



RESEARCH ARTICLE

A STUDY ON ORGANIZATIONAL EFFECTIVENESS WITH SPECIAL REFERENCE TO  
A MULTISPECIALTY HOSPITAL

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ABSTRACT

Effectiveness is a measure of whether or not organizational objectives are accomplished. In contrast, efficiency is the relationship between outputs and inputs. Only monopolies can get away with being effective. Moreover, in an era of diminishing resources and increasing concern about civil rights, society is reluctant to label "effective" any organisation that wastes scarce resources or tramples on civil rights. Management's definition of organisation effectiveness therefore needs to be refined. The related issue of organisation decline also needs to be understood and skillfully managed. Organisation effectiveness, also called as organisational success or growth, is defined and conceptualized in different ways, and no unanimity is found in different approaches, though a large volume of literature is available on the concept and working of the organisational effectiveness.

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INTRODUCTION

Organizational effectiveness deals with the efficient utilisation of the resources invested. Return on investment is a typical way to measure this type of organizational effectiveness. Attempts have been made to adapt the systems ideas to the definition of organizational effectiveness. Georgopoulos and Tannenbaum (1957) suggested that effectiveness be measured as 'the extent to which an organization, as a social system given certain resources and means, fulfils its objectives without incapacitating its means and resources and without placing undue strain on its members'. Etzioni (1960), developing these ideas, suggests that organizational Effectiveness has frequently been assessed in relation to achievement of the 'goals set for the organization'. He advocated, instead, employing multi-functional systems model, through which effectiveness is assessed via the organization's ability to use its resources optimally in relation to the defined function. Both these approaches can be seen as closed systems ideals. Yuchtman and Seashore (1967) take the concept of effectiveness a good deal further by suggesting that the best measure of effectiveness would be the ability of the organization to exploit the environment in the acquisition of scarce and valued resources, including among the resources the energies of its members; and its optimum procurement of these resources, where optimum is defined in relation to its long run ability to survive.

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RESEARCH METHODOLOGY

The project titled "A STUDY ON ORGANIZATIONAL EFFECTIVENESS" with special reference to a multispecialty hospital is an attempt to study about the basic factors for the organizational effectiveness and also to recommend some suggestions in improving the organisation.

Research Design

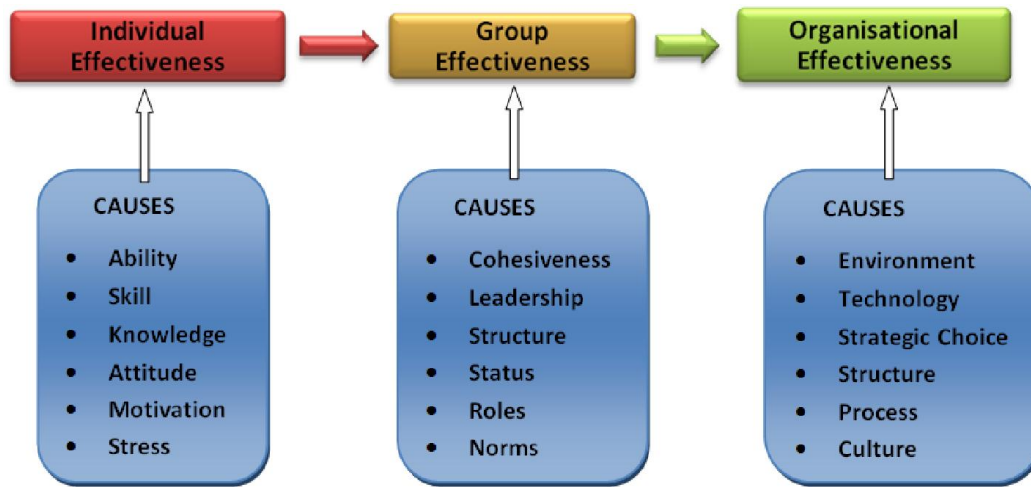
Descriptive research is a fact finding investigation with adequate interpretation. It focus on particular accepts of the problem. It is decided to give the descriptive information for formulating more studies. Descriptive study aims at identifying various characteristics of the community or institution or problem under study. But it does not deal with the testing of hypothesis.

Tools of data collection

In this study the researcher has used the questionnaire method for collecting relevant information. The questionnaire is been taken from the "Third Hand Book of Psychological and Social instruments" Volume-2 by D.M. Prestonejee.

- The first part of the questionnaire deals with the personnel data of the employees such as Name, Sex, Educational Qualification, Salary, Experience, and Designation.
- The second part of questionnaire consists of the questions about the factors relating to organisational effectiveness.

### Three Perspectives and their causes on Organisational Effectiveness



### Data analysis and interpretation

#### 1.1. Table showing the Distribution of the respondents based on their Age, Gender, Education, Experience and Salary:

| Age        | 20-30             | 31-40              | 41-50             | >51             |
|------------|-------------------|--------------------|-------------------|-----------------|
|            | 30                | 17                 | 11                | 2               |
| Gender     | Male<br>59        |                    | Female<br>1       |                 |
| Education  | Graduate<br>33    | PG<br>24           | Diploma<br>2      | Twelfth<br>1    |
| Experience | 1-10 yrs<br>35    | 11-20 yrs<br>19    | 21-30 yrs<br>5    | > 30 yrs<br>1   |
| Salary     | Rs.5-10,000<br>23 | Rs.10-15,000<br>33 | Rs.15-20,000<br>4 | >Rs.20,000<br>0 |

#### 1.2. Table showing the Distribution of the respondents based on their response towards Organizational Effectiveness

| S.No | Employees' opinion that  | Strongly Agree |      | Agree |      | Neutral |      | Disagree |     | Strongly Disagree |     |
|------|--|----------------|------|-------|------|---------|------|----------|-----|-------------------|-----|
|      |  | Nos            | %    | Nos   | %    | Nos     | %    | Nos      | %   | Nos               | %   |
| 1    | All the employees coordinate to achieve their goals  | 20             | 33.3 | 30    | 50   | 9       | 15   | 1        | 1.7 | 0                 | 0   |
| 2    | The resources and facilities are utilized to the maximum   | 14             | 23.3 | 31    | 51.7 | 14      | 23.3 | 1        | 1.7 | 0                 | 0   |
| 3    | Colonial relationship between the management and workers has created conducive work climate                    | 12             | 20   | 36    | 60   | 12      | 20   | 0        | 0   | 0                 | 0   |
| 4    | The Organization is quiet dynamic and progressive in its approaches  | 16             | 26.7 | 31    | 51.7 | 12      | 20   | 1        | 1.7 | 0                 | 0   |
| 5    | Adoption of the improved systems and work methods has helped the organization to achieve efficiency            | 14             | 23.3 | 37    | 61.7 | 5       | 8.3  | 3        | 5   | 1                 | 1.7 |
| 6    | Employees in the organization are committed to their responsibilities  | 18             | 30   | 32    | 53.3 | 9       | 15   | 1        | 1.7 | 0                 | 0   |
| 7    | Effective coordination results in excellent achievement of the organization                                    | 22             | 36.7 | 27    | 45   | 7       | 11.7 | 3        | 5   | 1                 | 1.7 |
| 8    | The employees feel that their high morale resulted for we-feeling helped in achieving the organizational goals | 15             | 25   | 35    | 58.3 | 5       | 8.3  | 3        | 5   | 2                 | 3.3 |

#### 1.3. Table showing the Distribution of the respondents about the Factors influencing Organizational Effectiveness

| S.No | Employees' opinion that   | Strongly Agree |      | Agree |      | Neutral |      | Disagree |     | Strongly Disagree |     |
|------|---|----------------|------|-------|------|---------|------|----------|-----|-------------------|-----|
|      |   | Nos            | %    | Nos   | %    | Nos     | %    | Nos      | %   | Nos               | %   |
| 1    | An attractive benefit is offered to efficient employees                             | 18             | 30   | 34    | 56.7 | 7       | 11.7 | 1        | 1.7 | 0                 | 0   |
| 2    | The organization has an effective feed back mechanism                               | 15             | 25   | 33    | 55   | 9       | 15   | 2        | 3.3 | 1                 | 1.7 |
| 3    | The employees demand and grievance are settled taking them in confidence            | 12             | 20   | 33    | 55   | 11      | 18.3 | 2        | 3.3 | 2                 | 3.3 |
| 4    | The employees get rewards and recognitions in proportion to their job performance   | 18             | 30   | 34    | 56.7 | 6       | 10   | 2        | 3.3 | 0                 | 0   |
| 5    | Good interpersonal relationship has help the organization in its smooth functioning | 16             | 26.7 | 31    | 51.7 | 13      | 21.7 | 0        | 0   | 0                 | 0   |

### Sampling procedure

The process of drawing a sample from a larger population is called sampling. Sampling is a part of population, which is studied in order to make inferences about the whole population. Totally there were 75 respondents, the researcher has selected 60 respondents through random sampling method.

### Objectives of the study

- To find out the socio-economic condition of the respondents
- To analyze the effectiveness of the organisation
- To know the factors relating to the organizational effectiveness
- To provide the suggestions to improve the effectiveness of the organisation.

### RESULTS AND DISCUSSION

When we discuss about the Organizational Effectiveness of the hospital, we can understand that 83% of the employees have responded positively that all the employees coordinate to achieve their goals, 75% have responded favorably that the resources and the facilities are utilized to the maximum, 80% said that the Colonial relationship between the management and workers has created conducive work climate, 78.4% said that the Organization is quiet dynamic and progressive in its approaches, 85% felt that the adoption of the improved systems and work methods has helped the organization to achieve efficiency, 83.3% said that the employees in the organization are committed to their responsibilities, 81.7% Effective coordination results in excellent achievement of the organization and 83.3% have said that the employees feel that their high morale resulted for we-feeling helped in achieving the organizational goals. About the factors that have contributed to the Organizational Effectiveness in the above hospital, 86.7% have responded that attractive benefit is offered to efficient employees, 70% have said that organization has an effective feed back mechanism, 75% said that the demand and grievance are settled taking them in confidence,

86.7% have said that the employees get rewards and recognitions in proportion to their job performance and 78.4% have said that the good interpersonal relationship has help the organization in its smooth functioning.

### Conclusion

When we see the above result, the organizational effectiveness is considerably good based on the responses from the employees and many employees also have responded favorably towards the factors contributing to the organizational effectiveness of the hospital. It could be understood that the factors have a significant role in deciding the effectiveness of an organization's functioning. An organization can be considered effective in its operations based on the importance given to the various factors that contribute to the satisfaction of employees. Factors such as monetary benefits, grievance redressal, rewards and recognitions have direct impact on the effectiveness of the employees which in turn leads to effectiveness of the organization.

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