



Relationship between organizational effectiveness and the personnel managers' position of control in Shiraz University of Medical Sciences

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Abstract

Introduction: The main objective of all organizations is to improve the efficiency and effectiveness of the personnel's performance and this partly depends on effective management. Managers are valuable assets and studying their behavior and personality dimensions may provide important guide for effectiveness and efficiency improvement. In this connection, the objective of this research is to determine the association between organizational effectiveness and the personnel managers' position of control in Shiraz University of Medical Sciences.

Methods: The present research is a cross-sectional study. The statistical societies of this research included all personnel and personnel managers in Shiraz University of Medical Sciences. 168 subjects of 8 departments were selected through accidental-stratified sampling and the data for the managers of these departments were also collected. Two questionnaires, organizational effectiveness and Ratters' position of control, were used for data collection.

Results: The results of this research showed that there was a significant association between organizational effectiveness and managers' position of control. However, we didn't find a statistically significant association between organizational effectiveness and managers' position of control in terms of their sex, managerial experience and education.

Conclusion: As managers with internal position of control are more effective than those with external position of control, we can appoint individuals with internal control position to managerial posts. Furthermore, we can train managers to shift their external position of control to the internal one.

Keywords: Organizational effectiveness, Dimension of effectiveness, Position of control

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Introduction

The growing development of organizations and their dominance over all aspects of human life is evident. People today need to do everything in the form of "organization" and organizations that are man-made and provide necessary facilities for the affairs of human life influence human behavior a lot. Therefore, it is necessary to investigate organizations and identify and solve the available problems so that the effectiveness can be improved (1).

The main theme in an organizational theory is the organizational effectiveness. In fact, it is one of the criteria for the evaluation of organizational

performance. The concept of effectiveness in management must be the main aim of the managers. Effectiveness refers to the corrective actions that the manager will take and present in the form of work's output (2). The opinions and writings in this field suggest that the effectiveness is a multi-dimensional phenomenon. These dimensions in Parson's view include achievement of the objectives, maintenance of the system integrity, unity of the components, and the ability to adapt and change. These cannot be measured with one or two factors (3).

In achieving organizational and individual goals, psychological and personality dimensions of managers

play an important role. Because managers are responsible for achieving organizational goals, they should have a solemn and sound personality. The mental state and personality dimensions, in fact, have a role in work and organizational success. One of these personality characteristics is the position of control.

According to Ratter's theory of personality, the position of control is one of the personality variables and the interpretation of the causes of accidents and incidents should be investigated under the control position (4).

Rotter (1966) has defined locus of control as a generalized expectancy of perceived internal or external control or the degree to which an individual perceives events as being contingent upon his or her own behavior or relatively on his or her own permanent characteristics, which are assumed to be more or less stable under varying conditions. Individuals who believe that they can influence outcomes through their own abilities, efforts, skills and characteristics are designated as of internal orientation (internals). Those who perceive that outcomes are contingent upon external forces such as luck, chance, fate and powerful others or are of the belief that events are unpredictable because of the many complexities in the environment are designated as of external orientation (externals) (5).

As managers' position of control (internal - external) can have an impact on organizational effectiveness and given that a clear and accurate result is not available, the present study attempted to determine the relationship between organizational effectiveness and personnel managers' position of control at Shiraz University of Medical Sciences.

Methods

The present research is a cross-sectional study. This study was conducted at Shiraz University of Medical Sciences on 8 departments. The statistical societies of this research included all personnel and personnel managers in these 8 departments. To access information about the effectiveness and position of control, two types of questionnaires were used. The first questionnaire was the Effectiveness Questionnaire which assessed the organizational effectiveness of administrators. This questionnaire has been designed by an Iranian scholar named Farokh-Nejad based on Parson's model of four-dimensional (3). This scale has 35 items. Eight items are related to goal achievement, and each of the adaptation, integration and latency aspects has 9 questions. Employees, who are under the supervision of a manager, would be asked about the director of organizational effectiveness for a five-point scale (1 to 5), which includes options of fully agree (5), agree (4), do not have an idea (3), disagree (2),

completely disagree (1). Three items were designed to be negative and scored vice versa. Separate scores were obtained based on each of the dimensions: goal achievement, adaptation, integration and latency with adding up answers for each dimension. The score range for dimension of goal achievement was 8 to 40 and for the other 3 dimensions was from 9 to 45.

The second questionnaire was Rotter's questionnaire, which determined the position of control. This questionnaire was designed by Ratter (1954) (3). Rotter's scale has 26 questions and 6 questions of this scale are not relevant to the position of control and are prepared only to deflect the respondents. Choices A of 9 questions in Rotter questionnaire indicate the internal position of control and choices B of 11 questions show the external position of control. In this test, subjects' average scale score is 9. The scores of 9 or more were considered as external position of control and lower scores as internal position of control. The minimum score in Ratter's questionnaire is 0 (maximum internal attitude) and the maximum score is 20, (maximum external attitude).

The reliability of Farokh-Nejad effectiveness questionnaire has been found to be 0.79 and the Cronbach's alpha coefficient 0.85. The reliability of Rotter's questionnaire has been reported to be 0.87 (5) and 0.89 (3) and its validity has been approved through different studies.

The size of the sample, using information from previous studies and considering the correlation coefficient $r=0.70$ $\alpha=0.05$ and $\beta=0.10$ by software nedcale, was calculated 168.

Regarding managers, information for all of them was collected. Three sectors were selected randomly from each department and the effectiveness questionnaires were distributed randomly among 7 employees per section. In other words, the effectiveness questionnaire was distributed among 21 employees of each department. Given that Shiraz University of Medical Sciences has 8 departments, the data were collected from 168 employees. The position of control questionnaire was given to all managers of these 24 sections to be completed. The data obtained from Effectiveness and Ratter's questionnaires were analyzed by SPSS software. Kruskal-Wallis Test and Mann-Whitney Test were used for statistical analysis of the data.

Results

The majority of the staff was female and most of them had bachelor degrees. Most of the male managers had a managerial experience of 6 to 10 years and the majority had PhD degrees.

The results of this research showed that there was a

Table 1. Relationship between organizational effectiveness and position of control

effectiveness position of control	Average rating	P
	internal	97.85
external	33.79	

statistically significant relationship ($p=0.00$) between organizational effectiveness and its dimensions (Adaptation, Goal Achievement, Integration, Latency) with managers' position of control (Tables 1 and 2). We didn't find any statistical association between organizational effectiveness and managers' position of control according to their sex (male ($p=0.544$), female ($p=0.275$)), managerial experience (6-10 years ($p=0.121$), over 11 years ($p=0.289$)) and education (bachelor ($p=0.083$), PhD (0.185)).

Discussion

Results of the present study showed that the effectiveness of internal managers was better because managers with internal position of control believed that they themselves were responsible for the success and failure, so they try more to work better.

Internal managers have certain features that help them to be effective. These features include more independence (3), more consideration of their subordinate employees (6), building confidence in their subordinates (7), more success in the work needing managerial skills (8), more innovation (9), successful adaptation to stressful work settings (10) more commitment (11), and more likely to work for achievement (12). Noheed Khan (2011) in their research found that the supervisors internally controlled were higher on the effectiveness of public administration (13). Nair and Yuvaraj (2000) found that internality of locus of control was positively and significantly related with overall managerial effectiveness; internally controlled managers were significantly higher on overall managerial effectiveness as compared to externally controlled managers (14).

According to the findings, there was a relationship between environmental adaptation of organization

(dimension of effectiveness) and managers' position of control. It means when managers' position of control tends to be more internal, they also have more environmental adaptation. This is because internal managers pay more attention to parameters of adaptation like flexibility in the face of environmental change, innovation and creativity, growth and development of staff (15).

In this study, there was a relationship between goal achievement in the organization (dimension of effectiveness) and managers' position of control. It means that, regarding goal achievement, internal managers have a higher performance because they use factors such as achievement, quality of teaching in the organization, studying and gaining a valuable resource for the organization and efficiency (15).

According to this study, there was a significant relationship between latency in the organization (dimension of organizational effectiveness) and manager's position of control. In other words, managers who have more self-control, increase latency in the organization with the factors such as loyalty of staff, job commitment, personal motivation to work and organization, job identity and communication with other personnel (15). Results of Della M. A. Fazey and John A. Fazey's study (2001) indicated a positive profile for new students, with motivation at the internalized end of the spectrum and a perceived internal locus of control (16).

Conclusion

Based on this study, there was a relationship between integration (dimension of organizational effectiveness) and manager's position of control. It means that internal managers have more organizational integration because they use factors such as job satisfaction among employees, proper communication with the personnel, management of diversity of opinions and proper atmosphere in the organization.

We didn't find a statistically significant association between organizational effectiveness and managers' position of control according to their sex; managerial experience and education.

Table 2. Relationship between dimensions of organizational effectiveness and position of control

position of control dimensions of effectiveness	Internal	External	P
	Average rating	Average rating	
Adaptation	35.13	97.49	0.000
Goal Achievement	40.37	96.11	
Integration	37.51	96.86	
Latency	34.31	97.71	

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