Manufacturing Industry sector, organization, organization effectiveness, goals, strategic constituents, competing values, systems, evaluation, multi-criteria

I. Introduction

According to, 'The Hindu's Economic Survey for 2013-14', India has the second fastest growing services sector with its compound annual growth rate at 9 per cent in Figure 1, just below China's 10.9 per cent, during the last 11-year period from 2001 to 2012. Russia at 5.4 per cent is a distant third. According to, 'The Hindu's Economic Survey for 2013-14', among the world's top 15 countries in terms of GDP, India ranked 10th in terms of overall GDP and 12th in terms of services GDP in 2012, and that services share in world GDP was 65.9 per cent but its share in employment was only 44 per cent in 2012. As per the survey, in India, the growth of services-sector GDP has been higher than that of overall GDP between the period FY2001- FY2014. Services constitute a major portion of India's GDP with a 57 per cent share in GDP at factor cost (at current prices) in 2013-14, an increase of 6 percentage points over 2000-01. (The Hindu, 2014)

Figure 1 Percentage Compounded Annual Growth Rate (CAGR) of GDP across different countries



Source: www.thehindu.com, Jul 9, 2014

Manufacturing Industry accounts for 26% of GDP and employs 22% of the total workforce. (Quandl, 2013) According to the World Bank, India's industrial manufacturing GDP output in 2012 was 10th largest in the world on current US dollar basis (\$239.5 billion), (UN Statistics Division, 2013) and 9th largest on inflation adjusted constant 2005 US dollar basis (\$197.1 billion). (UN Statistics Division, 2013). The Indian industrial sector underwent significant changes as a result of the economic liberalisation in India economic reforms of 1991, which removed import restrictions, brought in foreign competition, led to the privatisation of certain government owned public sector industries, liberalised the FDI regime, improved infrastructure and led to an expansion in the production of fast moving consumer goods. (S.Ahuja, J. Allentuck, J. Chung, C. Corrigan, I. Hathaway, C. Martin, M. O'Neil, B. Reeves, C. Rojas, L. Rushing, D. Swift and J. Yeaw, 2006) Post-liberalisation, the Indian private sector was faced with increasing domestic as well as foreign competition, including the threat of cheaper Chinese imports. It has since handled the change by squeezing costs, revamping management, and relying on cheap labour and new technology. However, this has also reduced employment generation even by smaller manufacturers who earlier relied on relatively labour-intensive processes. (Wiki article, 2014)

There is not a solitary model of organizational effectiveness to fit all organizations, more so in the Indian service and Manufacturing Industry sectors. According to Balduck and Buelens (2008), the issue of effectiveness in organizations revolves round four main approaches: the goal approach, the systems approach, the competing values approach, and the strategic constituency approach. These are effective and efficient approaches which are contingent upon the type of situation to arise. This paper deals with the characteristics of the four models of organizational effectiveness as referred to in the sections that follow.

II. Literature Review

There are four *Main Models of Organizational Effectiveness (OE)*. Let us start with *The Goal Approach*. The first extensively used approach in organizational effectiveness is the goal approach. Its focus is on the output to figure out the essential operating objectives like profit, innovation and finally product quality (Schermerhorn, Hunt, R. N. Osborn, & R. Osborn, 2004). There are some basic assumptions for the goal approach. One of them is that there should be a general agreement on the specific goals and the people involved should feel committed to fulfilling them. The next assumption is that the number of goals is limited and achieving them requires certain indispensable resources (Robbins, 2003). As Altschuld and Zheng (1995) said the weakened significance of the goal-based approach for the evaluation of the effectiveness of research organizations and academic establishments is depicted in the accurate and clear measurement of the results. In fact, it is crucial in the vividness of the goals and output measures. The goal model is suitable only when these conditions are met. However, this is not usually applicable for the educational research organizations specifically in conditions where they are responsible to the goals and there must be justifications for their large-scale social functions. Moreover, any research possesses an exploratory nature and for the job of inquiry, freedom is essential. These are the facts which must not be restricted by narrow goals. In this case, the goal-oriented approach will be only partly suitable. (Ashraf & Kadir, 2012).

Next, we study *The Systems Approach*. The systems approach to effectiveness views the organisation as an open system, whereby the organisation acquires inputs, engages in transformation processes, and generates outputs. It has been argued that defining the effectiveness of an organisation solely in terms of the goals achieved is only a partial measure of effectiveness (Molnar & Rogers, 1976). A systems approach to OE assumes that the organisation is composed of interrelated subsystems (Kast & Rosenzweig, 1985). If any of these sub-systems performs inadequately, it will affect the performance of the whole system. Consequently, effective organisations are those that receive greater resource inputs from their environment. The organisation's survival is dependent upon having good relations with its constituencies, as they have the power to disrupt the operation of the organisation. For the organisation to survive it is necessary that it acquires a steady flow of resources from its environment as they are consumed (Kast & Rosenzweig 1985). Failure to acquire these resources may result in the organisation tending toward a state of *maximum entropy*. The systems perspective examines various variables such as: relations with the environment to assure continued receipt of inputs and favourable acceptance of outputs; flexibility of response to environmental changes; the efficiency with which the organisation transforms inputs to outputs; the clarity of internal communications; the level of conflicts among groups; and the degree of employee job satisfaction (Robbins, 1990). In contrast to the goal attainment approach, the systems advocates do not negate the importance of specific goals as a determinant of OE (Yutchman & Seashore, 1967). Rather, they question the validity of the goals selected and the measures used for assessing the progress toward these goals. The systems resource approach to OE does not ignore *end* goals; but views them as one element of a set of complex criteria, that will increase the long term survival of the organisation (Yutchman & Seashore, 1967). In essence, the systems approach focuses not so much on specific ends, but on the means needed for achieving these ends. Yutchman and Seashore (1967) suggest that there are five advantages of the system resource

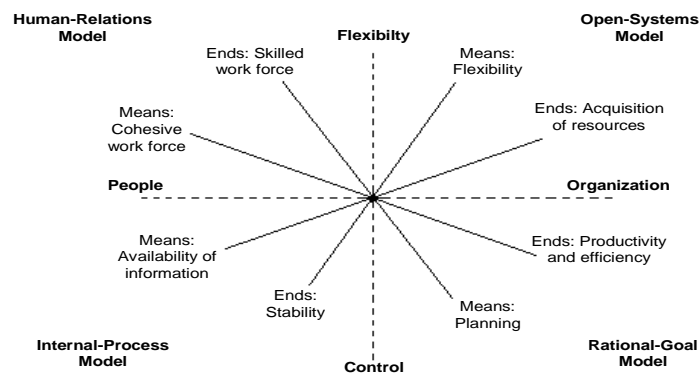
approach: (1) the organisation is the frame of reference; (2) relations between organisations are a component of its definition; (3) the general framework can be used in different types of organisations; (4) variability of measurement techniques in comparative evaluation is allowed; and (5) guidelines for selecting empirical measures of effectiveness are provided. The limitations of this approach relate to its measurement of *means*. Robbins (1990) suggests that measuring specific goals may be easy compared with trying to measure process variables such as “flexibility of response to environmental changes” or “clarity of internal communications”. While each of these terms may be simple to understand, the development of valid and reliable measures may not be possible (Robbins, 1990). Whatever measures are used they may be constantly open to question. If the *ends* are met, are the *means* important? The critics of systems resource approach, suggest that its fundamental limitation is that it focuses on the *means* necessary to achieve effectiveness rather than OE itself. (P.L. & M. Skitmore, 1996).

Next is *The Competing Values Approach*. The competing values approach assumes that there is “no best” criteria that is valued and used in assessing OE (Quinn and Rohrbaugh 1981). In essence, a contingency perspective is undertaken for evaluating OE. Accordingly, organisations can be evaluated in different ways. This approach assumes that people within the organisation have diverging goals and therefore cannot arrive at a consensus on which goals take precedence over others (Robbins, 1990). Typically, this is because goals may be based on personal values, preferences, and interests (Robbins, 1990; Scott, 1987). The competing values approach assumes that these diverse preferences can be consolidated and organised into an holistic OE approach. This approach began with a search for common themes among thirty criteria of OE (Campbell, 1977). From these criteria Quinn and Rohrbaugh (1981) identified certain variables that could be coupled together to create three basic sets of competing values. These are as follows: *flexibility* versus *control*; these two variables are incompatible dimensions of an organisation's structure (Robbins, 1990). Flexibility values innovation, adaptation and change, whereas control favours stability, order and predictability. Next is, *people* versus the *organisation*; these two variables place an emphasis on the wellbeing and development of *people* in the organization, or whereas the organisation is concerned with its own well-being and development. The people-organisation is also an incompatible dimension of an organisation's structure: the concern for the feelings and needs of the people within the organisation *versus* the concern for productivity and task accomplishment (Robbins, 1990). Further, we have, *means* versus *ends*; These two variables relate internal processes and final outcomes. The former can be considered to be a long term variable, the latter final a short term variable. This set of competing values can be compared to the goal-attainment approach which focuses on the *ends* and the systems resource approach which emphasises the *means*. Each one of these competing value sets can be defined and consolidated into an OE model. The competing values approach has been used to identify changes in criteria of effectiveness over the organisational life cycle stages (Quinn and Cameron, 1982). It was discovered that effective organisations do not emphasis activities in only one model, but they maintain a balance or capacity among all four identified (as in

Figure 2). As with the previous approaches to OE, this one too is not without its limitations. This approach uses both *means* and *ends* and therefore overcomes the limitations associated with both the goal-attainment and system resource approaches. Moreover, this approach includes the strategic constituencies approach, yet, it does not overcome the limitations associated with it. (L. & Skitmore, 1996).

Figure 2 : Four Models of Effectiveness Values

Source: S. P. Robbins, M. Mathew, Organisation Theory- Structure, Design and Applications



Further we elaborate on *The Strategic Constituency Approach*. The fourth approach is the strategic constituency approach. It deals with the effect of the organization on the main stakeholders and their interests (Schermerhorn *et. al.*, 2004). Based on this approach, effectiveness refers to the minimal satisfaction of all of the strategic constituencies of the organization. Strategic constituency involves all the people that are somehow connected to the organization. These people may have different roles such as the users of the services or products of the organization, the resource providers, and the facilitators of the organization's output, the main supporters and the dependents of the organization (Cameron, 1981). T. Dalton and L. Dalton (1988) noted that in academic and research environments in which it is not quite easy to define the cost-benefit relations, it is sensible to make use of the strategic constituency approach. This approach assumes an exhaustive attitude toward effectiveness and evaluates the factors both in the environment and within the organization. In this outlook, the concept of social responsibility is taken into consideration. This is the notion that was not formally paid attention to in the traditional approaches, but it is of crucial importance for academic and research institutions which are financially supported by national money. Policy makers continuously pay attention to social responsibility because the resources which are available for research and development have been growing smaller and smaller at all levels. (Ashraf & Kadir, 2012).

III. Objectives of the Research

There are three objectives of this research. They are as follows: (1) To identify a particular Manufacturing Industry or service sector following a common approach as having a higher success value, (2) To assess, which approach out of the four, is the most value laden and, (3) To study, how the approaches surveyed, affect organizational outcomes.

IV. Research Design

The research design was exploratory and descriptive in nature. The data was collected on the basis of structured questionnaire by interviewing the respondents in person. Here, the application of structured questionnaire method to the business context involves looking at how effective an organization is based on organization theory models of effectiveness. There are 18 companies studied, in general. The data from these 18 companies was collected during the period, from 2010 to 2013.

The sample design is tabulated as under:

NUMBER OF COMPANIES: 18 in Number With Masked Identities For Privacy Concerns
YEAR OF STUDY: (2010-2013)
RESPONDENTS: HR Managers/ Organization Theorists

V. Value Analysis

The following 5 factors were analysed, and are mentioned as the headers, in the tables 1 to 4 below, for each of the four approaches:

Table 1: Goal Attainment Approach 5 FACTORS

By definition	By determining when useful	By assumptions made	By problems encountered	By value to managers
<i>An organization is effective to the extent that</i>	<i>The approach is preferred when</i>			
It accomplishes its stated goals.	Goals are clear, time-bound & measurable.	(1) Ultimate goals (2) Goals must be identified (3) Goals must be few enough to be manageable (4)	(1) Whose goals? (2) What Purpose? (3) Which time-frame? (4) Multiplicity	(1) Ensuring inputs from all (2) Include actual goals (3) Recognize short- & long- term goals (3) Include tangible,

		Agreement on these goals (5) Progress on these goals must be measurable	of goals	verifiable, measurable goals (4) View goals as dynamic entities
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Table 2: Systems Approach 5 FACTORS

By definition	By determining when useful	By assumptions made	By problems encountered	By value to managers
<i>An organization is effective to the extent that</i>	<i>The approach is preferred when</i>			
It acquires needed resources.	A clear connection exists between inputs & outputs.	(1) Organizations are made up of inter-related parts (2) Requires awareness & successful interactions with environmental constituencies (3) Survival requires a steady replenishment of those resources consumed	(1) Measuring specific end goals is easy but process variables is difficult (2) Valid/ reliable measure for tapping their quantity or intensity may not be possible	(1) Makes managers less prone to looking for short-term results (2) Increases manager awareness & interdependence of organizational activities (3) Very useful when end goals are very vague or defy measurement

Table 3: Strategic constituencies Approach 5 FACTORS

By definition	By determining when useful	By assumptions made	By problems encountered	By value to managers
<i>An organization is effective to the extent that</i>	<i>The approach is preferred when</i>			
All strategic constituencies are at least minimally satisfied.	Constituencies have powerful influence on the organization, & the organization must respond to demands.	(1) Organizations are arenas where vested interests compete for control (2) Organizations need to identify critical constituencies & seek to satisfy their demands Organizations pursue a number of goals & each goal is value laden	(1) Separating strategic constituencies from the environment (2) Identifying expectations of the strategic constituencies	(1) If survival is important then it is essential to managers to understand upon whom is survival contingent (2) Managers decrease the chance that they might severely ignore or upset a group whose power could significantly hinder the organizations operations (3) Modification of preference goals can be done

Table 4: Competing values Approach 5 FACTORS

By definition	By determining when useful	By assumptions made	By problems encountered	By value to managers
<i>An organization is effective to the extent that</i>	<i>The approach is preferred when</i>			
The emphasis of the organization in the 4 major areas matches constituent preferences.	The organization is unclear about its own emphases, or changes in criteria over time are of interest.	(1) There is no 'best' criterion for evaluating an organization's effectiveness. (2) The diverse preferences can be consolidated & organized	It cannot alleviate problems of other 3 types, which it encompasses	(1) It acknowledges that multiple criteria & conflicting interests underlie any effort to define & assess OE (2) It can guide the manager to identify appropriateness of criteria to different constituencies & in different life-cycle stages

VI. Research Plan

Method Implemented:

Structured Questionnaire Method
 Frequency Analyses/ Pivot-Table /Cross-Tabulations
 Graphical Analyses
 Research Tool:
 Structured Interview Questionnaire
 Microsoft Excel

VII. Data Collection

The 5 factors were analyzed, by questionnaires, based on Tables 1 to 4, and administered through seeking feedback by open-ended questions related to the 4 Approaches. 18 companies trainee-level to mid-level HR managers were interviewed by seeking prior appointments. They include Manufacturing Industry and service sector companies in the multiple areas of Pharmaceutical products, Aluminum products, Computer manufacturers, Bank, Automotive, Food and Beverage, Paints, FMCG products, Textile, Tyre manufacturer, Petrochemical products, Information technology and web-based applications developer. The wide diversity, among these firms, in the Manufacturing Industry and service sector, turns out to be as a kind of regulation of data by distinctive selection of data, across the diverse span of the sector. This method is used to determine the approach to organizational effectiveness followed by each company.

Next, using rankings developed for these firms at two levels – the global and national levels, it is attempted to list that these firm are having competitive advantage in their domains. The rankings are taken from renowned and authentic sources like Economic Times Top 500 Indian companies 2014, for the national level (ET Top 500, 2014), and Fortune's Top 50 Most Admired Companies 2014 (Fortune, Top 50), for the global level. These listings are available on the sites mentioned in the web reference sections. Since the companies featured in the ET Top 500 list were of Indian domain, it is considered as national rankings. Similarly, since the companies featured in the Fortune Top 50 list were of global domain, it is considered as global rankings. 12 companies from the ET Top 500 2014 List were selected for analysis. 6 companies from the Fortune Top 50 Most Admired Companies' 2014 list were chosen for the study. The choice of companies was done arbitrarily.

Data Processing Analyses and Interpretation

By the Survey feedback method, the 5 factors grouped under each of the 4 approaches were collectively analyzed, as per the 4 approaches only. 18 companies with the corresponding sector they represented have been analyzed as per the following discussion. By the frequency and cross-tabulations analyses, using the Pivot Table tool of Microsoft Excel, the following observations may be made. The following analyses may be compiled as below.

Table 5: Sector-wise 6 companies ranked in the Fortune Top 50 2014 list in different sectors pursuing a particular approach.

Count of Manufacturing Industry/ Service Sector Type	Column Labels				
	Global				Global Total
Row Labels	Systems approach	Goal attainment approach	Competing Values approach		
Beverage Manufacturing Industry		1			1
Computer hardware Manufacturing Industry			1		1
FMCG Manufacturing Industry					
Food retail service provider	1				1
Information technology service sector	1	1			2
Pharmaceutical Manufacturing Industry		1			1
Grand Total	2	3	1		6

The Table 5 depicts data, as per the 6 companies ranked in the Fortune Top 50 2014 list. The rows depict the profile of the sectors covered. The columns convey the number of companies from each sector that follow that particular approach mentioned as the header. It may be noted that none of the sectors ranked globally follow the strategic constituencies approach. Of the 6 companies ranked among Fortune’s Top 50 Global Companies 2014, a majority follow the Goal attainment approach. This implies that globally, Goal attainment approach method may lead to effectiveness of the organization. Similarly, there being no company following the Strategic constituencies approach implies that, this approach is not conducive to better organizational effectiveness.

The Table 6 depicts data, as per the 12 companies ranked in the ET Top 500 2014 list. The rows depict the profile of the sectors covered. The columns convey the number of companies from each sector that follow that particular approach mentioned as the header. It may be noted that two companies of the sectors ranked nationally follow the goal attainment approach. Of the 12 companies ranked among Economic Times’ Top 500 Indian Companies 2014, a majority follow the Strategic constituencies approach. This implies that nationally, Strategic constituencies approach method may lead to effectiveness of the organization. Similarly, there being only 2 firms following the Goal attainment approach implies that, this approach is not conducive to better organizational effectiveness among Indian companies.

Table 6: Sector-wise 12 Indian companies ranked in the ET Top 500 2014 list in different sectors pursuing a particular approach.

Count of Manufacturing Industry/ Service Sector Type	Column Labels				
	Indian				Indian Total
Row Labels	Strategic Constituencies approach	Systems approach	Goal attainment approach	Competing Values approach	
Aluminum products Manufacturing Industry			1		1
Automotive Manufacturing Industry		1			1
Banking Service			1		1
FMCG Manufacturing Industry	1	1		1	3
Information technology service sector	1	1			2

Paints Manufacturing Industry				1	1
Petrochemicals Manufacturing Industry	1				1
Textile Manufacturing Industry				1	1
TyreManufacturing Industry	1				1
Grand Total	4	3	2	3	12

Similarly Table 7 indicates, a clear representation of the 6 firms in the Top 50 Fortune 500 2014 list following each of the four approaches. The firms are evenly distributed with one firm from each sector.

Table 7 : Sector-wise groupings of 6 companies ranked in the Fortune Top 50 2014 listfollowing the four approaches.

Manufacturing Industry/ Service sectors	Competing Values Approach
Computer hardware Manufacturing Industry	1
Grand Total	1
Manufacturing Industry/ Service sectors	Goal Attainment Approach
Beverage Manufacturing Industry	1
Information technology service sector	1
Pharmaceutical Manufacturing Industry	1
Grand Total	3
Manufacturing Industry/ Service sectors	Systems Approach
Food retail service provider	1
Information technology service sector	1
Grand Total	2
Manufacturing Industry/ Service sectors	Strategic Constituencies Approach
Manufacturing Industry/ Service sectors	0
Grand Total	0

Also,Table 8 indicates, a clear representation of the 12 firms ranked in the ET Top 500 2014 list of Indian companies following each of the four approaches. The firms are evenly distributed with one firm from each sector. There are more firms represented from the FMCG and Information Technology sectors. The FMCG Manufacturing Industry-specific sector firms follow more than one for the three approaches. This is also the case with the Information Technology service-specific sector firms. To be more specific firms in the FMCG-relatedsector follow three out of the four approaches. Also, firms in the Information technology – related sector follow two out of the four approaches.

This is because, these sectors are more diversified compared to say the Aluminum extractors and their related products Manufacturing Industry.Each of the approaches has sufficient representation in numbers required to conduct research. This may be as listed in the Table 8 that follows.

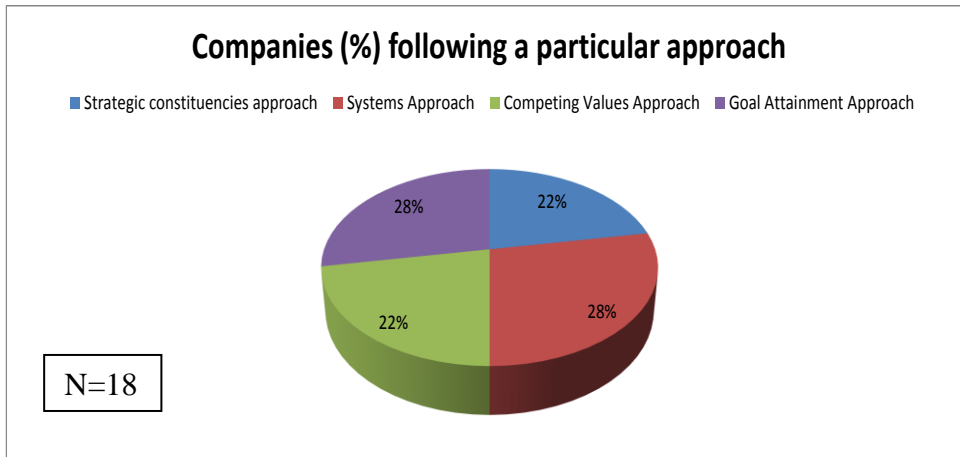
Table 8 : Sector-wise groupings of 12 firms ranked in the ET Top 500 2014 list following the four approaches.

Manufacturing Industry/ Service sectors	Competing Values Approach
FMCG Manufacturing Industry	1
Paints Manufacturing Industry	1
Textile Manufacturing Industry	1
Grand Total	3
Manufacturing Industry/ Service sectors	Goal Attainment Approach
Aluminum products Manufacturing Industry	1
Banking Service	1
Grand Total	2
Manufacturing Industry/ Service sectors	Strategic constituencies approach
FMCG Manufacturing Industry	1
Information technology service sector	1
Petrochemicals Manufacturing Industry	1
TyreManufacturing Industry	1
Grand Total	4

Manufacturing Industry/ Service sectors	Systems Approach
Automotive Manufacturing Industry	1
FMCG Manufacturing Industry	1
Information technology service sector	1
Grand Total	3

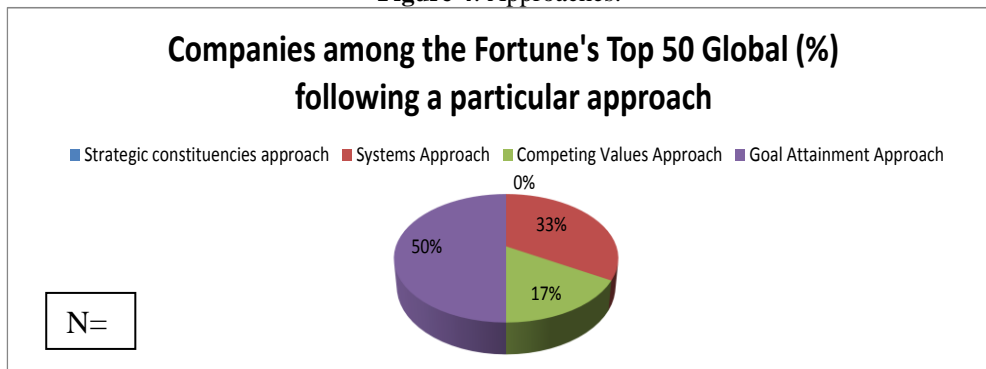
By the graphical analyses, using the Charts tool of Microsoft Excel, the following observations may be made. The following analyses may be prepared.

Figure 3 : Overview of four approaches in India and the world combined in the 2 lists of ET Top 500 & Fortune Top 50



The companies following each of the four approaches are distributed evenly in the range of 25% +5%. More companies, as seen in Figure 3, around 28%, are found to be following, the Goal attainment and Systems approaches. 22% of the total companies, are following, the Competing values and Systems approaches.

Figure 4: Approaches:



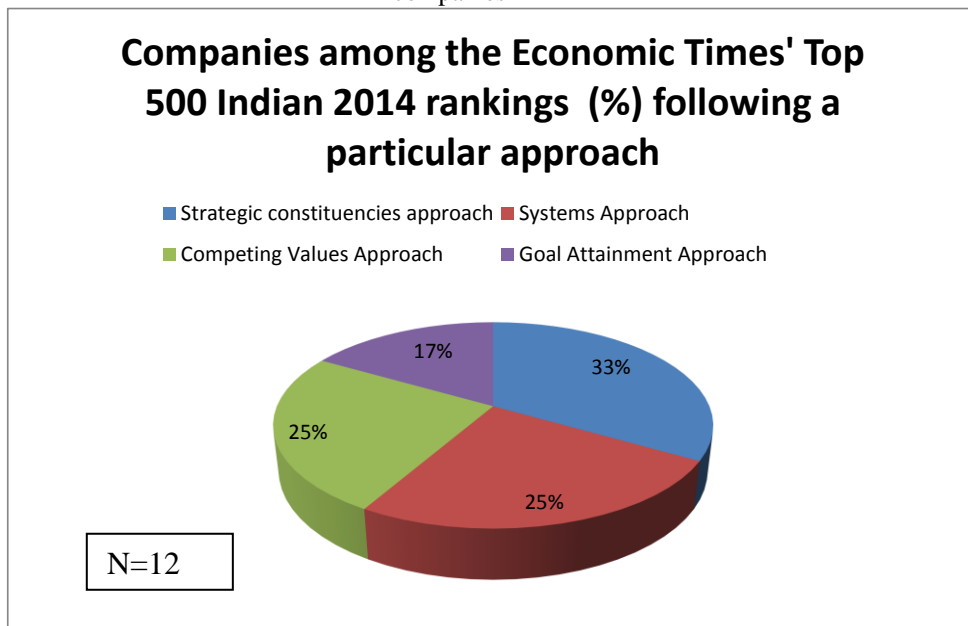
A majority of 50% of companies follow the Goal Attainment approach, comparable to Table 1 data. Hence, it is the most suited approached globally, as seen in

Figure 4. Next, is the Systems Approach with 33% of the companies following that approach, followed by 17% companies following the Competing values approach. 0% follows the Strategic constituencies approach making it the least conducive to organization effectiveness.

A majority of 33% of companies follow the Strategic Constituencies approach, comparable to Table 2 data. Hence, it is the most suited approached nationally, as seen in

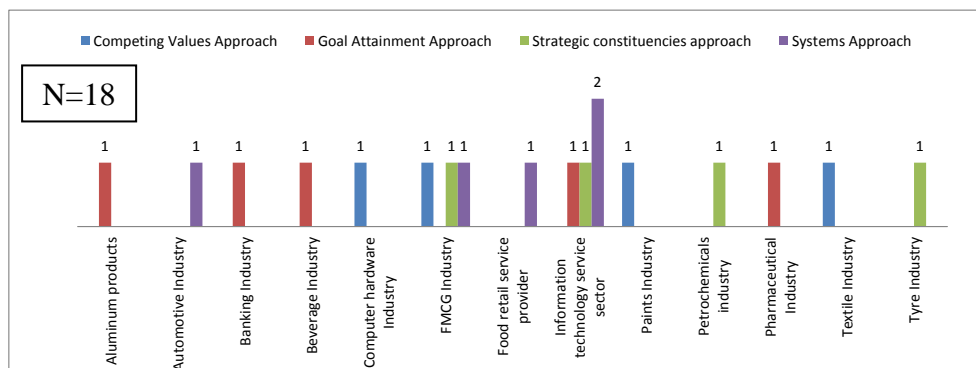
Figure 5. Next, is the Systems and Competing values approaches with 25% of the companies following that approach, followed by 17% companies following the Goal attainment approach. Thus, it follows that the Goal attainment approach is the least conducive to organization effectiveness, at the national front.

Figure 5 : Overview of four approaches followed by 12 companies in the ET Top 500 List 2014 Indian companies



The graphical representation of sector-wise classification of companies following the four approaches may be as seen in Figure 6.

Figure 6 : Manufacturing Industry/ Service Sector's-wise classification of approaches followed by all 18 companies in India and abroad combined in the 2 lists of ET Top 500 & Fortune Top 50.



A majority of companies feature from the IT and FMCG sectors. All other sectors are evenly represented by one firm in each sector. This choice of firms helps to gain representation of most of the important areas of the Manufacturing Industry and service sectors, so as to normalize the data. A clear discussion of the globally ranked firms following each of the four approaches may be envisaged as follows. 100% of firms in the computer hardware Manufacturing Industry follows successfully the Competing values approach globally. The popular to success, Goal attainment approach is followed by companies in the beverage, IT and Pharmaceutical sectors. 50% of companies in food retail and IT service related sectors are following the Systems approach. There were no firms following the Strategic Constituencies approach. A clear discussion of the globally ranked firms following each of the four approaches may be envisaged as follows. Nearly 34% of firms in the FMCG, Paints and textile Manufacturing Industry specific sectors follows successfully the Competing values approach nationally. The Goal attainment approach is followed by 50% of companies in the Aluminum and Banking related. There were 33% of firms following the Systems approach. Each of 25% of companies in FMCG, IT,

Petrochemicals and Tyre related Manufacturing Industry and service sectors are following the national level successful approach of Goal attainment.

VIII. Findings and Conclusions

The research analyzed organizational effectiveness of eighteen firms at the global and national levels. Six companies were analyzed by their global rankings. They were from the six sectors, of which three were from the Service sector, and three were from the Manufacturing Industry sector. Twelve companies were analyzed by their national rankings. From them, two companies were from the service sector and the remaining ten were from the Manufacturing Industry sector. Four firms across Manufacturing Industry and service sectors were following two of the Organizational effectiveness approaches each and the remaining two approaches were followed by five firms each across the Manufacturing Industry and service sectors. The findings may be summarized as follows.

67% of the companies following the Goal attainment approach were from the Manufacturing Industry sector and the remaining 33% were from the service sector. The companies highly ranked at the global level were following this approach mainly, as the Goal attainment approach is preferred when goals are clear, time-bound & measurable. Global conglomerates are able to define their goals and measure them against pre-defined yardsticks and acts as a means to organizational effectiveness. This approach affects organizational outcomes by the value it adds to managers in ensuring inputs from all stakeholders and their goal expectations, the inclusion of actual goals, the recognition of short- & long- term goals, the inclusion of tangible, verifiable, measurable goals and the viewing of goals as dynamic entities

75% of the companies following the Strategic constituencies approach were from the Manufacturing Industry sector and the remaining 25% were from the Service sector. The companies ranked at the national level were following the Strategic constituencies chiefly, as constituencies have powerful influence on the organization, and the organization must respond to demands of the constituencies. In India, the Government, among several other constituents, is a major strategic constituent to organizational effectiveness. Hence, it validates that national rankings reflect this theme. This approach affects organizational outcomes by the value it adds to managers in checking that if survival is important then it is essential to managers to understand upon whom survival is contingent. Also, managers decrease the chance that they might severely ignore or upset a group whose power could significantly hinder the organizations operations. Similarly, modification of preference goals can be done.

The companies with no feature in the rankings at the global level were following the Strategic constituencies approach mainly. This shows that an organization when ranked at the global level, face difficulty in separating strategic constituencies from the environment and in identifying expectations of the strategic constituencies compared to setting and meeting goal expectations. Thus companies with global rankings do not follow this approach at all.

100% of the firms following this approach were from the computer hardware Manufacturing Industry sector. The companies with least rankings at the national level were following the Goal attainment approach chiefly, as the problems encountered are in defining whose goals are to be followed, the purpose of the goals, which time-frame is best suited to the goals and even the multiplicity of goals. Thus firms ranked at the national level, depict less pursuit of this approach.

The three purposes of this research are realized as follows: (1) To identify a particular sector following a common approach as having a high success value, which is a clear dominance, of the firms in the Manufacturing Industry sector, (2) To assess, the goal attainment approach for a majority of the 6 firms ranked in Fortune Top 50 World's most admired companies list 2014. Also, the Strategic constituencies approach for 12 Indian firms ranked in ET Top 500 Indian Companies List 2014 and, (3) To study, how the approaches surveyed, affect organizational outcomes which is revealed in the discussion above on the value added to managers.

IX. Scope of the research

The research analyzed organizational effectiveness of 18 firms at the global and national levels. These were mainly from the service and Manufacturing Industry sector. The research may be further extended to the agriculture and commodity sectors as well. The research focused mainly on companies listed on the leading companies list. It may be further resolved to study companies that may not have been on these lists and more information could be gathered to find out what may be done to such cases of companies.

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