

THE IMPACT OF ORGANISATIONAL STRUCTURE ON ORGANISATIONAL HEALTH AND EFFECTIVENESS

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ABSTRACT

The present study provides sapience into the connection between literacy and performance, an area of fierce debate in the (human Resource Development) HRD field. Organisational health encompasses literacy and at the same time, it facilitates perfecting performance. The present study aligned literacy and performance. Specifically, literacy was set up to be a ground through which organisational factors ply their influences on organisational success and effectiveness. It makes an excellent case that literacy is a path way to performance and organisational effectiveness. As an arising area of Organisational Development (OD), studies on organisational health have been largely confined to examining organisational culture in insulation. As Human Resource (HR) professionals generally have vital exposures about the organisations and active involvement in achieving organisational pretensions, they're well deposited to take a more active part in organisational effectiveness. The present study provides a more holistic perspective of organisational culture in the environment of organisational structure and strategy. Attention to all these factors is veritably important essential to have sound organisational health leading to organisational effectiveness. The present study has both theoretical and practical counteraccusations and exposures for human resource Development(HRD). It adds new knowledge to HRD literature on several fronts. First, it provides an in- depth look at the organisational environment that facilitates literacy. Organisational health is learning outgrowth, where organisations are seeking to learn how to acclimatize with the changing environment. And at the same time, enhancing people's(workers) literacy capacity is one of the defining purposes of HRD. The present study adds new knowledge to the HRD field in relating a literacy-friendly environment that incorporates a combination of artistic, structural and strategic factors. It maps out the preconditions for constructing a literacy culture that aligns with the structural and strategic characteristics of an organisation.

Keywords: Effectiveness, Organisational, Environment, Culture, Orientation, Human, Development, Resource.

Introduction

An enterprise or organisation has to thrive on chaos and achieve excellence in an environment of evanescence. To negotiate these through quality and service, an organisation has to strive for and maintain harmonious world class quality, responsiveness to market requirements, nonstop invention as well as produce new markets. In the dynamic business environment all those business desirous of achieving and maintaining a "world class" status in their deals, manufacturing or service operation must develop a business strategy that's driven by Total Quality Management (TQM) conception. An

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organisation must first ameliorate quality; only also should it look into cost, volume, and productivity. The enhancement in price, performance and services follows automatically. Else, there's every chance for the organisation going out of the race in this largely dynamic client driven market script. The present study will establish new directions for strategic HRD professionals and HRD practioners. Torraco & Swanson(1996) supported that HR professional need to be strategic shapers who suppose strategically about how HRD can have a positive impact on the organisation. The task of strategic HRD is to determine which initiates and interventions add value to the organisation and which do not. The present study will empirically identify the specific areas of culture, structure and strategy that are the influence points for enhancing organisational health and concertedly affecting organisational effectiveness.

Review of Literature

Rishipal (2014) explained that in hierarchical organisations, there's a standardized procedure and these kinds of organisation are less adaptable to the changing terrain. He also editorialized that, hierarchical organisations frequently fail to accept and encourage new ideas leading to hand dissatisfaction and high waste among the workers.

Bhatti et al (2012), in their study explained that leadership is a process where the leader has the capability to impact other members where his sole purpose is to make everyone share in the organisation's conditioning in order to achieve the organisation's pretensions.

Pandey (2004) explained that governance is about including the issues of autonomy and responsibility. In utmost developing countries, autonomy is being granted for the advanced education institutions to increase their inflexibility in decision making so that these institutes can meet the changing demand of the society.

According to **Gill (2002)**, governance has an important part to play as it helps in determining the organisation functions. He defined governance to be a combination of processes, structures and organisation traditions that help to determine how opinions are taken and how power is executed in the organisation. He mentioned that proper governance and governing board can enhance the organizational performance.

According to **Sharma and Sharma(2015)** advanced education system plays an important part for the country's overall development which includes artificial, social, profitable etc. Indian advanced education system is third largest in the world. The part of Indian advanced educational institutes similar as sodalities and universities in the present time is to give quality grounded education in the field of education, exploration etc to empower youth for tone- sustainability.

Objectives of the Study

- The present study within its frame- work tries to Identify and assay the factors that constitute Organisational Culture and Organisational Effectiveness.
- Measure Organisational Culture and Organisational Effectiveness of named public and private sector enterprises.
- Examine whether there exists any association between Organisational Culture and Organisational Effectiveness.
- Relate Organisational Culture and Organisational Effectiveness with named particular factors of the workers of named enterprises.

Organisational Structure- The Key Factor

In general, researches on Organisational Behaviour(OB) and Organisational Development(OD) are designed to induce structural and functional changes for the betterment of an organisation. In any type of organisation, Human Resource(HR) is the high factor, which determines a lot for the growth and development of the organisation. It has been observed that the constituent group of the organisations, like all groups, develops their own practices, values, morals and social relations as their members like to work together. The complex networks of social relations and informal status structures crop within groups. Informal organisations develop in response to the specialized skill needed of hand. This is the factor of product aspect of hand. But people retain other attributes as well, viz.; people may be concerned about security, relations with fellow workers, status, places, and particular and family requirements. When a hand isn't settled about these aspects, effective functioning will be impeded and co-operation will be delicate to gain. A hand, whose various confines are harmoniously attained, will be more effective in the working conditions. Human beings manifest themselves through group relations as well as individual

conduct. There are numerous factors and forces, which accelerate the growth and development of an organisation for economical sustainability, viz. vacuity of capital raw accoutrements, energy market, ministry and outfit, entrepreneurial capability and specialized and professed force. Out of the stated crucial resource factors, HR is the most strategic and critical. Therefore, there's a growing consummation that a rapid rate of "human capital conformation" is as important a precondition of economical growth as the rapid rate of "physical capital conformation". Economists and itineraries have come interested in the significance of human resource as form of capital only in last thirty times. John A well- educated and well-trained work force wasn't only an economical resource, but was a nation's topmost form of capital. The structure of modern nations results from the development of people and the organisation of human capacities. While capital natural resources, public aid, and aid from transnational agencies play important part in economical growth, none of these factors is more important than an effective pool of well-educated, well- trained and developed labor force. Theodore, Shultz, addressing the American Economic Association, reprimanded economists for not treating human resource explicitly as a form of capital and as the product of investment whereby product is achieved. It's emphasized that this capital has been, in part, a deliberate investment that has grown in western societies at a faster rate than conventional (non-human) capital and that its growth may well be the most distinctive point of those economical systems. Thus the effectiveness of an organisation is determined by the quality of its human resource.

Organisational Health

Organisations are living organisms with an ecosystem all of their own. Every element of the organisation, whether positive or negative, has evolved for a purpose and plays significant part. As organisations grow and develop, the position and intensity of their commerce with, and exposure to the changing environment- both external and internal, significantly increases. This could lead to development of unhealthy signs or 'symptoms' which, unless 'linked' and 'treated' in a timely manner, could affect in 'organisation sickness' or, in extreme cases, indeed lead to 'terminal complaint' which may eventually ruin the organisation and indeed the organisation may die. The organisation may be sick due ill health; the health of an organisation isn't just dependent on the physical health of the staff and the working environment. Organisational health is as important cerebral as it's physical. Organisations can come sick, just as people do. A great deal about the nature, opinion and treatment of organisational distemperatures can be learned from a study of how individualities can come mentally ill. The opinion and treatment of internal illness is much more advanced than the study of organisational ills. Like people, organisations can be structurally sick or behaviorally sick. The various "symptoms" can be studied, hopefully, within a individual frame that would enable an accurate opinion to be made and treatments specified to bring about a healthy, productive and successful organisation. Organisational health is the rearmost buzzword in the business environment that involves commercial culture, commitment, ethics, hand morale and organisational stress. It has been recognised for decades that organisational culture affects both the workers as well as product. Absenteeism, workers' compensation, reduced productivity, and poor customer service are some of the losses presently being endured by companies passing poor health. It's conceded, still, that these losses can be linked, and controlled through applicable operation plans and conduct. thus, now a day the OD interpreters are more interested to study the health of organisation periodically to diagnose the risks of the organisations as well as they've trying to make the organisation healthy so that by long run, the organisations could survive in the global race. Therefore, the question arises how to make organisations healthy or how to produce healthy plant for better effectiveness?

Organisational Health and Effectiveness – The Ultimate to Success of Business

Numerous policy makers, economists and other social scientists have felt that only physical structures and accoutrements aren't sufficient to achieve the asked economical pretensions. Thus, there's a critical need for developing human resource as an integral part of general economical planning. It has also been allowed as an essential prerequisite for accelerated economical growth. Also, the question arises how to develop and optimally use the resource? To answer this question, it's realized that in depth analysis is needed to study various aspects of the organisations, more specifically the workers in organisations. The 1990s witnessed a period of abecedarian change in both the environment and content of HRM programs and practices; there are a number of underpinning pressures and contradictions within the field. There's great task for the directors of the 21st century how to apply TQM gospel and practices in real life situations to make it successful one. There's no mistrustfulness that TQM is the outgrowth of several factors operating at macro position as well as micro position, organisation position as well as individual position, structural position as well as functional position and so on Maintaining organisational effectiveness requires fresh sweats, especially when the major organisational changes take place to

make adaptive managing cycle effective. These changes may be more effective when they're brought in a planned way. The whole exercise of organisational effectiveness in Indian organisations could be integrated only when organisational health, organisational culture and organisational structure and strategy could be bettered, amended and maintained. Both internal health and commercial health grease organisational health, and, this, in turn, could enhance organisational effectiveness. Under this changing script, all the types of organisation in India, both public sectors and private sectors are passing the challenges to manage organisational effectiveness. Without understanding the diagnostics aspect of organisational dynamics, it would be inapplicable and unseasonable to practice any OD interventions. May be that's the reason why numerous organisations aren't suitable to exercise total quality operation or bench marking to achieve their stated objects. As similar, there's a growing need to identify and explain underpinning factors of organisations and to study if there are any differences between the public sector and private sector organisations both in artificial/ manufacturing and service sectors. It has been set up that positive perception of organisational strategy has positive influence on organisational health. There have been no linked studies on the relationship between organisational strategy as measured by strobe and organisational health, but some deductions can be made through the conceptualisation of the confines and affiliated exploration. Achieving organisational health requires going deeper to the roots of problems faced by organisations, and so advanced degree of analysis could contribute to organisational health. In the present study, all the confines of organisational strategy are appreciatively contributing to organisational health.

The Impact of Organisational Structure on Organisational Health and Effectiveness

A relative paradigm was espoused to study any difference between the four types of organisations i.e. publicvs. private and service vs. manufacturing sector organisations. When compared with publicvs. private organisations, significant differences between the two groups of workers were set up. The private sector workers were high on some confines in comparison to public sector workers similar as thing focus, communication acceptability, amicable power relation, resource utilisation, autonomy, HRD exposure and practice, physical health, safety & grievance running, environmental satisfaction, and morale. Whereas, there were no significant differences between them on some confines like ingeniousness/ creativity, adaption, practicability and problem working, platoon exposure, organisational acceptability's. slack, managing, organisational satisfaction, trust, evaluation, and absenteeism. There were no significant differences between public and private sector workers on organisational effectiveness and in the same way it was set up that there were significant differences between public and private sector workers on organisational culture. With regard to the various confines of organisational culture, the private sector workers were high on charge and involvement. There were significant differences between public and private sector workers on organisational structure on both the confinesviz. centralisation and formalisation. The private sector workers were high on both the confines i.e. centralization and formalisation. There were significant differences between public and private sector workers on organisational strategy. The private sector workers were high on analysis and guard confines of organisational strategy, whereas no significant difference has been set up between the public and private sector workers on tomorrow and proactiveness. When compared service sector with manufacturing sector organisations, no significant differences were set up between the two sectors on all confines of organisational health, except on two confinesviz. managing and absenteeism. Whereas significant differences were set up between the two sectors on organisational effectiveness. The service sector workers were having further perceived organisational effectiveness than the manufacturing sectors. There were significant differences set up between workers of service and manufacturing sector organisations on organisational culture. More specifically, the mean score of service sector workers were advanced than manufacturing sector workers on three confines of organisational culture i.e. Charge, rigidity and thickness. There were significant differences between workers of service and manufacturing sector organisations on organisational structure on both the confinesviz. centralisation and formalisation. The service sector workers were advanced than manufacturing sector workers on both the confines i.e. centralisation and formalisation. There were significant differences between workers of service and manufacturing sector organisations on organisational strategy. The service sector workers were advanced than manufacturing sector workers on both the confines i.e. analysis and proactiveness, whereas no significant difference has been set up between service and manufacturing sector workers on guard and tomorrow.

Conclusion

There's no mistrustfulness that organisational culture, structure, and strategy are dependent on each other and they present a dynamic relation with one another that contributes to organisational outgrowth. As a whole, their connections need to be reckoned in order to compare reality in the life of Indian organisations. The present disquisition addressed new confines on organisational behaviour by exploring the common impact of organisational culture, structure and strategy on organisational health and organisational effectiveness. Organisational structure wielded minimally positive influence on organisational health and therefore, is less important for organisational health as compared to organisational culture. The direction of the relationship was shown to be contrary to the before formulated thesis. It was hypothesised in the present study that organisational structure will contribute negatively to organisational health relationship which wasn't supported by the findings. In summary, it's stated that the recently developed OHQ displayed high trustability, validity and usability in its test results, tested and espoused in Indian organisations. Thus, it could be espoused in any type of organisations for the purpose studying organisational health. This study set up that organisational health can be assessed as prolocutor and performance index of an organisation. Thus, organisational health is considered to be an organisational effectiveness index as well as performance index which can be important assessed with the help of this organisational health questionnaire. There's no mistrustfulness that farther exploration workshop are solicited to strengthen the ground reality of organisational health from time to time.

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