IMPACT OF THE COMBINATION OF MANAGERIAL EFFICIENCY AND EFFECTIVENESS ON AN ORGANIZATION

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ABSTRACT

Purpose: This study aims to determine the impact of the combination of managerial efficiency and effectiveness on an organization.

Theoretical Framework: A leader's capacity to produce desired outcomes is managerial effectiveness. Whether he can effectively achieve those outcomes depends on how well he uses his skills and abilities when leading and guiding others. If he succeeds, his accomplishments could give the company a competitive edge over its competitors in the future.

Methods: The study's purpose is to conduct a literature review, and for this, secondary data was surveyed to acquire information on managerial efficiency vs. managerial effectiveness for the study. To meet this article's purpose, the terms effectiveness and efficiency have been defined.

Results and Conclusion: Examining the results each notion seeks to attain will compare and contrast these conceptions. Overall, it will shed more light on the meaning of these words and assist us in applying this knowledge to how we conduct ourselves to increase our financial performance. The findings showed that only efficient or effective managerial skills cannot fulfill the company's desired performance, and it causes maximum waste of resources at a time. It has been shown that the blend of managerial effectiveness and efficiency is crucial for achieving organizational goals without unwanted resource disbursement.

Originality: The significance of this study is that there has been an impact of managerial effectiveness and efficiency on the organization. Several literatures have been covered in this study broadly. Divleii et al. generated one notable piece of literature on this topic in 2015.

Keywords: Management, Managerial Efficiency, Managerial Effectiveness, Leadership and Productivity.

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IMPACTO DA COMBINAÇÃO DE EFICIÊNCIA E EFICÁCIA GERENCIAL EM UMA ORGANIZAÇÃO

RESUMO

Objetivo: Este estudo tem como objetivo determinar o impacto da combinação de eficiência gerencial e eficácia em uma organização.

Estrutura Teórica: A capacidade de um líder para produzir resultados desejados é a eficácia gerencial. Se ele pode efetivamente alcançar esses resultados depende de quão bem ele usa suas habilidades e habilidades ao liderar e orientar os outros. Se ele tiver sucesso, suas realizações poderão dar à empresa uma vantagem competitiva sobre seus concorrentes no futuro.

Métodos: O objetivo do estudo é realizar uma revisão da literatura, e para isso, foram levantados dados secundários para obter informações sobre a eficiência gerencial vs. eficácia gerencial para o estudo. Para atender ao objetivo deste artigo, os termos eficácia e eficiência foram definidos.

Resultados e Conclusão: Examinar os resultados que cada noção busca atingir irá comparar e contrastar essas concepções. Em geral, ele vai lançar mais luz sobre o significado dessas palavras e nos ajudar a aplicar esse conhecimento sobre como conduzimos a nós mesmos para aumentar nosso desempenho financeiro. Os resultados mostraram que apenas habilidades gerenciais eficientes ou eficazes não podem cumprir o desempenho desejado pela empresa, e isso causa o máximo de desperdício de recursos de cada vez. Demonstrou-se que a combinação de eficácia gerencial e eficiência é crucial para alcançar metas organizacionais sem desembolso de recursos indesejados.


Resultados y Conclusión: Examinando los resultados que cada noción busca alcanzar, compararemos y contrastaremos estas concepciones. En general, arrojará más luz sobre el significado de estas palabras y nos ayudará a aplicar este conocimiento a la forma en que nos conducimos para aumentar nuestro rendimiento financiero. Los hallazgos mostraron que solo las habilidades de gestión eficientes o efectivas no pueden cumplir con el rendimiento deseado de la empresa, y causan el máximo desperdicio de recursos a la vez. Se ha demostrado que la combinación de eficiencia y eficacia de la gestión es crucial para alcanzar los objetivos institucionales sin desembolsos de recursos no deseados.

Originalidad: La importancia de este estudio es que ha habido un impacto de la eficacia y eficiencia gerencial en la organización. Varias literaturas han sido cubiertas en este estudio en términos generales. Divleii et al. generaron una notable pieza de literatura sobre este tema en 2015.

Palabras clave: Gestión, Eficiencia Gerencial, Eficacia Gerencial, Liderazgo y Productividad.

1 INTRODUCTION

An organization should consider its performance to be successful and create a sustainable position in the competitive arena. In today's world, efficiency and effectiveness have been considered growth enhancers. Managers cannot develop these skills overnight. Instead, it requires lots of patience and hard work. In this study, a relationship or impact of managerial efficiency and effectiveness has been tried to draw on the organizations. This study provides many insights into how efficiency and effectiveness develop connections. At the same time, it has been observed that different periods in the same life cycle create various phenomena, and managers must consider these issues. To conduct this study, several previous articles have been collected and appropriately reviewed to build a bridge between efficiency and organization. A noteworthy body of literature on this subject was produced in 2015 by Divleii et al. After reviewing this study, the ideas will be compared and contrasted by looking at the outcomes that each concept aims to achieve in this paper. It will clarify the meaning of these terms and help an organization apply this understanding to enhance performance capacity.

2 CONCEPTS OF MANAGER

The manager is responsible for completing the tasks necessary to guarantee that an institution achieves its goals and objectives. Put differently, the manager is the title
given to the person who, independent of the organization's structure or the job held at the time, is required to reach and accomplish specific goals through performing administrative tasks (Koçoğlu, 2010). Erdoğan (2008) defines the manager as "the person who is obliged to and responsible for efficiently and effectively managing, to make those who come together for a purpose achieve a target harmoniously and cooperatively." The manager is defined as "the person who directs material and human production factors put under his command, to achieve determined purposes within a specific time, by considering the developments happening around, and who is responsible for the effectiveness of his owned resources" (Koçoğlu, 2010), according to a comprehensive definition. Managers adopt various management styles depending on how they approach their work, interact with their subordinates, and transmit authority.

3 DISTINGUISHING SKILLS OF MANAGER

Skill development and sharing with others is one of the most important tasks of managers. To share knowledge with others, managers must develop their skills first. Among versatile skills, some are described below.

3.1 CONCEPTUAL SKILLS

According to Çetinkaya (2009), conceptual abilities allow one to perceive the components of an organization as a whole. In addition to analytical skills, logical reasoning, understanding of induction and deduction, and conceptualization, conceptual or cognitive talents encompass fairness, creativity, foresight, intuition, and common sense. High-level managers are equipped with these abilities. Conceptual skills, active planning, organization, problem-solving, connecting the organization's many departments, strategic planning, and event analysis are all included in Yukl (2004). As one moves up the managerial ladder, conceptual abilities become increasingly important. These skills include the ability to view an organization holistically, to integrate and coordinate its interests and operations, and to understand the relationships between its departments. Managers must interact with the environment using conceptual skills when conducting strategic planning. 2010 saw Koçoğlu). An organization needs strong management abilities to thrive in a competitive environment where it is essential to
monitor developments constantly. This requirement led to the rise in importance of the leader-manager idea. Understanding people, thinking methodically, balancing individual and organizational goals, increasing employee loyalty, and possessing other leadership qualities are crucial for expanding a company's financial resources. However, creating a strong sense of teamwork within the organization gives leadership greater significance when it occurs within its walls. To foster a sense of unity among employees, leaders, and managers must create strategies to realize ambitious goals, unite workers with achievable targets, and provide ongoing training to motivated employees receptive to progress (Özdemir, 2009).

4 HUMAN SKILLS

The accumulation of knowledge about human behavior and interpersonal processes is the main focus of human skills. Other skills include the ability to establish cooperative and active relationships by acting following the environment, practicing diplomacy, listening skills, and gaining knowledge about acceptable social behaviors, as well as the capacity to understand instincts (empathy, social sensitivity) that allow one to understand feelings, behaviors, and what other people are going to do and say (Yukl, 2004). According to Çetinkaya (2009), human skills enable the achievement of organizational goals and the expected level of job satisfaction for an individual. Understanding group dynamics, interacting with others clearly and convincingly, and understanding their emotions, behaviors, and instincts are relevant behaviors. Leaders with this competence exhibit a variety of abilities, including oral communication skills, tact, persuasiveness, empathy, social foresight, diplomacy, and the ability to maintain cooperative relationships with subordinates, superiors, and counterparts. It takes these kinds of abilities to be able to influence others. Correctly comprehending and assessing others depends on having the ability to listen to them without passing judgment (Yukl, 2004). We should look at communication, coordination, directing, motivating, performance evaluation, control, problem-solving, emotional intelligence, social intelligence, and emotional control to see if human relations are employed effectively.
4.1 TECHNICAL SKILLS

Technical skills are the ability to use instruments and materials connected to specialized tasks and collect information about methods, processes, procedures, and essential aspects required to carry out such activities (Yukl, 2004). Çetinkaya (2009) states that technical skills involve using different tools, techniques, and technologies for organizational tasks. Within this context, technical skills encompass the knowledge, expertise, strategies, and techniques required to accomplish a task. Technical skills also involve knowledge of goods and services, organizational characteristics, personnel characteristics, management systems, regulations, procedures, equipment, and methods required to finish the task. Technical knowledge and abilities are acquired via education, training, and work experience; it’s also critical to have a good memory and the capacity to learn new material (Yukl, 2004). Lower-level managers in an organization place greater value on technical skills (Koçoğlu, 2010).

5 OBJECTIVES OF THE STUDY

The main objective of the study is

- To introduce the combination of managerial effectiveness and efficiency in an organization.
- To analyze the impact of the combination of managerial effectiveness and efficiency on organizational performance.

6 INTERRELATIONS OF THE FUNCTIONS OF MANAGEMENT TO ATTAIN ORGANIZATIONAL GOALS

Attaining desired goals is a long way dream of an organization. An organization can not touch the success point in one day or by just strong willingness. They need some functions as well. An efficient management team wants to ensure organizational goals by effectively planning, organizing, leading, and controlling functions.
Planning, organizing, leading, and controlling are the elements needed for a manager to accomplish his performance and achieve organizational goals. Managers must recognize the functions properly and act following the steps. Without a plan, no performance is playing. So, planning is the first stage which to be performed to meet organizational goals. Organizing entails distributing resources throughout the organization, designating how groups and individuals will coordinate their work, and giving different divisions authority and accountability.

Additionally, managers must set an example by fostering a culture of shared values and expectations, supporting excellent performance, fostering devotion to a single vision, and communicating goals throughout the organization. Controlling might be crucial in evaluating performance, contrasting outcomes with goals, and adjusting among the four managerial functions. It offers the data needed to maintain the company's course toward its goals.

7 ASSESSING MANAGERIAL EFFECTIVENESS

The outcomes a leader accomplishes are used to measure managerial effectiveness. The established culture of the organization is often thought to affect results.
A competent leader must adjust to the company culture to produce excellent outcomes and ensure that their competencies align with the organization.

7.1 THE APTITUDES OF A SUCCESSFUL MANAGER

According to theoretical conceptions of leadership, a manager can be a good leader by combining his technical, people, and conceptual talents. Technical abilities include specialized training, accomplishing activities accurately and proficiently, understanding a particular profession or industry, and applying specialist knowledge to tasks and goals. Working well with others, inspiring employees, resolving problems, assigning tasks, and communicating goals are all examples of people skills. Conceptual abilities are more comprehensive and self-actualized. The ability to see the organization in the context of its industry, comprehend how each component of the organization works as a whole, visualize a future course of action based on current organizational and industry trends, analyze and diagnose complex situations, and comprehend the interrelationships at play in the organization are some examples.

7.2 GETTING IMPACT

The organization's fundamental competencies must be identified, and senior management must ensure that managers and the entire workforce complement those competencies. To ensure the business's success, senior management must strategically put a manager in the division whose skills and competencies will represent the organization's present and future needs.

7.3 AN ILLUSTRATION OF EFFECTIVE MANAGEMENT

For instance, the results of a marketing project led by a finance manager would not be as effective as those attained by a marketing manager knowledgeable about market strategy and research. These kinds of decisions significantly impact how well a business performs overall.
8 A COMPETITIVE EDGE

In the long run, management effectiveness can provide efficiencies that boost chances for future business ventures and give competing businesses a lasting competitive advantage. Additionally, it encourages the manager and her team members' personal development and, over time, creates value for the company's shareholders. Most management's concerns revolve around getting things done and figuring out how to do them. Each manager has an internal conflict over prioritizing low-cost production over pursuing a 100% goal and objective fulfillment while ignoring production expenses. These two options are the choices that distinguish between "Effectiveness" and "Efficiency." Effectiveness indicates that the task was completed successfully and appropriately, regardless of how cheaply or quickly. On the other hand, efficiency suggests that the job was completed quickly and affordably but not thoroughly or remarkably.

Let's use the straightforward example of designing a marketing brochure. The brochure must be printed on decent quality paper, colorful, educational, well-written, and well-organized. It should also be presented in a way that makes sense, such as on a tri-fold page. Effectiveness would depend on having the most vibrant, skillfully crafted, grammatically accurate, aesthetically beautiful, and fascinating layout possible, which may cost hundreds of dollars for just a few dozen printouts. Efficiency, however, would tolerate minimum color, suitable writing, a straightforward arrangement, and plain paper. An effective marketing brochure may generate four thousand dollars in business activity but only cost one thousand dollars to prepare. The efficient brochure may generate two thousand dollars in business activity and only cost one hundred dollars. There is some disagreement over which is preferable: a return of 20 to 1 or a $1100 profit overall. The effectiveness of one marketing brochure was higher, although the profit return was lower, whereas the effectiveness of the other brochure was higher, but the overall profit was lower.

Extending the comparison is a straightforward analysis. Consider using the same strategies as the effective company and spending $1,000 on your campaign. Although the law of diminishing returns states that they would have had a moment of less return for each continuous dollar, the revenue return may have generated as much as $20,000. The efficient business, however, only made $4000 from $1000 in sales. This scenario is a
military conflict when the pyrrhic wins occur. A win that was too costly to achieve is called a pyrrhic victory. Despite defeating the Romans in two engagements, the ancient king Pyrrhus was left with a defeated army. He was successful. He won the battle, but he lost too many soldiers to be able to celebrate. In the fight, most of his buddies and closest military allies perished. On this subject, we must learn from Sun Tzu.

According to Sun Tzu, a military leader must succeed in winning and excel at doing so. "A clever fighter is one who not only wins but excels at winning with ease," according to the ancients. In our minds, easiness should correspond to low cost. A more accurate approach would be to compare two promotional brochures that generated $4000 in sales each but cost $500 and $1000, respectively. It is advantageous to provide the same result with fewer inputs.

Although efficiency and effectiveness are closely related in corporate strategy, they are seen from two different angles. Let's examine two department store chains that are expanding rapidly. One may decide to start manufacturing its products and placing its label on them, or one may choose to start opening more stores in different locations. The corporation should first decide which maneuver would be the most efficient, then execute that maneuver in the shortest, least expensive way possible while fully completing the purpose. The new stores must be constructed carefully, not just quickly. The latest products must not only be created affordably but also well. Constant and frequently frustrating mental gymnastics are involved in choosing between efficacy and efficiency. The new manager may constantly push for efficiency, cutting corners quickly and containing expenditures. Different firm departments may view these two opposing concerns from various angles. While the manufacturing department is virtually always concerned with efficiency and low costs in its ongoing attempt to create enough, the marketing department is typically more focused on the campaign's effectiveness.

According to Peter Drucker, effectiveness is "doing the right job." The key to efficiency is "doing the job right." Is there a connection between energy and efficiency? How can you tell the difference between them to increase your productivity? People are urged to approach problems more deliberately in the current business environment. You can decide whether to focus on the issue or the solution. Your route could be determined by a mental default or a taught behavior. Depending on your desired outcome, you may increase your output or performance by taking a more aggressive approach. You can, therefore, be effective, efficient, or both.
9 CONCEPTS OF EFFICIENCY AND EFFECTIVENESS

What is effectiveness? The purpose of this article is to define the terms effectiveness and efficiency. Examining the results each notion seeks to attain will compare and contrast these conceptions. Overall, it will shed more light on the meaning of these words and assist us in applying this knowledge to how we conduct ourselves to increase our financial performance.

Are there any connections between effectiveness and efficiency? How do these words make you feel?

To answer these questions, the following features of efficiency and effectiveness are mentioned by the website reference dictionary.com

9.1 FEATURES OF EFFICIENCY

The word 'efficiency' refers to doing work with minimum wasting of time, effort, and wealth. Efficient management always looks for the following factors in their organizational performance to achieve goals successfully.

- The quality or state of efficiency; performance competency.
- Completing a task with the least time and effort required: The assembly line enhanced industry productivity.
- The proportion, typically represented as a percentage, between the energy given to a machine, engine, etc., and the work done or energy it produces.

9.2 FEATURES OF EFFECTIVENESS

A management team's prime concern is driving employees to perform at their best. To complete this task successfully, an organization always looks for the following criteria for effectiveness.

- Sufficient to achieve a goal; delivering the desired or anticipated result: effective teaching strategies; practical approaches toward achieving peace.
- Presently in effect or operation; working: The statute takes effect at midnight.
- Leaving a lasting or powerful impression; arresting: a vital photo.
- Ready and willing to serve, especially in the military.
It is evident from the definitions mentioned above that both terms refer to output or performance. The first definitions are appropriate for our considerations. Competence in performing is a necessary condition for being efficient. Effectiveness is a quality that enables one to achieve a goal and provide the desired or anticipated results.

From a management perspective, effectiveness aims to improve what is being done. It emphasizes expenses. The effectiveness, on the other hand, concentrates on what to do. It focuses on chances to generate income, develop markets, and alter the economic properties of already-existing goods or markets.

9.3 QUESTIONS TO ASK TO INCREASE EFFICIENCY AND EFFECTIVENESS

- In a market where efficiency is key, you must construct your inquiries in the following manner.
- Don't concentrate on the steps involved in asking, "How do you do that or that?"
- Consider the nature of the product and which of the available items can produce excellent economic returns.
- Find out the markets that are most likely to provide exceptional outcomes.
- To achieve outstanding results rather than the "ordinary" ones that efficiency can only hope to create, where should the firm direct its resources and efforts?

Efficiency and effectiveness impact any organization's internal and external environments, affecting the bottom line. The illustrations show five departments in an efficient corporation and five in an effective firm. Finding a common objective that unites individuals and pulls them in the same direction is the first step toward becoming more successful and efficient. The figure shows that the efficient department is far more focused than the other departments and that every action it takes aligns with the business's general goals.
9.4 DISTINGUISH BETWEEN EFFICIENCY AND EFFECTIVENESS

**Figure 1**

*Bill Reddin contrasts managers who focus on efficiency and effectiveness in his book on managerial effectiveness.*

<table>
<thead>
<tr>
<th>Efficient Manager</th>
<th>Effective Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficient managers do things rightly.</td>
<td>Effective managers do the right things.</td>
</tr>
<tr>
<td>Efficient managers solve the problem.</td>
<td>Effective managers develop creative alternatives.</td>
</tr>
<tr>
<td>They use the resources as a safeguard.</td>
<td>They optimize resource utilization.</td>
</tr>
<tr>
<td>They are more concerned about lowering the cost.</td>
<td>They are more concerned about increasing the profit.</td>
</tr>
</tbody>
</table>

According to the distinctions, efficiency includes asking "What else?" in a particular setting or circumstance. The ultimate goal is finding the most effective way to add value to that situation.

9.5 VARIOUS COMBINATIONS OF MANAGERIAL EFFECTIVENESS AND MANAGERIAL EFFICIENCY

The concept of managerial effectiveness and efficiency is connected in nature. From the very early period, an organization cannot survive without compromising one concept. In this study, we try to determine whether there is any fruitful result when managerial effectiveness and efficiency work together.

**Figure 2**

*Combination of Managerial Effectiveness and Efficiency*

The two different concepts of management are effectiveness and efficiency. The degree to which something successfully yields the intended outcome is known as its
effectiveness. On the contrary, the percentage of an organization's total resources that go toward increasing productivity in the manufacturing process is known as managerial efficiency. Managers must understand how each influences an organization. This matrix shows that the manager is more effective and efficient the larger this fraction is or can achieve the particular goal without wasting more resources during manufacturing. Inefficiency and ineffectiveness come from losing objectives and spending too much resources.

10 RELATIONSHIPS AMONG CAREER STAGES, LIFE STAGES, AND PERFORMANCE

Human life is not static. Humans pass various life stages in this dynamic sense of life, giving them multiple flavors.

Figure 3
Relationships among career stages, life stages, and performance

Career life cycle or career stages are a course of professional life over human life that can be categorized into several phases.

- During the age of 15-25, one is passing or completing his/her academic degree and wants to take preparation to enter into professional life. This phase is known as exploration. They explore different fields, passions, and talents. To achieve their determination, they search for jobs and get involved in various formal and informal training workshops to develop their soft and hard skills.
- At the age of 20-35, getting productive and trying to learn to be adjusted to their new workplace. In this stage, they want recognition and good appraisal.
• In the mid-career stage, between 35-45 years, their progression at the workplace gets high. In this stage, they want to be stable in the workplace or think to take a step to transition their career. Work-life balance becomes a major concern in this phase.

• Already success catcher people aged 45-55 years concentrate more on administration performance than fieldwork. They influence the young generations through motivation and training sessions. Their reputation creates a brand image for the organization.

• After a dynamic and solid career, one likes to retire from routine performance. In this stage, they wish to spend more time with friends and families and can start any consultation or freelancing.

11 ASSESSING THE OUTCOMES

How do you get results? In his study, thinking for a Change: 11 Approaches to Life and Work by Highly Successful People According to John C. Maxwell, "Bottom-line thinking has to be built into the system of working, relating, and achieving.” You must choose the kind of outcome you want from the beginning and put strategies and processes in place to get there. He outlined five actions in his book that you must take to experience the benefits of bottom-line thinking:

1. Determine the actual bottom line. Get to the outcomes you are after—the core of your objective.

2. Emphasize the main idea. Profit must be your goal, not the other way around.

3. Establish a strategic plan to achieve your goals. Decide which fundamental components or processes are necessary for achieving the bottom line. The leader is in charge of this.

4. Ensure team members are focused on the end goal.

5. Stick with one system and continuously assess outcomes.

12 FINDINGS OF THE STUDY

After reviewing this study, the following findings have been found.
1. It is intriguing to learn that organizational effectiveness and efficiency greatly impact creating organizational competencies.

2. How diverse organizational capabilities and managerial competencies affect an organization's performance has been found, which might lead to fresh ideas for improving that effectiveness.

3. Effective management can provide efficiencies that increase prospects for new company endeavors and give rival companies a sustainable competitive edge.

4. This empirical research demonstrates that individual and organizational elements may increase organizational performance, and none should be abandoned.

5. A person's professional life can be divided into multiple phases throughout their lifetime, known as their career life cycle or career stages, impacting an organization's effectiveness and efficiency.

6. While managerial competencies are undoubtedly important, organizational capabilities—such as organizational culture and values, strategic vision, maximizing personnel potential, flexible design, innovation, quality orientation, product variation, and customer loyalty—can contribute significantly to the effectiveness of an organization.

7. Planning, controlling, and strategical thinking questions are highly valued for strategical conceptual skills.

8. Regarding questions about problem-solving, innovative thinking, and future management, conceptual skills are highly impacted.

9. Human skills have a positive but weaker relationship with technical skills but a strong and positive relationship with strategic and top conceptual skills.

10. Managers' efficiency is positively correlated with human skills at the primary level and conceptual skills at the secondary level.

11. Among human skills, motivation, and communication, in particular, are essential for high-level manager effectiveness.

12. The growth in technical capabilities determines the improvement in manager effectiveness.

13. Since the efficiency of a manager is related to the quality and duration of the work performed, doing the job well will guarantee the efficacy of lower-level management.
14. In the case of an efficient company, management cannot achieve objectives, and there is no way of wasting resources.

15. Spending resources to achieve objectives is a feature of managerial effectiveness.

16. The company always discourages low or no resource contribution with no achievement.

17. A managerial combination of efficiency and effectiveness can touch the company objectives with little or no resource wastage.

13 CONCLUSION

Efficiency and effectiveness have been distinctly examined in this study. For sustained long-term success, companies should embrace both concepts simultaneously. An efficient company alone may not achieve its objectives, even with minimal resource losses. Conversely, a company solely focused on effectiveness may attain its goals but at the cost of excessive resources. The true essence of productivity emerges when efficiency and effectiveness are harmonized in the relationship between input and output. The productivity index is calculated as effectiveness divided by efficiency. By astute resource management, both production and effectiveness can be elevated. It is a conscious choice to prioritize tasks for increased efficiency, ultimately enhancing overall productivity.

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