



Efficient management in an organization: process and important to goal achievement

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Abstract

Management been an important issue, is necessary for the existence and functioning of an organization. It is obvious that the stability and progress of an organization in relation to goal achievement are determined by the processes followed in handling and managing affairs in an organization, and management operates in line with and in pursuance of an organization targeted goals. This study examined the process of efficient management in an organization. It identified the goals of an organization and also, investigated the important of efficient management in the smoothly functioning of an organization leading to goal achievement. The study used quantitative and qualitative methods. Efficient management as found out is carried out under social, integrated and continuous processes in an organization. It also found that efficient management well developed is important to goal achievement in an organization. The study recommended that, efficient management mechanisms and processes are required steps needed to achieving targeted goals in an organization.

Keywords: Efficient, Important, Goal, Management, Process and Organization.

Introduction

The success or failure of an organization is greatly determined by its management style and system. The omnipotent view of management is very well shared in organizations across developing countries. Efficient management is the solution to the problems serving as obstacles to goals achievement in an organization. The price of resources invested to accelerate the velocity of development in management in an organization counts more as a fruitful expenditure with prospective gains to make especially in the area of goal achievement. Visible absence of managerial skills in an organization portrays possible difficulties likely to be encountered in efforts toward goal achievement¹.

Management is the most critical factor in an organization goal achievement process. Inability to achieve targeted goals in an organization is a manifestation of inadequate management resources and capital wastage committed to the process of pursuing goal achievement itself. Though, external factors sometimes affect management performance in an organization thus obstructing its efforts toward goal achievement. But then, it is also true that good management leads to goal achievement in an organization hence, management style can be reviewed if and when necessary to make goal achievement easier. Management is considered to be good and capable of leading organization to goal achievement if its activities are directed toward correcting poor performances, forecasting positive change and harnessing opportunities necessary for goal achievement². Proper management is a necessary development for the smoothly running of an organization leading to goal achievement. All

organizations require good management in order to attain their anticipated goals. The desire to achieve an organization goal using available resources no matter how meager or little it is make the process of management itself, a significant issue in an organization running and functioning. In an organization, management is an essential ingredient. Its need and usefulness to organizational goals achievement cannot be doubted. Management often take bulk of the responsibility and blame for organization's failure to achieve anticipated goal. Therefore, though essential, it is one of the toughest and demanding task in running an organization. Organization's failure to achieve goal is mostly blamed on unqualified management, absence of initiative and nonchalant attitude to work on the part of the employee at the management cadre and level of an organization because management provides the dynamic force or direction directed towards achieving positive anticipated results³.

The management takes responsibility for failure to achieve goals because it pilots organization's affairs with sole aim of achieving the anticipated targeted goals of the organization⁴. It is the decisions adopted by management and how well they are implemented that leads an organization toward successful goal achievement⁵. Therefore, an organization exists and survives through continuous decisions made and carried out by its management. Organization management itself is done through a number of processes and this results in a number of importance which an organization benefits from in its efforts toward goal achievement.

Management as a process of goal achievement in an organization implies a number of connective activities.

Creating, operating and directing purposive organization in a systematic manner through coordinating and co-operating employee efforts using managerial processes explains the meaning of management. And, as a distinct process, planning, organizing, actuating and controlling job performances in line with targeted goal using human and material resources to achieve anticipated goal are acts of management⁶. In an organization, management encapsulates three distinct processes; the behavioral or social, integrating and continuous processes which are involved in an organization's efforts towards goal achievement⁷. Management develops relationship among employees because out of the various factors in an organization, human behavior especially in relation to job performance is very essential. Productivity and usefulness of interaction among employees are made useful and designed toward goal achievement in an organization by the management⁸. Coordinating or bringing employees physical and material resources as a step towards goal achievement in an organization is one of the tasks of management process. Harmonizing various factors in an organization is an important function of management⁹. And, as a process leading to goal achievement in an organization, the act of management is not an ending task. Identifying and solving problems constantly through adopting alternative measures are part of the major concern of management¹⁰. Processes involve in management justify the view that it is important to goal achievement in an organization.

Management functions in an organization are designed along goal achievement path. In an organization, management arranges factors of production, it also assembles, organizes and integrates resources available in proper way so as to make goal achievement easier. Furthermore, directing group efforts in pursuance of targeted goal is also part of the functions performed by management in an organization¹¹. Defining the goal of an organization clearly avoid waste of time, money and effort. Employees untapped talents, machineries and other material resources are converted into important usage by management and coordinated, directed as well as controlled in a way that leads to organizational goal achievement¹². Utilization of human and material wealth adequately results in efficient management through maximum use of available resources by choosing best available alternative out of various uses¹³. Management makes use of experts and professional minded persons by harnessing their skill and talents as well as utilizing them in line with organizational goal achievement. Such utilization prevents waste and ensure that available resources are properly put into use¹⁴. Proper planning by management leads an organization into using minimum input to getting adequate output. In achieving this, physical, human and financial resources are utilized by management in a manner which leads to good combination of resources and helps reduce cost in production process¹⁵. Management avoids overlapping of efforts thus creating avenue for orderly and harmonized efforts. Establishing efficient structure of organization is part of the goals of management. This goal usually, is in line with general goal in an organization¹⁶. Management create effective authority

and responsibility friendship such as designing chain of command, authority and direction of influence. Filling various positions with right persons taking into consideration, skills, training and qualification hence making duties and responsibilities expected to be performed by such persons well known to the occupants of the various positions.

Management enables the organization to withstands emerging pressures of dynamic global changes. It equips an organization with necessary capabilities suitable for confronting challenges put forward by changes. Management positioned an organization to adopt measures required to accommodate and react positively to forces like changing demand of market and societal needs. Thus, organization's nature of management determines its growth and survival¹⁷. The welfare of people is increased through good economic production which is hatched through efficient management. Complex fatigues are made easier with management through the utilization of minimum resources to achieve maximum benefits. Efficient management results not only in increase profit to organization but it also leads to improve standard of employees living condition as well as creating avenue for further researches from which the society stands to gain.

Statement of problem: Effective management is an essential requirement for achieving organizational goals and objectives. Management processes adopted in some cases by organization has make goal achievement impossible in some cases. In other, goals are not adequately met as anticipated. Available studies in the area of management like Juneja, Stevenson, Pandey among others have succeeded in pointing out the importance of management in an organization. But, the role and connectivity between efficient management and organizational goal achievement were not examined by these studies. Empirical evidence and findings arrived at by Osuola, Baker, McNamara, Agbato, Kotler and Keller among others actually examined management processes as alternative channels of achieving organizational goals and objectives but they do not identify what are the composites of organizational goals. Furthermore, available studies based their analysis solely on data retrieved through secondary method without adopting the primary method to obtained additional information which reliability are likely to arrive at the conclusion necessary to promote efficient management in an organization through process and important leading to organizational goal achievement. These however, created some of the gaps in knowledge which needed to be filled.

In order to create an adequate knowledge of how efficient management built through sound process and sustained using its important can lead to the achievement of organizational goals, empirical studies need to be carried out using both qualitative and quantitative methods of analyses. It is the desire to bridge the gaps created in knowledge as stated above that this study on effective management in an organization was necessitated.

Research Objective: The research objectives are: i. To find out the processes of efficient management in an organization. ii. To investigate the importance of efficient management to goal achievement. iii. And, to identify the goals of an organization.

Research question: The questions of the study are: i. What are the processes of efficient management in an organization? ii. What are the importance of efficient management in an organization? iii. And, what are the goals of an organization?

Research hypothesis: The hypotheses formulated and which guided the study are: i. H1: Processes of efficient management in an organization are social, integrating and continuous processes. ii. H2: Achieving group goals and prosperity of organization are the importance of efficient management to goal achievement. iii. H3: Profitability and social responsibility are the goals of an organization.

Literature review: Management task is necessary for the proper running of organization. All endeavor requires efficient management for its proper functioning. In order to achieve anticipated result in a limited period of time, co-ordination of efforts is needed. Bringing efforts together as an aim required to achieving organizational goal is an active element in management. Central to goal achievement in an organization is management. One of the leading groups in human society is management. In some instances, management is conceived as an academic field of study. It is an art or science to others while few others prefer to view management as a profession. Management is thought or conceived as a group of persons charged with the responsibility of getting things done in order to make the achievement of aspired goal easier in an organization. Management is sometimes used to explain the division of functions and the structuration of employee who execute such functions. Management describes the official hierarchy in an organization. It also explains responsibilities of like-minded workers working toward the achievement of common goal in an organization. Management provides antonym to both labor and its ownership. In fact, Drucker wonders that since the turn of the century, management has continued to emerged faster than any other new and basic institution¹⁸.

The term management refers in meaning to harmonizing organizational resources using planning, organizing, directing and controlling so as to attain targeted goal. It involves guiding employees to perform job in pursuance of organizational goal achievement. Management implies the capability to supervise, control and co-ordinate job performances so as to achieve satisfactory dividends using available organizational resources. Management operates in three different levels namely; top, middle and first line levels in order to ensure that optimum results are achieved in organization pursuance of its goals. In the effort to achieve targeted goals, management itself must be efficient and effective in process for goals to be easily achieved. Robbins and Coulter believes that management is a process that deals with the coordinating of work activities to ensure that jobs

are done efficiently and effectively by workers who themselves may not necessarily be part of the management team¹⁹. Thus, in management, processes of goal achievement, efficiency and effectiveness are significant. Survival, status of organization, profit or growth as well as expansion provide the yard stick for measuring efficiency of management.

Organization cut inventory levels as a way of achieving efficiency, minimizes time needed to manufacture product and lowering reject rates or number of days required for turn-around maintenance so as make goal achievement easier and possible. Carrying out the proper function at the appropriate time shows how effective management is in an organization. And, carrying out the proper functions at the appropriate time moves an organization closer to achieving it anticipated goal. Ends in an organization is the predetermined goal to be achieved therefore, efficient management is channeled towards meeting the ends using minimum resources available at the disposal of an organization²⁰. Efficient and effective management in organization control activities to prevent, identify, and correct deficiencies in all phases of operations so as to see that goals are met as planned. In order to control activities so as to achieve organizational goals, management as Mintzbergob serves operate under designed roles which include; interpersonal relationship among employees and with employers, leadership towards staff motivation, liaison among employees, monitoring activities of employees, dissemination information among employees and with customers outside organization, decisional entrepreneur, disturbances handler, resource allocator and negotiator²¹. These management roles are directed toward achievement of organizational goals.

Organization is purposive. It is established to achieve a goal. Employees in an organization work to help achieve organizational goals. These employees wish to also achieve their own goals through the organization. When employees and organizational goals are the same, it resulted in goal congruency in an organization. An organization's goal is designed towards achieving results which are beneficial to it. This implies that plans necessary to achieve the goal is designed within the organization if it has to be achieved without difficulty. Therefore, organizational goal requires a number of features to make it achievable. Official goal of an organization is targeted for public consumption while its operative goal is pursued to influence its operation. Features expected to be witnessed in achievable organizational goal include the fact that goal need to be specifically and simply mentioned. Its success should also be stated and realistic. Its period of achievement needed to be specified. It must include intermediate goal capable of facilitating the achievement of major goal. Goal must be up to date and must be ranked based on importance. And, it must also accommodate unforeseen challenges likely to be encountered in pursuance of its achievement²².

In addition to the features which organizational goal must contain to make its achievement possible, well planned goal is

beneficial and advantageous to an organization in several manners. Goal helps an organization in policy formulation and administration. It helps an organization to orient itself to its environment. It enables an organization's sub-systems to operate along the same direction in their bid to achieve common organizational goal through, creating consistency in unity of purpose and direction. Profit, survival, growth, market share, productivity, innovation, employee welfare, service to customers and social responsibility are the common goals mostly pursued by an organization²³. It must also be emphasized that goals be set for departments or units in an organization for each supervisor and for every employee with each striving to achieve departmental or unit goals which are later harmonized by management so as to achieve overall general organizational goal achievement. Efficient management in an organization exhibited through good processes incorporated these methods of goal specification and pursuance so as to achieve its general goal.

Methodology

The research used qualitative and quantitative methods. Secondary data were sourced through electronic and print materials like text books, journal articles, magazines, newspapers, bulletins, conference papers, workshops and seminars proceedings as well as working papers. Primary data

were obtained through the administration of closed ended questionnaire administered on twenty-five (25) management consultants and experts systematically chosen from various management firms in Abuja, Nigeria using the stratified sampling technique under the probability method. The questionnaire was personally administered on respondents at different day and time in the firms used. Frequency, percentage, mean and standard deviation statistical tool of analysis were adopted in analyzing the data obtained.

The data obtained for the study is hereby presented and analyzed.

As indicated by Table-1, 8% of the respondents questioned strongly disagreed with question 1 (Q1), 12% of them disagreed (D) with it, 4% were neutral (N) while 28% agreed (A) and 48% of them strongly agreed (SA) with question 1 (Q1). It is also clear in table 1 that 56% of them strongly disagreed (SD) on question 2 (Q2), 24% disagreed (D), 8% were neutral (N), and 8% agreed (A) while 4% of them strongly agreed on question 2 (Q2). Table 1 again shows that 4% of the respondents involved in the study strongly disagreed (SD) about question 3 (Q3), 8% disagreed (D), 2% were neutral (N) while 24% agreed (A) and 62% of them strongly agreed (SA) about question 3 (Q3).

Table-1: Processes and importance of efficient management and goals of an organization.

S. No.	Q	F/P				
		SD	D	N	A	SA
Q1	In an organization, the processes of efficient management include; social, integrating and continuous processes.	2	3	1	7	12
		8%	12%	4%	28%	48%
Q2	Achieving group goals and prosperity of organization are not some of the importance of efficient management to goal achievement.	14	6	2	2	1
		56%	24%	8%	8%	4%
Q3	Profit, survival, growth, market share, productivity, innovation, employee welfare, service to customers and social responsibility are the common goals of an organization.	1	2	1	6	15
		4%	8%	2%	24%	62%

Q-Question, FP-Frequency Percentage, SD-Strongly Disagreed, D-Disagreed, N-Neutral, A-Agreed, SA-Strongly Agreed.

Table-2: Testing the hypotheses.

Hypothesis	Frequency Percentage					Mean	Standard Deviation
	SD	D	N	A	SA		
H1: Efficient management processes in organization are social, integrating and continuous processes.	1	2	1	9	12	5	21.2
	4%	8%	4%	36%	48%		
H2: Achieving group goals, optimum utilization of resources, reduction in costs, establishment of sound organization and equilibrium as well as prosperity of organization are the importance of efficient management to goal achievement.	2	1	1	6	15	5	28.2
	8%	4%	4%	24%	62%		
H3: Profitability, survival, growth, market share, productivity, innovation, employee welfare, service to customers and social responsibility are the goals of an organization.	1	2	1	8	13	5	22.8
	4%	8%	4%	32%	52%		

SD-Strongly Disagreed, D-Disagreed, N-Neutral, A-Agreed, SA-Strongly Agreed

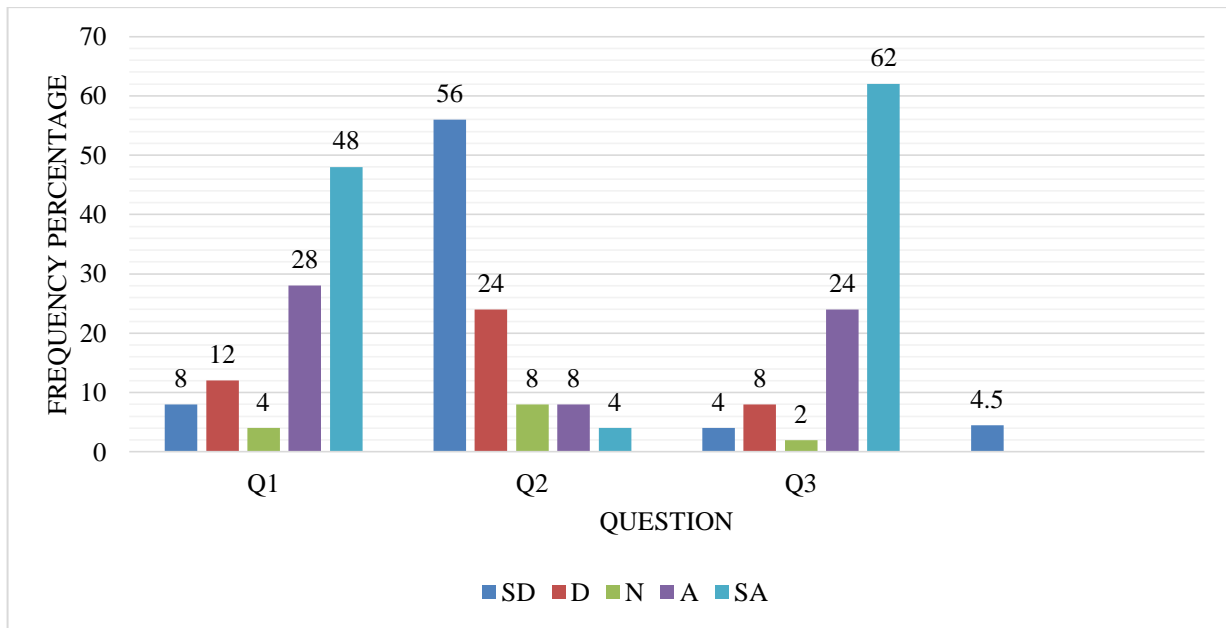


Figure-1: Processes and importance of efficient management and goals of an organization.

As indicated by Table-2, hypotheses (H) formulated to test and guide the study recorded equal mean (M) score of M=5. The standard deviation (SD) for hypothesis 1 (H1) is the lowest (SD=21.2), hypothesis 2 (H2) has the highest standard deviation (SD) score (SD=28.4) and hypothesis 3 (H3) recorded standard deviation (SD) score of SD=22.8. And, on a general average, 30.67% of the respondents agreed (A) while 54% of them strongly agreed (SA) with the hypotheses (H). This implies that the hypotheses (H) formulated to guide the study tested positive on 84.67% (A+SA i.e. 30.67% + 54%) of the respondents as well as on the study.

Results and discussion

Management is the determinant factor necessary for the realization of organization's goals. It is developed through a number of processes. Efficient management incorporates social process in building a formidable harmony and cordial relationship among employees and with their employers to promote mutual understanding directed toward goal achievement. Management requires that activities are coordinated to ensure that targeted goals are attained using available resources at the disposal of the organization management. The integrating process of management handles the aspect of coordination groups efforts with a view to achieving a common unify expected organization goal and objective. And, in addition to both social and integrating processes, management as an ongoing act in the running of organization take place using the continuous process of getting things done. The continuous process of management implies that activities from the part of employees and employers are continuous in nature and aimed at arriving at organization aspired state of affairs which is the goal and objective achievement. The three management processes namely; social,

integrating and continuous are jointly adopted by organization management in the bid to achieve organizational goals as set.

In an organization, employees are divided into different groups with each performing separate work. As the work is separately done, management process adopted by the highest level of affairs coordinated the various group goals and ensure that they put together translate in the general goal and objective of the organization. Resources are scarce in most cases. Therefore, organization can hardly boast of adequate human and material resources needed to drive the organization toward goal achievement. But then, effective management justify the capability of an organization to be able to utilize resources available at its disposal optimally for the achievement of goals and objectives. Optimum use of available resources as expected is identified to includes management skill in the area of cost reduction to ensure that meager available resources are well planned and managed in organization effort of achievement goals and objectives. Management ability to coordinate group goals, utilize available resources optimally by reducing cost in output process also translate in the establishment of sound organization and equilibrium possible for the achievement of organization prosperity. These put together in a nutshell are some of the importance of management in an organization.

Organization where ever it exists, profit or non-profit has a number of goals or objectives to achieve. It is the pursuance to attain its anticipated goals that makes organization an entity for the practice of management. In the case of profit motive organization, the highest and most anticipated goal to pursue is profit. Organization in this respect work tirelessly to see that its available resources are utilized to make additional unavailable resources achievable. And, in the case of non-profit

organization, the first anticipated goal is satisfying the targeted groups to which services are rendered. In so long as organization thrive hard to make profit, its survival is not also compromised. Efforts are also geared toward ensuring that organization survives amidst tense competition which societal economy may provide. In addition to survival, organizational goals also include the desire to grow both in production and market share through productivity and innovation. The desire to be boost productivity and innovating new strategies also make improving employee welfare an essential goal of an organization. Workers welfare need to be improved to a satisfactory level for them to be motivated in the area of job performance which is likely to boast organization productivity level and innovation created through workers training. Organization goals are interwoven. As productivity improves, service to customers will also improve and organization will be laid on the track of making more profits from which it will be capable to deliver its social corporate service responsibility services to its hosting and other communities. The achievement of organizational goals is not an easy task because of emerging forces and competition, therefore, management in an organization are charged with the challenges of working tirelessly toward organizational goal achievement.

Major findings: As a result of the data obtained, presented, analyzed and results discussed, the following major findings were made; i. Management processes in an organization are social, integrating and continuous processes. ii. Achieving group goals, optimum utilization of resources, reduction in costs, establishment of sound organization and equilibrium as well as prosperity of organization are the importance of efficient management in an organization. iii. Profit, survival, growth, market share, productivity, innovation, employee welfare, service to customers and social responsibility are the common goals of organization.

Conclusion

Considering the major discovering made, this research arrived at conclusion that efficient management involves social, integrating and continuous processes. It also came to conclusion that efficient management in an organization is important in achieving organizational goals and objectives. Some of these importance as the study concluded include; achieving group goals and the prosperity of an organization. Profit, survival, growth, market share, productivity, innovation, employee welfare, service to customers and social responsibility as the study also concluded are the common goals of organization.

And, considering the conclusion reached by the study, the following recommendations are made; i. Organization should try hard to build efficient management system as part of its effort to meet its targeted goals. Efficient management can be built by establishing a management structure in which the three processes of management are not only existing but are strictly followed in managing the affairs of the organization. Functional

and viable mechanisms for compliance with the social, integrating and continuous processes of management should be encouraged among the management staff of an organization. ii. Conditions necessary for harnessing the importance of efficient management should also be entrenched in an organization. Staff welfare which include; on job or in-service training, promotion, salary, allowances and other remuneration capable of stimulating good job performances should be provided to make organization productivity and profit high. Well-motivated employees will also translate in sound organization thus, making goal achievement less difficult and cumbersome. iii. Organization should strive hard to operate on standard. It must always have a standard it operates based on in relation to service provision and delivery to customers. And, such standard must not be compromised but reviewed positively if necessary to create good customer relations at the open and competitive market arena. iv. Efficient management should also be promoted through organization effort to deliver social corporate responsibility services to it hosting and neighboring communities. Organization management possible can deliver services in the areas of education, health, poverty alleviation and infrastructural development at the community level. It can invest in building schools, hospitals, awarding scholarships to indigent students, construct roads, provide water, electricity and housing to host and nearby communities. These will earn it a good name and image among the people thus leading to it making more customers and improving productivity and also profit.

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