

## Management Development and Organizational Effectiveness: A Literature Review

Akhigbemidu<sup>1\*</sup>, Julie J, Amah, Edwinah (PhD)<sup>2</sup>, Okocha, Belemenanya Friday (PhD)<sup>3</sup>

<sup>1</sup>Doctoral Candidate, Ignatius Ajuru University of Education, <sup>2</sup>Professor of Entrepreneurship & Management, University of Port Harcourt, <sup>3</sup>Researcher, University of Port Harcourt

### \*Corresponding Author

Akhigbemidu

### Article History

Received: 11.10.2021

Accepted: 16.11.2021

Published: 21.11.2021

**Abstract:** The relationship between managerial development and organizational effectiveness was investigated in this study. In order to demonstrate the importance of management development programs to overall organizational success, two theories were reviewed: social exchange theory and resource based theory (RBV). This study assessed literature from various studies on management development to see how it affects organizational effectiveness. It also sought to identify any arguments and gaps that exist in the literature on the subject. According to the research, there is a link between managerial development and organizational effectiveness. The findings demonstrated a significant association between the dimensions of management development, such as coaching and mentoring, and organizational success indicators, such as staff performance and customer satisfaction. The predictor and criteria variables were both affected by organizational culture. The conclusion was reached that inadequacies in development programs have led to organizations seeking managers from outside the organization, hence increasing competition for highly developed managers; As a result, it was suggested that management development needs be identified, as well as consultants who will enable externally sourced and domestically generated initiatives; those with vast years of experience on the job so that best organizational outcomes are elicited from the process.

**Keywords:** Coaching, Mentoring and Organizational Effectiveness.

## INTRODUCTION

Effectiveness of a firm is a word whose definition is disputable, and hard to conceptualize; different models and hypothetical methodologies have been created to evaluate it. Distinctive models with their relating criteria reflect diverse qualities and inclinations of schools of thought concerning effectiveness (Rodrigues & Madgaonkar, 2014). The idea 'effectiveness' is connected to the supposition that organisation are objectively arranged. The emphasis is on reaching authoritative objectives in their entirety, as well as the techniques necessary to do so or the pace with which they are accomplished. According to Mohannad (2019), efficacy is essential for improving results, and clarity is required to perform well. If employees do not understand what results are expected of them, there is a risk that they will work yet fail to deliver. They are not doing the appropriate things and hence contribute insufficiently to the organization's success, according to Drucker (1977), who defines effectiveness as "doing what's necessary." Efficiency, timeliness, smooth functioning, and predictability are criteria of effectiveness that is of essence in organisation (Cameron 1986). The extent to which an organization achieves its goals or mission is generally referred to as organizational effectiveness (Cameron 1986). Organizational effectiveness is defined by Roy and Dugal (2005) as the net satisfaction of all constituents in the process of efficiently obtaining and transforming inputs into outputs. Organizational effectiveness, according to Tabeel (2013), is defined as an organization's ability to achieve its objectives within the constraints of the resources available by achieving work satisfaction and maintaining the institution's survival and progress. Yuchtman and Seashore (1967) describe organizational effectiveness as an organization's ability to utilize the environment to acquire critical resources for survival. Organizational effectiveness, according to Richard *et al.* (2009), incorporates both organizational performance and the variety of internal performance outcomes often linked with more efficient or effective operations just as various external measurements.

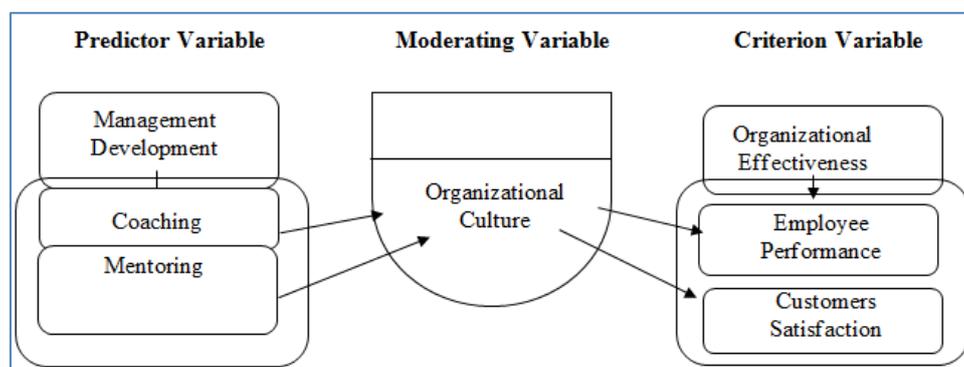
**Copyright © 2021 The Author(s):** This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

The researcher defines organizational effectiveness in this context as an organization's ability to meet its goals while also being highly productive as far as workforce development and resource use. People have become dependent on organisations of various types for satisfaction of their needs, it is imperative that their satisfaction directly depends on the degree of effectiveness of organisations. Higher the degree of effectiveness, the more satisfaction people derive from organisations (Mathur & Negi, 2010). Organisations that effective are usually characterize as healthy, successful, highly productive, excellent and stable.

Rapidly changing environmental conditions benefit the human asset, that is a major factor among all factors of production. A worker in any job has a specific task to do in line with the activity, but his or her performance is influenced by a range of circumstances, including his or her attitude toward the activity (Priyna & Punia, 2013). The soul of a service organisation is its workers, especially the cutting edge workers, client contact workers. As they interact with the firm in collaboration with clients, front-line workers are focused on determining service quality, this is a vital path for creating client value. Frontline staff in the service business are expected to show interest, concern, and care for clients, in addition defuse customers' emotions, to be rated effective.

From the above patterns of studies, it could be recognized that no definitive measurements and proportions of enthusiastic insight and organisational viability which comprise a gap in the writing. This examination consequently will in general fill this chasm analyzing the connection between management development and organisational effectiveness.

### Conceptual Framework



**Fig-1: Conceptual Framework for management development and organisational effectiveness.**

**Source:** Adapted from Bond and Seneque (2013), Amah (2014) and Argyris (1964) for predictor variable, mediating variable and criterion variables respectively.

### Objectives of the Study

The goal of this research was to look at the link between managerial development and organizational effectiveness. The following are the precise goals: -

1. Examine how coaching influence organizational effectiveness.
2. Determine whether there is a link between mentorship and organizational success.
3. Determine whether organizational culture has a moderating effect on the predictors and criteria variables.

### Theoretical Review

#### Social exchange theory

Different researchers have used different theories to show the connection between management development and organisational effectiveness. According to research, there is a favorable association between an organization's investment in development and the recipients' positive opinions toward the company. The social exchange idea was introduced by George Casper Homan in 1958. He proposed that social behaviours are outcomes of exchange process, based on economic principles of cost and reward.

A social exchange relationship, according to Blau (1964), consists of undefined responsibilities in which the recipient is required to return benefits in the future. These favors, on the other hand, are done at the discretion of the person doing them, and hence are usually ambiguous. As a result, the exchange could be impersonal, like money, or socio-emotional, like care, respect, and loyalty. As a result, feelings of personal responsibility, gratitude, and trust may arise.

When the recipient responds, the sense of mutual reciprocity grows, and a chain of exchanges begins (Coyle-Shapiro & Shore, 2007). The recommended premise when applying social exchange theory to the relationship between management development and effectiveness is that firms that invest in their employees would see employees reciprocate by directing their efforts toward the organization's profit and interest. Employees will create broad ideas about how much the company values and cares about their well-being, and they will react by rejecting organizational interventions (Eisinger, 2002).

Employees must regard the organization's benefits as vital to acquire the required work-related attitudes and behaviors (Blau 1964; Eisinger, 2002). When this idea is used to management development, the premise is that firms that invest in their employees will see their employees reciprocate with efforts aimed toward the organization's profit and interest. It is expected that as a kind of remuneration, emerging managers will put their efforts toward improving the organization's performance.

### **The Resource-Based Theory**

Internal knowledge is recognized as one of the organization's core resources, according to the company's resource-based approach. It is an essential basis for competitive advantage (Barney, 1991; Barney *et al.*, 2001). According to the organization's resource-based approach, core competencies should be focused and developed through internal development. Long thought to be external to the organization, competitive advantage is now widely recognized as being both internal and external, and it may be achieved through human resource strategies that develop unique and valued employee-based resources (Collins, 2020).

Highly developed managers are regarded, special, and difficult to imitate in today's economic world, and they are unable to be readily replaced. If correctly managed, they have the ability to be an organization's most valuable asset. According to certain experts, both internal and external resources can be put to use for management growth, contrary to popular assumption, because an organization's competitiveness is achieved through the application of a number of different sources of information, not just information from within the firm. They say that for the advancement of organizational knowledge regarding management and growth, it is necessary to establish a strong relationship between existing and acquired information, as well as in-house and outside knowledge, among other things (Collins, 2020; Wright *et al.*, 2001).

As indicated by RBV, achieving organizational efficiency entails developing capabilities and connecting specific competencies through improved communication, cooperation, and synchronization to achieve goals, for example, firms' scarce resources, which are valued, non-substitutable, and difficult to copy materials that are thought to contribute to competitive advantages, are developed. Management training programs can help with these qualities because efficiency is linked to specialization, unity, and clarity. Some study has indicated that information that is important, rare, difficult to reproduce, and cannot be substituted improves performance (Barney, 1991) and has backed up the direct relationship between skills as well as human and social capital performance (Wright *et al.*, 2001).

It's vital to remember, however, that only relevant knowledge has a substantial impact on performance. The outcome of proper management development planning interventions is having first-class managers who are valued, remarkable, and difficult to replicate, and who are not prone to replacement. Subsequently, the business will actually want to outflank its opposition.

### **The Concept of Management Development**

Management development attempts to increase managers' performance in their current duties while also preparing them for future responsibilities. Mumford and Gold (2004) define it as a learning-based endeavor to improve managerial performance. It's a methodical approach to influencing someone's knowledge or abilities. Management development and talent management are intertwined. A deliberate way to deal with the board advancement is fundamental because of the expanding obligations put on line supervisors. Line administrators are currently needed to have a bigger scope of created abilities than any time in recent memory.

A management development plan is concerned with the programs that an organization intends to adopt in order to develop its managers, and it bridges the gap between the current and ideal state. It is going to be business-driven in its approach to its major competence, even if it concentrates on the improvement of individual performance and potential. Even when the emphasis is on self-development, as it should be, the business must nonetheless define the directions in which self-development should proceed, albeit in broad terms (Kimutai & Kwanbai, 2008; Mohannad, 2019).

Performance management, development centers, personal development planning, coaching, and mentoring are all part of the organization's approach to help employees. Although management development intercessions, for example, those outlined above are necessary, a strict, organization-wide program is not required.

The amount to which management development activities are planned is dictated by the organization's technology, environment, and management style. A traditional bureaucratic/mechanistic organization would prefer a more structured approach, with a scope of courses, inventories, replacement charts, career plans, and results-oriented review systems. In a creative and organic structure, some or all of these mechanisms may be abolished. Its aim would be to provide opportunities, challenges, and guidance to its managers, allowing them to give staff more responsibilities while also ensuring that they received the necessary coaching and encouragement. Although there are no substitution diagrams, inventories, or official appraisal schemes, people are aware of their current situation, they need to know where they can go and how to get there.

Management development should be founded on an understanding of how managers learn and develop, as well as the utilization of formal and informal development methods and development centers (AlYahya & Norsiah, 2007; Amagoh, 2009).

## **Dimensions of Management Development**

### **The Concept of Coaching**

Coaching has been defined as a holistic process that aims to develop people's abilities and competencies in companies so that they can work together, socially, and organizationally (Huh, 2016). It's also thought of as a method of exposing people to learning opportunities that improve their performance. While coaching is a goal-oriented and time-bounded activity, there is also a heavy emphasis on self-reflection as a result of growing individuals and teams, it was thought to be a sort of management practice, this can be done in both an individual and a group setting. It's a method of learning that aims to give people the tools they need to enhance their abilities and competencies. Participants expressed a strong belief that the context for coaching should be the "here and now," or exposure to work-related activities that the individual or team is confronted with and has to make sense of in order to make decisions and perform successfully in it. Coaching is a method of assessing and enhancing individual and group performance in order to improve organizational efficiency and effectiveness. The coach-coachee relationship should be friendly and based on mutual trust. An immediate supervisor conducts managerial coaching, whereas an external professional coach conducts executive coaching for a limited time (Huh, 2016).

There was consensus that, in order for coaching to have a significant impact on organizational effectiveness (i.e., to improve operations and make the best utilization of HR), coaching interventions must be more systemically conceived, enhancing individuals' capability and work performance through deliberate exposure to tasks that provide the required learning experience.

While executive coaching has only recently been a crucial component of organization-wide mediations, (for example, leadership development, strategic, and cultural change initiatives), organizational psychologists and management consultants have long been associated with the training. The later event is essential for a bigger work to cultivate hierarchical learning and change (motivated by Senge's 1990 work); more all-encompassing ways to deal with authoritative intercession that are designated at individual change and development as a component of association wide drives; and more comprehensive ways to deal with authoritative mediation that are focused on at individual change and development as a feature of association wide drives; a more noteworthy spotlight on initiative turn of events and huge scope authoritative change activities to further develop execution and backing long haul change.

The outcomes of the content analysis indicated that coaching supports individuals and teams in realizing and achieving their objectives as well as seen as a holistic intervention into organisational practices. Analysis of the critical incidents suggested that a collaborative relationship is at the heart of the coaching agreement; one that encourages self-directed learning and long-term behavioral change in the individual being coached. The coach does not give answers or solutions to the issues raised by the coachee; rather, the coach considers that the person being coached already has the required insights, and the coaching process' objective is to bring these tacit understandings to conscious consciousness so that the coachee can guide his or her own learning.

Instructing was regularly proposed as a methodology for coordinating individual, group, and authoritative learning and advancement and, therefore, expanding execution powerfully. There was consensus that coaching interventions should be planned systematically from the start to effectively integrate individual, team, and hierarchical learning and transformation, rather than focusing solely on individual effectiveness. This likewise applies at the degree of group training as foundationally imagined and rehearsed. The training system, which endeavors to make supportable learning processes, is fixated in fostering the person's or alternately group's ability to perceive and take care of their own concern circumstances with regards to the more extensive framework's essential aim and objectives.

### **The Concept of Mentoring**

Mentoring has gained in favour as of late as an efficient management as well as professional advancement strategy. Mentoring is becoming more popular in large government organizations as a form of employee induction, management development, and, on occasion, executive development. Mentoring is a drawn out relationship that provides psychological support and professional care to guild the mentee on a prosperous career path. Mentoring systems may be internal or draw on external expertise, as often occurs in schemes for senior executives. Mentoring has been used extensively in the United Kingdom, the United States, Australia, and other parts of the world to help a scope of groups, including women, black employees, and children, overcome traditional barriers to development and success.

Mentoring, as indicated by the focus group, is focused with deliberately improving an individual's competence and capability in the structure of a one-on-one relationship, where the mentor has a depth of expertise and experience in specific areas. Personal growth and improvement of the mentored individual is sought with regards to a long-term cooperation with a more talented and experienced person. Regardless of the way that the terms mentoring and coaching are frequently used interchangeably in management literature, prominent authors in the field, such as, argue that coaching is distinct from other forms of professional learning facilitation and performance enhancement, such as mentoring and training. Our findings back up the views of the Chartered Institute of Personnel and Development (CIPD), which seeks to differentiate mentoring from coaching as well. Our findings on key qualities and those provided by the CIPD are very similar.

Focus group participants identified that by its very nature mentoring has an alternate perspective on power relations from coaching. A mentor is often seen as an expert with both technical and process knowledge unlike a coach who if successful will see their coachee develop more skill and knowledge than themselves. Mentoring was also perceived as a more systemic activity that works with individuals, groups, and organizations, whereas coaching was considered to be a more individualistic activity that worked with individuals, groups, and organizations.

As per the discoveries of the content analysis, mentoring was also regarded to be more generic and detached from the "here and now" setting of professional and organizational contexts that coaching frequently functions in. Some may claim that good management involves and entails the use of facilitation skills, however this is not widely accepted.

### **The Concept of Organisational Effectiveness**

The central idea in both corporate execution and hierarchical adequacy research is authoritative viability and execution. Since the appearance of industry, the idea of estimating hierarchical execution has been fundamental in authoritative practice and reasoning. In general, it's unclear what experts mean when they say "effectiveness," which makes it difficult to interpret their findings. However, a couple of studies have attempted to define organizational effectiveness; effective team management can lead to higher performance levels and greater organizational effectiveness (Amah, 2014). There exist four approaches to Organisational effectiveness listed below;

#### **Goal Approach**

It has its roots in the mechanical point of view of the association and is otherwise called the rational-goal or goal-attainment approach. This approach implies that organizations are well-planned, rational, goal-oriented entities with one or more predetermined objectives. The goal approach's output side is concerned with whether or not the company meets its objectives as far as preferred production levels. It analyzes the viability of the association's interior goals and performance. Typical goal-attainment factors include profit and efficiency maximization. The content comparability of authoritative objectives is the primary restriction of this strategy (Richard *et al.*, 2009). Thus, defining objectives that are similar and achievable within groups of organizations is a huge difficulty. The formal goals that a firm declares do not always correspond to the organization's true ambitions.

#### **System Resource Approach**

As opposed to the objective methodology, the framework asset way to deal with authoritative achievement thinks about an association as an open framework. The company collects inputs, participates in transformations, and produces outputs. This method prioritizes inputs above outputs. Most associations are seen as substances that act to live while additionally seeking scant and significant assets. It expects that the association comprises of interrelated subsystems (Eisinger, 2002). Any inefficient subsystem will affect the general performance of the system. The method's shortcomings stem from the way it calculates means. The issue with this technique is that having more resources does not guarantee that they will be utilized effectively. Furthermore, defining an appropriate level of resource acquisition across different organizations is difficult.

#### **Internal-Process Approach**

The goal approach's fixed output view prompted the formation of this method, which focuses on internal actions. Organizational efficiency, according to Argyris (1964), is determined by the health and adequacy of the

association's interior activities. The internal-process approach defines effectiveness as the ability to improve internal efficiency, coordination, commitment, and employee satisfaction. Rather than evaluating the end result, this method analyzes the effort. Some experts contend that the internal-process method, like the system-resource approach, cannot yield reliable indices of organizational effectiveness. Rather, it is perceived as a method for investigating its presumed predictors. The internal-process approach, like the system-resource approach, could be utilized only when comparable organizational outputs are difficult to quantify effectively.

### **Strategic Constituencies Approach**

An efficient organization, as indicated by this viewpoint, is one that serves the demands of the constituents in the environment on which it depends for survival. It assesses the organization's ability to meet the necessities of many strategic stakeholders, both inner and outer. Companies that depend vigorously on demand response will benefit from the strategic constituencies method. Each organizational constituency (such as owners, workers, consumers, the local community, and so on) is considered to have diverse interests in connection to the corporation, and so will utilize diverse assessment standards. Isolating strategic constituencies from the climate wherein they work, then again, is a difficult and hard process. Because of how quickly the world changes, what is an important aim now may not be so tomorrow. Individual stakeholders can rate an organization's adequacy in an assortment of ways. These elements may weigh similar measures differently or utilize other considerations. According to Amah (2014), organizational viability is a multi-method concept having both economic and behavioral components that cannot be quantified using a single approach.

### **Measures of Organisational Effectiveness**

The author went on to list the following criteria for evaluating organizational effectiveness:

#### **Employee Performance**

Organizational goals are strategic objectives established by a company's management to define expected outcomes and direct employees' efforts. The viability of a firm is determined by how successfully it achieves or surpasses its objectives. Goal accomplishment is the most widely used effectiveness criterion for organisations. Establishing organizational goals has numerous benefits: they direct staff efforts, justify a company's operations and existence, define performance requirements, give restrictions for pursuing needless aims, and serve as behavioral rewards (Yamoah, 2013). The two kinds of hierarchical objectives are official and operational goals. Official goals are precise explanations of a company's aims that can be viewed as in public documents like the corporate charter and annual reports. They help to boost the public image and reputation of the firm. Operative goals are the exact, concrete steps that a business wishes to take to accomplish its objectives (Collins & Clark, 2003). An inside cycle approach was utilized to assess the adequacy of the management advancement programs, their effect on members' presentation, and the whole course of requirements appraisal systems, determination of who is able to partake in a program, and the degree of ability of the mentors and guides. The effect of good administration advancement on hierarchical adequacy can be found in the further developed exhibition of supervisors, workers, and fulfilled clients.

#### **Customer Satisfaction**

Customer happiness is the foundation of any successful business; satisfied consumers are more likely to return and refer their colleagues and friends. Maintain their satisfaction and urge them to tell a friend about their positive experience with your company.

Customer satisfaction is a marketing word that refers to how effectively a company's products and services meet or surpass the expectations of its customers. The percentage of total customers whose reported experience with a company, its products, or services (ratings) exceeds specific satisfactions is known as customer satisfaction (Meraku, 2017). As indicated by an investigation of almost 200 senior showcasing chiefs, a client joy figure is very helpful in controlling and observing their firm. Customers' expectations are met, and the firm's sales and profitability benefit in the long run, since organizational members are trained to have proper customer satisfaction orientation (Creswell, 2013).

Positive word of mouth marketing, which is both free and very successful, is gained when a brand has devoted customers. As a result, successful customer satisfaction management is crucial for businesses. To do as such, businesses require reliable and representative satisfaction indicators (Gerpott *et al.*, 2001; Gustaffsson *et al.*, 2006). Return and referral rates, among other psychological and physical aspects associated to satisfaction behavior, influence the measure of fulfillment. The customer's degree of happiness may also change contingent upon their different decisions and different things that can be utilized to work on the organization's contribution.

When you realize that you can't run a business without clients, you realize how crucial they are. Customer satisfaction is crucial since a single disgruntled customer can drive business away from your company. You will produce more long-term business if you focus on customer retention and service. Focusing on customer satisfaction tactics is beneficial regardless of how big or little your company is. It is critical to comprehend the customer's requirements. Both

sides must have their needs addressed in a business relationship, as in any other relationship. Customers expect exactly the same thing no matter what business they are in. They need to be treated with respect and welcomed by you and your colleagues. They don't want to give the feeling that you are using them for financial benefit. A simple "thank you" and a friendly smile can go a long way toward assuring customer satisfaction.

Ascertain that your entire team shares the same philosophy. Client satisfaction hinges on your ability to deliver on your promises. Customers anticipate a particular level of conduct from you and your staff, and you must deliver it in order for them to trust you. They want constant delivery timeframes (where relevant) and support. Customers will have a consistent experience with your company if your employees are trained to treat all customers with a similar degree of respect, which will increase customer satisfaction. If you fall short of expectations, be forthright about it.

Customer satisfaction is at an all-time high when anything goes wrong in the delivery chain, whether a client was double charged or on the other hand didn't receive what was promised. The employee should apologize and take action to correct the situation. The phrase "the client is in every case right" is important to a successful customer satisfaction strategy. Your employee should make every attempt to make the customer happy, whether the customer misinterpreted the instructions or made a mistake.

### **The Relationship between Management Development and Organisational Effectiveness**

Management is a technique for improving an organization's effectiveness and readiness. Change can be viewed as a continual and vision-guided adaptation to external changes and emerging conditions in the existing, dynamic environment. As a result, successful leaders must be adaptive to respond effectively in a scope of organizational contexts. Every institution's principal or department head must have the option to convince their followers to work toward a common goal in order for it to prosper (Ziekye, 2016).

Effective leadership is defined by task and people orientations, just as the connection between them. To achieve organizational success, moving into leadership positions involves particular abilities such as engaging with people, functioning as a coach, mentor, motivator, and/or role model, making difficult decisions, and knowing how organizational politics work. To attain this purpose, managers must develop skills in planning, organizing, communicating, leading, monitoring, and collaborating with others.

### **The moderating role of organisational culture in the relationship between management development and organisational effectiveness**

The convictions and practices that add to an organization's unique social and psychological environment, which members identify with and accept as rules for expected behavior, are referred to as organizational culture. Organizational culture refers to the beliefs, values, and standards that shape member behavior and set the tone for how things are done in a company. It's a form of internal control instead of control imposed from the outside.

An organization's climate is determined by its culture, which is the means through which the organization's aims and objectives are achieved (Amah, 2014).

In general, board members are accountable for setting the tone for the organization's dominant culture, which is then translated into business practice. An adaptive culture allows a firm to be proactive in the dynamic environment in which it operates by ensuring that its members are open to change, flexible, and innovative. A strong culture fosters commitment, builds trust, and makes it more straightforward to adjust to changes in the environment, whereas a weak culture fosters commitment, builds trust, and makes it less difficult to adapt to changes in the environment. The corporate culture is deemed weak when only a few people in a firm accept the dominant principles, and it is described by low commitment and disagreement (Amah, 2014; Chetana & Mohapatra, 2016).

According to Schein (1984), culture is a more deeply entrenched level of basic assumptions and beliefs that are shared by individuals in an organization, that work unconsciously, and that implicitly represent the company's perspective of itself and its surroundings. An association's way of life is an educated strategy for settling fundamental difficulties of outside variation and inside mix that has demonstrated to be sufficiently viable to be instructed to new individuals as the right way of seeing, think, and feel about hardships. Hierarchical qualities, along with convictions, presumptions, assumptions, perspectives, methods of reasoning, and norms, establish the establishment of authoritative culture and are vital for each association's specific person.

Culture refers to an organization's inner structure, which is ingrained in its members. These values, beliefs, and principles form the premise of a company's management system, just as a bunch of management practices and behaviors that illustrate and support those fundamental behaviors (Dennison *et al.*, 2003).

### **Empirical review of the study on management development and organisational effectiveness**

Management development is a planned and organized process and program for improvement and growth in which an individual manager or executive (at each level of the management hierarchy) acquires the knowledge, skills, and attitude required to effectively manage workers and work organizations to accomplish the association's objectives.

In their study, AlYahya and Norsiah (2007) suggested that evaluating improvements in employee knowledge, competence, also, standard of conduct inside the association because of training is critical in evaluating training efficacy and contribution to the organization. This measurement can assist you with coordinating with the expense of preparing plan and execution to the advantages it gives. Subsequently, it not really set in stone whether the program met its expressed objectives and destinations. The motivation behind this paper was to inspect a preparation viability model that human asset advancement chiefs might use to plan, plan, and carry out preparing programs.

Randall and Susan investigated the link between human resource management and corporate effectiveness (2014). They feel HRM has progressed over the previous three decades, and they want to demonstrate how firms are using HRM to improve their OE today by addressing various challenges that happen from a more multi-partner approach. Past and ebb and flow research on the connection among HRM and OE were analyzed as a component of the examination's procedure, technique, and approach. The findings revealed that the association between HRM and OE is substantially different when comparing prior and current contemplations on the subject. One of the vital explanations behind this is that modern OE research uses a multiple stakeholder approach, which involves more stakeholders than prior studies. The study's practical implications showed that HR experts have the chance to demonstrate a range of manners by which HRM may improve OE, not just in terms of business profitability. Accordingly, the multiple stakeholder model's implementation today gives HR practitioners and the HR profession more opportunities to demonstrate their worth and influence. The uniqueness/value indicated that neither academics nor practitioners had performed a comprehensive assessment and examination of the over a significant time span interface among HRM and OE using a variety of stakeholder models.

The impact of time management on organizational performance was explored, according to Ziekye (2016), with regards to current levels of globalization and concomitant technological advancement, just as the ever-increasing worldwide corporate competitiveness. Time management is widely considered as one of the most effective management principles, and many firms' employees and staff are needed to recognize helpful elements in stressful event reactions. The motivation behind this review was to explore the connection between authoritative execution and using time effectively in Ghana, just as to dissect and distinguish the elements that impact time management in Ghana. A model dependent on literature that related time management elements to organizational efficiency was employed as the method. In light of past investigations and writing, the model was put to the test, and four hypotheses were generated in light of the discoveries.

According to the findings, strategic planning, organizing/prioritizing, and personal responsibility/accountability as major indices of time management all have a positive impact on organizational effectiveness. The more a firm or management uses these fundamental time management ideas or indices, the more productive and successful their using time effectively becomes. He additionally asserted that using time management and organizational effectiveness are mutually beneficial. The more successfully an organization's staff and workers deal with their time, the more useful and compelling the association becomes. Associations should plan their standards, cycles, strategies, and hierarchical designs so that the three basic objectives, in addition to other things, can be applied and operationalized. He feels that this will definitely bring about hierarchical turn of events and progress.

Many management professionals were intrigued by the idea of empowerment, which was a fresh concept at that point. Morad *et al.* (2011) define empowerment as a blend of psychological characteristics such as influence, competency, choice, meaningful work, and trust. Despite the world's quick changes, mechanical turns of events, and obvious and secret rivalry, the worth and need of enabling more people has been highlighted. They confirmed that empowerment can increase organizational effectiveness and development; the study tried to evaluate the link between empowerment and executive effectiveness in Guilan organizations. Data was collected from 88 manufacturing businesses in Guilan province. Employee empowerment and organizational performance in Guilan organizations were shown to be linked in the study, with positive correlation coefficients showing a direct relationship, i.e., as empowerment rises, so does organizational efficiency. It was also discovered that competence, trust, influence, choice, meaningful occupations, and competency and organizational effectiveness have a direct and significant relationship. i.e., organizational effectiveness rises as each of the variables is raised.

Human asset improvement is a generally ongoing space of expert practice and academic request (Mohanad, 2019). Human asset improvement has turned into the quickest extending field of the management advancement in the course of the most recent twenty years, inferable from organizations' exorbitant interest notwithstanding extreme rivalry

and changes in the business climate. Despite the importance of HRD, there are few empirical studies or researches that specifically look at how HRD practices in colleges and institutes effect organizational success. The study's goal was to bridge this gap. The significant motivation behind the examination was to research the connections between human asset improvement draws near and hierarchical accomplishment in Iraqi state funded colleges. The review strategy was used to gather essential information. The review was made with the Google Forms application, which is regularly utilized by academics to collect data. The web-based surveys were sent out through email and were aimed to collect important data from Iraqi public institutions, including deans, heads of departments, faculty members, and principals of execution units appear to be a good sample size for data collection and analysis. An online survey was sent out to all of the participants. 342 employees, and 215 completed surveys were collected. Confirmatory factor analysis (CFA) and structural equation modeling (SEM) were used to analyze the data. HRD activities including talent development, training and development, organizational development, and career development, according to the study, have a favorable and significant impact on organizational success. The study's findings demonstrated the significance of human resource development strategies and their relationship to organizational efficiency. The discoveries of the review were viewed as useful in supporting university decision-makers in designing effective HRD procedures that would allow to help them develop personnel capacities while boosting organizational effectiveness. The report then encouraged university administrators to establish effective HRD strategies targeted at boosting the connection between human resource development and organizational effectiveness improving staff capabilities.

In Nigeria's Anambra State, Nwadukwe and Court explored the relationship between management styles and organizational effectiveness of commercial businesses (2012). In this study, a survey design was used. Top, mid, and lower-level managers from private enterprises in Anambra State's eight industrial sectors took part in the study. A total of 119 managers from the three levels of private firm management in the eight industrial categories were chosen. To ensure that all three levels of management were fairly represented, the respondents were chosen using a proportionate stratified random sampling approach. A structured questionnaire with a 5-point Likert scale of strongly agree to strongly disagree and excellent to poor was the primary data collection tool. Descriptive statistics and the Pearson product moment correlation statistic were used to analyze the data. The study discovered that participative and paternalistic management styles were the most popular in practice, that private enterprise effectiveness was much higher than average, and that management styles and organizational effectiveness were linked. Several management styles were discovered to be implemented in the administration of private firms based on their characteristics. Private organizations should adopt management styles that are compatible with achieving specified goals, cultural values, and organizational peculiarities, in accordance with study's findings, as there is no single best management style.

Businesses must invest in leadership development programs that will help them become more effective leaders (Amagoh, 2009). The goal of this paper is to determine several leadership development efforts. The design/methodology/approach of the paper was to conduct a literature review in order to present some leadership development approaches. Leadership development should be thorough and consistently interwoven into the organizational culture for the purpose of producing leaders who can manage effectively with organizational issues, in accordance with findings. The project's practical implications consist of the following: organizations and leadership development should use a systemic approach to address the current leadership crisis. The report emphasized a global perspective as well as an organizational commitment to leadership development. Businesses should concentrate on reaping the long-term advantages of investing in leadership development programs, according to the recommendation. The article examines many ways for identifying and developing leaders at various levels within an organization. The paper's originality/value (the main empirical contribution) is as follows: all organizations face the test of developing good leaders; accordingly, the paper assisted in identifying some leadership development approaches that will improve leadership effectiveness and organizational performance.

At the University of Eldoret in Kenya, the goal of this review was to determine how staff capacity development effected organizational development (Kimutai & Kwambai, 2018). A descriptive survey design was used to perform the study. The target demographic included 78 senior staff individuals involved in decision-making, most of whom were from the institution's top management; this included Council members, Management Board members, Senate members, and all department heads. A total of 65 people were chosen from an assortment of demographic groupings within the target audience. The primary data for the review was collected using copies of structured questionnaires. The SPSS version data editor and coding were utilized to survey quantitative data. The investigation's findings were originally presented in charts and tables utilizing descriptive statistics such as response frequencies and percentages. Pearson correlation was then used to determine the impact of staff capacity development on organizational effectiveness.

Businesses have challenges when functioning in a dynamic and competitive environment. A company's efficacy, according to Tahsildari and Shahnaei, is defined by its capacity to fulfill a function with optimal input and output levels (2015). Every company that wants to remain in business has a significant issue: increasing organizational effectiveness. This will be accomplished by putting in place fundamental characteristics of organizational effectiveness. Managers must

increase the efficiency of their work environment since organizational effectiveness is the key to a company's success. In essence, their article presented a framework for improving organizational effectiveness by disseminating 165 copies of a structured questionnaire throughout a university and analyzing the results using factor analysis, reliability, correlation, and regression testing. As indicated by the review, training, employee participation, performance appraisal, and job description all fundamentally affect hierarchical achievement.

Change is something that all businesses must cope with. In the Nigerian oceanic industry, Onugha and Onuoha (2019) explored the connection between change the executives and authoritative achievement. Emergent change was utilized as a change management component in the study, whereas corporate development and employee commitment were used to evaluate organizational performance. The review utilized a cross sectional study approach, which is a kind of semi test research plan. A segment component of 1651 people was made utilizing the 33 native sea endeavors in Nigeria. The Krejcie and Morgan (1970) table was utilized to assess the example size of 327. The survey was generally used to accumulate data. The Pearson's item second relationship coefficient factual method was utilized to test our speculations. The discoveries uncovered a great and critical connection between developing change and authoritative achievement, as estimated by worker commitment and corporate development. They came to the conclusion that absorptive organizations may profit from changes if their systems were worked to withstand developing ecological elements. They recommended that firms invest more in self-building and self-sustainability as a hedge against disruptive innovations that, in certain cases, benefit the company that uses them.

The adaptability, flexibility, and focus with which many businesses rise and fall even with altering patterns is a mirror of how adaptable, flexible, and focused they are (Abeguki *et al.*, 2014). In view of the quick rate of technological innovation and advancement, businesses must provide their employees with the essential abilities, information, and talents, which can only be acquired through continuous training, to compete. The study looked at how best training can be utilized to reduce waste, the high rate of industrial accidents, lateness to work, exhaustion, and absenteeism to ensure the endurance and expansion of the financial sectors. The method of surveying was chosen. Copies of structured questionnaires were the primary source of data. A total of 185 people were sampled from the employees and management of the selected banks in Lagos. Correlation Analysis and Chi Square were performed using the Statistical Package for Social Sciences. Employee training has a significant impact on organizational effectiveness, according to the findings, though some of these banks failed because they sent their employees on training programs without the machines or equipment they needed to practice when they returned, as well as management's lack of commitment, rendering the majority of these efforts ineffective.

Effective leadership, according to Mathur and Negi, is taking precedence over successful management (2010). If successful management concepts were formerly regarded to be the sole method to secure organizational and corporate success, today's businesses and organizations rely just as much, if not more, on effective and futuristic leadership. Leadership has an effect on several educational organizational outputs. This study looks into the relationship between higher learning organizational effectiveness and leadership. It displays organizational performance and leadership among employees in higher education institutions. The information was acquired using a questionnaire, which is a main data collection technique. The information was investigated utilizing an assortment of statistical methods. Item to total correlation and reliability were utilized to standardize the questionnaire, and linear regression was performed to recognize the association between the two variables. The results of the review demonstrated that leadership and organizational performance essentially affect the growth of institutions and their staff. The research discovered a strong link between leadership (an independent variable) and organizational performance (dependent variable).

The current global crisis has been labeled a decision-making catastrophe rather than a financial one. Values guide decision-making, and the question here is about the values of the current leaders. Meraku (2017) investigated the traits and leadership characteristics that add to a company's success. Effective leadership is one of these factors that suffers from an absence of categorical values rather than an absence of instruments. Another aspect is leadership, which typically places an emphasis on image over accountability and results. Another idea is to reconsider specific management-management visions. The study moreover showed the Albanian surroundings by juxtaposing the legendary and real colors of Albanian leadership. Many organizations have been victimized by executives who assume that they are the ones who drive the organization's growth or collapse in effectiveness. Naturally, the question arises. "How does the pioneer add to the viability of the association?" Is the leadership style guiding the organization's structure and culture? In the theoretical phase, these and other difficulties are addressed, and then the "Plus Communication" firm is explored for the case study. The "Plus" organization's sample size is 100 questionnaires, which were distributed at random (all employees had the same probability to complete the questionnaire compiled).

## **FINDINGS FROM THE STUDY/ DISCUSSION**

In the writing, there is an overall agreement that there is a connection between administrative development and authoritative adequacy.

Management development can give both the individual and the company a competitive advantage as far as knowledge applied, skills applied, innovation, and changing attitudes, all of which can add to enhanced organizational performance. Managers who have been well-trained and developed will actually want to come up with and implement better ideas, just as respond to changes more quickly, boosting their competitiveness. A well-trained and developed supervisor is more appealing to the external labor market, increasing their own competitiveness (Abeguki *et al.*, 2014; AlYahya & Norsiah, 2007; Kimutai & Kwambai, 2018; Mohanad, 2019).

Since it underscores the significance of the management advancement inside the association, which influences managers' perceptions of developmental processes, alignment of the management development strategy with the organizational strategy is considered as crucial to the accomplishment of developmental programs. What separates high-performing businesses from low-performing ones is the essential attack of the management advancement. Accordingly, the study's specific objectives were satisfied in the sense that managerial development, coaching, and mentoring increased organizational effectiveness as far as improved employee performance and customer satisfaction (Amagoh, 2009; Randall & Susan, 2014; Ziekye, 2016). Because it determines the organizational atmosphere, which fundamentally affects employee performance, culture plays a crucial mediating role (Amah, 2014).

## CONCLUSION

There is a correlation between management development programs and organizational effectiveness, according to past studies, as productivity improves and engagement and retention improve. It's also unclear if the outcomes are entirely due to management development strategies or are the aftereffect of other factors. It is difficult to misjudge the significance of incorporating training into organizational or institutional positions, just as the staffing of these positions and the overall process of directing and leading people. Manpower development tries to positively affect learner behavior. Every time such an activity is done, it is an educational activity that is enlightening, raises awareness, and truly transfers skills.

The requirement for enhanced workplace efficiency has been globally recognized, and it is largely accepted that effective and efficient approaches like as coaching and mentoring are critical. Given modern improvements, it is additionally basic to invest in management development, with an attention on enhancing staff competence and bridging identified knowledge gaps, which hinder employee performance and successful service delivery to a large degree. Subsequently, the worth of management training cannot be understated.

## RECOMMENDATIONS

- i. The management development program should be reviewed on a consistent basis, such as once a quarter. Furthermore, numerous of these should be reviewed, and candidates for developmental programs should be decided based on all factors selection factors, particularly qualifications and job challenges.
- ii. Accordingly, management should always use the outcome of a teacher's assistant basis for promotion and a raise in remuneration package to inspire employees.
- iii. As far as quality, management development programs, sufficient resources should be made available.
- iv. Finally, needs for management development should be identified, in addition advisors who will assist in the implementation of the initiatives both externally sourced and internally sourced; those with extensive expertise on the job to guarantee the best possible organizational outcomes.

## REFERENCES

- Abeguki, O. E., Paul, S. O., Akinrole, O. O., & David, A. U. (2014). Strategic role of human resource training and development on Organisational effectiveness in Nigerian banking industries. *Global Journal of Human Resource Management*, 2(4), 24-39.
- AlYahya, M. S. & Norsiah, B. M. (2007). Evaluation of effectiveness of training and development: The Kirkpatrick Model. *Asian Journal of Business and Management Sciences*, 2(11), 14-24.
- Amagoh, F. (2009). Leadership development and leadership effectiveness. *Management Decision*, 47(6), 989-999.
- Amah, E. (2014). *Corporate culture and organisational effectiveness* (1<sup>st</sup> ed.). Ibadan University Press.
- Argvis, C. (1964). *Integrating the individual and the organisation* (1<sup>st</sup> ed.). Wiley.
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17, 99-120.
- Barney, J., Wright, M., & Ketchen, D. J. (2001). The resource-based view of the firm: Ten years after 1991. *Journal of Management* 27, 625-641.
- Blau, P. M. (1964). *Exchange and power in social life* (1<sup>st</sup> ed.). John Wiley.
- Bond, C. & Seneque, M. (2013). Conceptualizing coaching as an approach to management and organisational development. *Journal of management development*, 32(1), 57-72.
- Cameron, S. K. (1986). "Effectiveness as paradox: Consensus and conflict in conceptions of Organisational effectiveness. *Management Science*, 32, 539-553.
- Chetana, N. & Mohapatra, A. K. (2016). Effect of Organisational learning culture on career development competencies.

*International Journal of Research in IT and Management*, 6(10), 19-31.

- Collins, C. J. & Clark, K. D. (2003). Strategic human resource practices, top management team social networks and firm performance: The role of human resource practices in creating Organisational competitive advantage. *Academy of Management Journal*, 46(6), 740-751. [https://doi: 10.5465/30040665](https://doi.org/10.5465/30040665)
- Collins, C. J. (2020). Expanding the resource based view and of strategic human resource management. *The International Journal of Human Resource Management*, 32(2), 331-358 <https://doi.org/10.1080/09585192.2019.1711442>
- Coyle-Shapiro, A. M. & Shore, L. M. (2007). The employee-organisation relationship: Where do we go from here? *Human Resource Management Review*, 17(2), 166-179.
- Creswell, J. W. (2013). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage.
- Denison, D. R., Haaland, S., & Goelzer, P. (2003). Corporate Culture and organisational effectiveness: Is there a similar pattern around the world. *Advances in Global Leadership*, 3, 205-229.
- Drucker, P. F. (1977). *People and Performance: The Best of Peter Drucker*. Harvard Press.
- Eisinger, P. (2002). Organisational capacity and organisational effectiveness among street-level food assistance programs. *Nonprofit and Voluntary Sector Quarterly*, 31(1), 115-130.
- Gerpott, T. J., Rams, W., & Schindler, A. (2001). Customer retention, loyalty and satisfaction in the German mobile cellular telecommunications market. *Telecommunication Policy*, 25, 249-269.
- Gustafsson, A., Johnson, M. J., & Roos, I. (2006). The effects of customer satisfaction, relationship commitment dimensions and triggers on customer retention. *Journal of Marketing*, 64(4), 210-218.
- Kimutai, K. S. & Kwambai, M. (2018). Effect of staff capacity development on organisational effectiveness: Case of University of Eldoret, Kenya. *International Journal of Economics, Commerce and Management*, 6(1), 155-169.
- Mathur, G. & Negi, P. (2010). Leadership and organisational effectiveness in higher learning institutes. *HEF's Indian Journal of Higher Education*, 2(3), 52-61.
- Meraku, A. (2017). Role of leadership in organisational effectiveness. *Journal of Economics, Business and Management*, 5(11), 336-340.
- Mohanad, A. A. (2019). The impact of human resource development on organisational effectiveness: An empirical study. *Management Dynamics in the Knowledge Economy*, 7(1), 29-50.
- Morad, R. D., Mehrdad, G., Chegini, F. F., & Sajjad, S. K. (2011). Employee empowerment and organisational effectiveness in the executive organisations. *Journal of Basic and Applied Science Research*, 1(9), 973-980.
- Mumford, A. & Gold, J. (2004). *Management development strategic for Action* (1<sup>st</sup> ed.). CIPD Publishing.
- Nwadukwe, U. C. & Court, O. T. (2012). Management styles and organisational effectiveness: An appraisal of private enterprises in Eastern Nigeria. *American International Journal of Contemporary Research*, 2(9), 198-204.
- Onugha, P., & Onuoha, B. C. (2019). Change management and organisational effectiveness in Nigeria maritime industry. *International Journal of Advanced Academic Research | Social and Management Sciences*, 5(4), 22-43.
- Priyanka, Y. & Punia, B. K. (2013). Organisational citizenship behavior: A review of antecedent, correlates, outcomes and future research directions. *IJHPD*, 2(2), 23-36.
- Randall, S., & Susan, E. J. (2014). Human resource management and Organisational effectiveness: Yesterday and today. *Journal of Organisational Effectiveness: People and Performance*, 1(1), 35-55.
- Richard, P. J., Devinney, T., Yip, G., & Johnson, G. (2009). Measuring organisational performance: Towards methodological best practice. *Journal of Management*, 35(30), 718-804.
- Rodrigues, S. A., & Madgaonkar, J. S. (2014). Conceptual framework of leadership based organisational effectiveness model. *Pertanika Journal of Social Sciences and Humanities*. 22(2), 409 – 418.
- Roy, M. H., & Dugal, S. S. (2005). Using employee gain sharing plans to improve organisational effectiveness. *Benchmarking: An International Journal*, 12(3), 250-259.
- Schein, E. (1984). Coming to a new awareness of organisational culture. *Sloan Management Review*, 25(2), 3-16.
- Senge, P. M. (1990). *The Fifth Discipline* (1<sup>st</sup> ed.). Doubleday Deli Publishing.
- Tabeel, M. (2013). Career planning and its relation to organisational effectiveness. Gaza, Palestine: *Academy of Management and Politics*.
- Tahsildari, A., & Shahnaei, S. (2015). Enhancing organisational effectiveness by performance appraisal, training, employee participation, and job definition. *European Journal of Business and Management*, 7(12), 56-63.
- Wright, P., Dunford, B., & Snell, S. (2001). Human resources and the resource-based view of the firm. *Journal of Management*, 6, 701-721.
- Yamoah, E. E. (2013). Relationship between compensation and employee productivity. *Singaporean Journal of Business Economics and Management Studies*, 2(1), 110-120.
- Yutchman, E., & Seashore, S. (1967). A system resource approach to organisational effectiveness. *American Sociological Review*, 32, 891-903.
- Ziekye, J. (2016). Impact of time management on organisational effectiveness. *South American Journal of Management*, 2(1), 1-9.

---

**CITATION:** Akhigbemidu *et al* (2021). Management Development and Organizational Effectiveness: A Literature Review. *South Asian Res J Bus Manag*, 3(6), 155-166.