

## РЕЗУЛЬТАТИВНІСТЬ ОРГАНІЗАЦІЇ В КОНТЕКСТІ МАРКЕТИНГУ ВІДНОСИН

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Початками вимірювання результативності варто вважати момент, коли Ф.В. Тейлор розробив свою чотирикрокову програму. Хоча окремі його тези залишаються такими ж актуальними, як і двісті років тому, сьогодні людська істота не є більше додатком до машини. Ця стаття є спробою проаналізувати стан наукових знань у контексті результативності системи маркетингу відносин, особливо беручи до уваги таланти, в сучасному їх розумінні як осіб з найвищим рівнем компетентності. Такий тип особистості є джерелом інноваційності, креативності, що особливо важливо в службах маркетингу сучасних міжнародних організацій.

**Ключові слова:** результативність, зв'язки, маркетинг, управління талантами

## THE ORGANIZATIONAL EFFECTIVENESS IN THE CONTEXT OF RELATIONSHIP MARKETING

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The beginnings of effectiveness measurement should be inquired, when F.W. Taylor constructed his four step program. Although, some of his theses are as actual as two hundred years ago, today, the human being is no longer a machine appendix. This article it is the attempt to analyze the state of scientific knowledge in the context of effectiveness in the relationship marketing system, particularly taking into considerations talents, understood today as highest level competency persons. This kind of individuals is the source of innovations and creativity, what is extremely important in the marketing departments of temporary global organizations.

**Key words:** effectiveness, relation, marketing, talent management

**The effectiveness – origins and significance – introduction.** The effectiveness of an organization is usually seen as the difference between outlays and achieved financial results. In this age of globalization and unification of Europe, we have witnessed a significant increase in competition processes. This has made it necessary to take actions directed at improving effectiveness in organizations through cost optimization, as well as looking for other, non-economic determinants of organizational development. These actions, and particularly actions within the area of human resources management, should be characterized by economization, namely making them either more cost-effective or more efficient.

The notion of effectiveness it is a polysemantic term, related to many disciplines of both human and organizational activities. All of them are based on a lexical notion of effectiveness and the symptoms of individual activity of human being and its creation as well as lively and inanimate nature [1]. The word “effectiveness” is a derivative of two Latin terms: “effectivus” and “effectus”. The first of them means to be effective, the latter – a result. W. Kopaliński claims that the efficient activity it is the efficient, effective, skilled, real symptom of human activity [2]. The authors of polish dictionary, explaining the notion of effectiveness, taking into consideration the productivity aspect [3]. The relation between effectiveness and productivity as perceived as the input/output ratio.

The problem of economical effectiveness defined as the relation between particular effect and the single production factor or group of factors. Both in the theory of economy and real economic activity, there are various measurements of the phenomena mentioned above in context of definition of expense and result. Hence, it is possible to acquire different economic relations formulated the connection of results<sup>1</sup> and expenses<sup>2</sup> ratio or a future relation of expected economical effects and expenses.

The basic relations of effectiveness are: efficacy, asset productivity, investment efficiency, and the level of material and energy absorption. The result of increasing the level of effectiveness is the growth of three first elements and the down-grade the last two ones.

**The Effectiveness– the temporary state of knowledge.** The effectiveness can be investigated in the micro-scale<sup>3</sup> or macro-scale<sup>4</sup>. The organizational effectiveness is determined by optimal management of production resources that are at disposal within organization as well as its flexibility and abilities to adapt the external symptoms

<sup>1</sup> Production, added value, Gross domestic product et cetera

<sup>2</sup> Employment, assets, investment, used supplies, energy, fuel et cetera

<sup>3</sup> focusing on single organization or enterprise, also on the separated production factor engaged in production process

<sup>4</sup> according to whole national economy

like market requests, competitive configurations, future conditions of sales and production and accurate management decisions. The enterprise effectiveness is also determined by job performance, perceived as a function of motivation, external conditions and qualifications and competencies<sup>5</sup>.

For last two decades, which were the restructuring period of Polish economy, the need for development ways searching has been increasing, what is particularly seen in the case of recession. The escalation is perceived both in operational activity of organizations which were established many years ago and the new ones. The qualitative and quantitative level of mentioned activities is not homogeneous. Practically, the organizations initiate projects or conceptions based on scientific achievements. The one of these concepts is the talent management idea what is the coherent part of organizational effectiveness, especially among the knowledge based organizations.

To achieve the competitive advantage in the global economy, it is necessary to use the potential of competent, creative, brave and honest people. Simultaneously, the optimization of this growth trajectory is related to innovation. Yet, the talent management, as a human resources management discipline, it is the unequalled idea, especially in large organizations, where the talent management is not present or strictly limited.

The majority of problems referring to effectiveness is focused on decision making and supplying information for risk management. First of them is defining effectiveness as the productivity unit. The second problem is in distinguishing managers' activity<sup>6</sup> and whole operational organizational activity<sup>7</sup> evaluation. The next difficulty occurs when there is necessary to precise the limits of effectiveness that the organization placed in particular environment should not exceed. The fourth problem it is a result of calculating the effectiveness basis on the rate of return. Taking the "entrepreneur point of view" the biggest rate of return of capital invested is reached when the margin profit is also the biggest. Yet, the "social point of view" determines the invert situation – the effective assets allocations can be reached when the rate of return is rather low[4].

**Effectiveness as a competitive advantage - productivity versus efficiency – Harrington Emerson's conception.** According to the economic literature analysis, a productivity of labor is calculated as a relation of the work result and the necessary expenses [5]. This, mentioned above social result is understood, referring to B. Balewski's [6, pp. 52-60] opinion, as the one, that fulfills specific human needs-the sum of socially desirable goods and services.

Before the industrial breakthrough, the term of efficiency was used in general meaning. Just in the end of XVIII century, in the area of technical sciences, there began to define the machinery productivity as a ratio of the result<sup>8</sup> and engaged supplies<sup>9</sup>. Yet, in the economic sciences, such an approach is more precise to what should be taken into consideration and to be measured and, finally in what kinds of units.

In the economic sciences there is widely accepted that the efficiency is related to performance-realization measured in comparable units. On the contrary, in the management sciences, the productivity is understood as decision making, organizational effectiveness or system approach [7]. It is emphasized that the effectiveness criteria there are specific weighted standards by which the achievements according to the organizational goals are evaluated. Additionally there is not enough concern in the area of basic data there is to calculate the notion of being successes and the failure consist of. Furthermore, there is the need for identification and solution problems occurred during conflicting aims undertaking<sup>10</sup>.

The similar approach is described in the J. Gould and W. Kolb's dictionary where the effectiveness is shown as the pure technical and economic aspect – the efficiency of production. The Authors claim that after 1958 began to use the term of productivity to describe the particular production expense or supply and the efficiency was reserved for evaluation all the results. The many other Authors convince that the meaning of productivity and efficiency is equal<sup>11</sup>. Hence, 90 year ago H. Emerson [8]<sup>12</sup> formulated 12 principles of efficiency. These principles were collected to establish suggestions for managers to enable controlling and management by objectives and following changes and reject the routine<sup>13</sup>.

The Polish managers had the accession to principles mentioned above in 1925. The introduced concept of twelve principles of efficiency as the rational organizational management is valid as much today as 90 years ago. A Chief Executive Officer has still to precisely formulate the organizational objectives and implement them to the subordinates and performers as a ideal goal to follow.

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<sup>5</sup>  $E = f(M*W*K)$ , where: E-effectiveness, M-motivation, W-conditions, K-competencies and qualifications

<sup>6</sup> Managerial efficiency

<sup>7</sup> Efficiency-in-use,

<sup>8</sup> f.e. the volume of the produced energy

<sup>9</sup> F.e. the volume of coal

<sup>10</sup> For example, ...quality auditors have usually different tasks from production engaged workers

<sup>11</sup> „Productivity is efficiency of production”

<sup>12</sup> The Author of first managing by objective management conception, perceived as the basis of activity in many American organizations

<sup>13</sup> 1. Ideals; 2. Common-sense and judgment; 3. Competent counsel; 4. Discipline; 5. The fair deal; 6. Reliable, immediate and accurate records; 7. Planning and despatching; 8. Standards and schedules; 9. Standardized conditions; 10. Standardized operations; 11. Written standard-practice instructions; 12. Efficiency reward

Yet, an organizational engineer should be reasonable to cut unneeded expenses<sup>14</sup>. Then, there is necessary to force managers to use the competent counsel instead of intuition management. The advice of every worker who is the professional is highly desirable. Both today as well as 90 years ago, the discipline to obey by each member of the organization at the same extend. H. Emerson claimed then the discipline that is in force to not everyone is useless as a factor of efficiency. Moreover, the disciplinary punishments are not good stimuli for efficient work. He emphasized that the most important factors were the liking and empathy<sup>15</sup>. The Author focused also on the correct internal information within organization: reliable, immediate and accurate records should be the main information for management to make appropriate decisions. The false, inaccurate and late information can be the cause of both organizational and environmental losses. On the contrary, planning and dispatching it is the task for managers and every employee. Incorrect organizing is the reason of many unnecessary costs. The implications of Emerson's paper are frequently used in the economic literature, in management one especially [9] because they are useful for establish practical goals.

Standards and schedules were calculating basis on the working time and activity of workers during the production process. Except the knowledge the experience is also highly desired, the standards and schedules can be over or under calculated otherwise<sup>16</sup>.

In practice, many authors, engineers, economists make equal productivity and effectiveness or narrowly perceived efficiency and skillfulness [10, pp. 168-175]. Yet, in the theme literature there is the opinion to take into consideration the effectiveness in largo sense.

**Effectiveness – multiaspectual approach of M. Holstein-Beck.** M. Holstein-Beck claims that it is extremely important to present multiaspectual variant of effectiveness. The Author, searching for the answer for questions of what the effectiveness is and what the evaluation effectiveness criteria are, identified the evolution process for 120 years<sup>17</sup>. In the context of process mentioned above, there were six aspects of effectiveness:

- Etymologic-synonymous- every kind of activity is efficient when it drives to accomplish the goal, it doesn't matter if the goal and its activities were moral and socially accepted,
- Praxiological – the effectiveness it is a positive feature of the activity which result is positively evaluated, it doesn't matter if it was planned or not,
- Bureaucratic-organizational- the effectiveness is understood as a control execution basis on the knowledge<sup>18</sup>,
- Personal and behavioral – according to the main concept of this approach, the efficiency is differ from effectiveness because the efficiency defines the accurate level of task realization and the effectiveness the level of task realization surpass<sup>19</sup>,
- Technical / economic – The scope of the term of effectiveness refers to time context<sup>20</sup>,
- Humanistic – there are not effective organizations without the effective groups and individuals<sup>21</sup>.

**The organizational effectiveness theories.** The organizational effectiveness has been the subject of special concern of the researchers and scientists for four last decades. The complexity of effectiveness constructs caused many problems during its estimation and defining processes.

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<sup>14</sup> According to Emerson's approach, there is a low level common sense and high level one. The low level accompanies to everyone since his childhood, the latter is the result of self-working and it allows to foresee the future perspectives of development. Only the high level common sense is the efficient tool to fight against counterproductive behavior. Such a behavior determines the wastages of supplies, unnecessary costs, pointless human labor [8, pp. 182]

<sup>15</sup> Understood as an ability of emotional harmonizing with surroundings

<sup>16</sup> Standardized operations Hemerson understood as normalized activities. Every employee can be satisfied if he would know what king and how much of work is was expected from him. Written standard-practice instructions were the solid rules and customs of organization. A competent and well educated employee should analyse carefully and write these rules and refer them to law. The task is to write the practical oriented not imaginary instruction that should be updated. Efficiency reward is always needed because there is no reasonable correlation between payment end work results according to the day's work but habitual fairness requires linear relation between the salary and results of work. Still, the efficiency reward should not have been limited to pecuniary one only.

<sup>17</sup> Initiated with industrial revolution and valid presently

<sup>18</sup> The ideal bureaucratic model of effectiveness it is reasonable activity formula. The rationality, according to Max Weber opinion's it is the ability to adaptation aimed to reaching goals, elimination all the unnecessary activities. The new bureaucracy should be impersonal, what does possible to calculate future behavior of human resources organizational sector. Instead of empathic managers Weber proposes the specialists and law regulations.

<sup>19</sup> Effectiveness is equal to progress efficiency. The social environment better perceives the efficient activities because this is not complicated to estimate them in contrary of effective ones, which are complicated, risky, not always economic and present goals threatening. But the efficient activities are not flexible In the case of situation changes, what, as a consequence is the reason of lack of efficiency. The effective behaviors are characteristic for creative personality, controlling the future, which is the derivative of present decisions. This is why the Author named it „progress efficiency”.

<sup>20</sup> Effectiveness „ex post” it is the relation between the results and made expenses, yet, the effectiveness „ex ante” is understood as relation between the activity goal and anticipated expenses. The economic effectiveness is identified with productivity but under one condition that there is the a demand for all the products that were produced as cheap as possible without making the stock piles.

<sup>21</sup> The effective group factors: relaxing atmosphere, it is allowed to discuss about the tasks, goals are accepted, everybody has rights to discuss, opposite opinions are allowed, the majority doesn't rule.

R. Zammuto noticed the divergence between the goal oriented [11]<sup>22</sup> and system [12] models. This divergence began further criticisms [13]. The choice of organizational effectiveness ratios was determined by the opinion of the researchers, their criteria also judgments [14, pp. 663-677]. The rejection of searching the common definition and approach of effectiveness was claimed by many other authors [15, pp. 546-558], yet there are opposite opinions that it is very important to do all the possible efforts for searching for solution of this problem<sup>23</sup>.

O. Behling underlays the significance of appropriate approach classification in the area of organizational effectiveness to avoid discords between respective models [16]. This view seems to be well-founded because positions of other author were quite different both applicant and implicate aspects, especially in proposed models<sup>24</sup>. Further the researcher shows that the effectiveness models are related to both individual and communities activities, therefore they differ in the area of generality and abstraction level. J. Campbell argues that validity of the model should be positively correlated to the practice of economic activity, what determines the effective organization concept [11]<sup>25</sup>.

According to R. Beckhard's opinion the organization is effective when the every part of it is goal oriented. Forms are the derivatives of functions. The defined problems, tasks or projects are the criteria of people organizing system. Decision are made by people who are closest to a source, it doesn't matter what their occupational position is. The stimuli system consists of rewards and penalties for managers<sup>26</sup>. The horizontal and vertical communication is relatively in order, people are open minded and "win-lose" behaviors are very rare, therefore conflicts are treated as problems to solve<sup>27</sup>. The organization and the parts of it are perceived in the context of common relations and interactions with external environment. This is the open system based on taking care of members and departments and help them to maintain integrity and independence in environment relations. The procedures of organizations implement the feedback mechanisms to allow members to learn by experience [17].

The similar implications can be found in Polish literature. The example of Polish effectiveness measurements is Sz. Sołtys's conception. The researcher proposes to measure the effectiveness of the organization through social goals achievement and social costs being results of these goals<sup>28</sup>. The Author distinguish three levels of social work goals achievements: first of them it is the organization level<sup>29</sup>, next the unit level within organization<sup>30</sup>, and finally the level of the organization member. The social goals of organization work important for a member of organization<sup>31</sup> there are: self-realization<sup>32</sup>, subjectiveness of the human being in the work area, human dignity, mental health, job satisfaction, lack of monotony, decision participation, autonomy in the area of thinking, activity and job selection, fair distribution of work effects, social position, good interpersonal relations, feeling sense of work. Yet organizations, during goal achievement process generates both social and economic costs. Social costs are: job dissatisfaction, lack of development possibility, disintegration of work teams or whole organization, mental health disorder of organization participants, alienation, the lack of individuals autonomy and self-realization. Using the known from praxiology terminology: efficiency, skillfulness, effectiveness Sołtys constructed the term of social organizational effectiveness consists of "social organizational effectiveness"<sup>33</sup> and "social organizational efficiency"<sup>34</sup>. According to the notions mentioned above the Author established several social effectiveness of work ratios such as: alienation, mental health, job satisfaction, the level of organizational formalization, group integrity, morale, identification, interpersonal relation characteristics. This approach is one of many efforts of searching for social organizational effectiveness measures. The main criticisms of this method are the plurality

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<sup>22</sup> R. Zammuto argued, that the lack of precise interpretation and understanding of organizational effectiveness for last 40-ty years was caused by the lack of application comparing variant of conducted research, the classifying limitations that were the derivative of variant research an ineffective scheme for this approach.

<sup>23</sup> In Author's opinion the comparison analysis of small business and the corporate one is not justified because only the similar enterprises can be the subject of comparison.

<sup>24</sup> Cunningham classified 7 alternate strategies, claimed that every of them is unique and supports very important information that should be chosen according to the necessary data. Seaton selected 9 classification models, based on the 6 points: 1. What is organization, 2. Is the organizational behavior rational or not? 3. If the organizational environment determines the results and if there are any limitations, 4. What is the notion of effectiveness, 5. If the relations between divisions are agreeable or abrasive, 6. What factor do the impact as effectiveness determinants?

<sup>25</sup> R. Zammuto notice, that there is little attention in the area of human resources values and their impact on organizational effectiveness because this factor was not considered in basic principles of model.

<sup>26</sup> Current affairs execution, short term ones, development of the subordinates, creation of task units

<sup>27</sup> When the conflicts occur, they are related to tasks and Project, not interpersonal disturbances

<sup>28</sup> Social labor goals there are states or processes achieved during work, they occur in social and psychological sphere of human beings

<sup>29</sup> For example, the existence, development, harmonious relations with environment, growth and expansion

<sup>30</sup> For example, the existence and maintaining the group culture, creativity, group integrity, good interpersonal relations, group morale

<sup>31</sup> Among others

<sup>32</sup> Signifying the potential abilities actualization, improvement, learning

<sup>33</sup> That is the relation of achieved social goals and social expenses

<sup>34</sup> Understood as relation between achieved and planned social effects of work

and qualitative character of used ratios, what almost does impossible to construct one precise and reliable measure. The most significant value of this model is its political nature of economic management. The political power is the Demiurg<sup>35</sup> of management system and several criteria of effectiveness is strictly based on political decisions. Leaving out the typical economic problem on the central level of government, it seems to be authorized to claim that where the economy is based on such central rules, the ratios of effectiveness are replaced with loyalty to political government ones. This model doesn't take into consideration consumer requirements. It consists of three factors – parts of the system: politician – administrator-performer: Consumer needs are out of grading<sup>36</sup>.

Following opinion of A. Janowski and B. Balewski [18] the researchers from India - S. Bhargava, B. Sinha proposed the model, that comes from a study performed on contemporary Indian organizations and shows that organizational structure has the potential to improve the overall perceived effectiveness of the organization. In this approach, a 7-point scale applied to four specific components was used to predict organizational effectiveness<sup>37</sup>. The result of this research was that an organization with a heterarchical structure was perceived as having higher degrees of production, commitment and effective leadership with less interpersonal conflict than a hierarchical structure. Though these results are derived from the public sector, the model and outcomes of this study suggest research possibilities for the non-profit sector. Despite its simplicity, a main criticism of using this model as a measure of organizational effectiveness in comparing for-profit and non-profit organizations is the relative interpretation of the commitment and productivity components. It is thought that commitment in the for-profit domain is tied to career progression, personal income and business survival, whereas commitment for non-profits is based on generosity and volunteerism which may not have a bearing on organizational effectiveness. The concept of productivity in the non-profit sector is less tangible and more perceptual than in the for-profit sector. With the noted refinements the model might be used for both sectors.

The next organizational effectiveness model constructed by C. Ridley and D. Mendoza [19, pp. 168-178] is also based on interrelated organizational processes and was recently developed primarily as a tool for management consultants. This approach, that integrates foundational concepts of systems, organizational and consultation theory, is formulated on the most basic processes of organizational effectiveness, namely, the need for organizational survival and the maximization of return on contributions. The theoretical framework of this model is based on a series of assumptions, such as the availability of “organizational energy reserves”, the ability to benefit from returns, the presence of a resource utilization metric, and a long term perspective. These assumptions lead the Authors to develop a model of eleven key processes that are posited as determining the organizational effectiveness<sup>38</sup>.

As an organizational effectiveness construct, this model's value resides in its use as a mapping device from which consultants and their customers can synchronize expectations and visualize improvement opportunities. Despite of its theoretical contribution, the model needs further both empirical research and valid instruments.

The model of organizational effectiveness developed by B. Jackson [20, pp. 36-44] considered is based on gathering perceptions of pre-selected efficiency indicators. B. Jackson established this model to examine the differences between community and member-based non-profit organizations. Jackson used a survey instrument in a descriptive research study designed to measure perception of each of six indicators and the relative priority each indicator would have within community based and member based non-profits<sup>39</sup>.

Although this construct is appealing due to its simplicity and the availability of a validated survey instrument, its Author recognizes that an expanded model, to include categories of organizational configuration, organizational competencies and organizational capabilities, is more desirable<sup>40</sup>. Referring to the performance of the board of

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<sup>35</sup> The term of „demiurg” is defined as: 1. fil., rel. „superhuman being, who created the World”; 2. In ancient Greece: the person who practiced the public useful job, for example craftsmen, doctor or fortune-teller; 3. In some Greek cities it was the title of high level official

<sup>36</sup> They perceive result comparison with planned goals as a main criterion of effectiveness evaluation. The take into consideration specific features of organization and rules as a social variable.

<sup>37</sup> Specifically, the components were production, commitment, leadership and interpersonal conflict. Production was defined as the flow of output of the organization. Commitment was established as a component to measure the degree of attachment to the organization. Leadership was defined as a degree of influence and personal ability. Interpersonal conflict refers to the degree of perceived misunderstanding between supervisors and subordinates.

<sup>38</sup> The first two processes, organizational survival and maximization of return, are defined as superordinate processes. The third process is self-regulation, which is responsible for orchestrating balance among the superordinate and subordinate processes. The eight subordinate processes are listed as internal-external boundary permeability, sensitivity to status and change, contribution to constituents, transformation, promoting advantageous transactions, flexibility, adaptability and efficiency.

<sup>39</sup> The six selected indicators of organizational effectiveness include management experience, organizational structure, political impact, board of directors involvement, volunteer involvement and internal communications.

<sup>40</sup> An expanded version of the model with these categories increases both the validity and reliability of the organizational effectiveness measurement. Also, the model uses indicators that are inadequate to measure OE across domains, such as volunteer involvement and board of directors involvement. A correlational study between volunteer involvement and employee involvement needs to be performed to make this indicator more applicable to the for-profit organizations

directors as an indicator, B. Taylor and R. Chait [21] suggested that boards of non-profits have minimal impact on effectiveness as it is shown in the competing values framework<sup>41</sup>, that is based on past attempts to formalize organizational effectiveness criteria. This model constructed by R. Quinn, K. Cameron [22, p. 33-51] has been used in a wide variety of organizational research studies, such as organizational culture and strategy [23, pp. 137-179].

Beginnings of work on the CVF came from attempts by managers and academic researchers to offer a robust construct to evaluate organizational effectiveness. R. Quinn and J. Rohrbaugh<sup>42</sup> put to use multidimensional scaling and created a spatial model of organizational effectiveness with three subordinate value continua<sup>43</sup>. In 1988, R. Quinn<sup>44</sup> claimed that only two of the subordinate continua<sup>45</sup>, were appropriate to describe the organizational effectiveness construct and when combined, these could be visualized as a set of quadrants<sup>46</sup>. Referring to R. Quinn, every quadrant constitutes a model in itself. The “Human Relations Model” sees participation, discussion and openness as a means to improve morale and achieve commitment. The “Internal Process Model” sees internal processes such as measurements, documentation and information management as methods to achieve stability, control and continuity. The “Open Systems Model” relates insight, innovation and adaptation as a path towards external recognition, support, acquisition and growth. Finally, the “Rational Goal Model” seeks profit and productivity through direction and goals<sup>47</sup>.

Additionally, it is possible to categorize the organizational effectiveness theories on the level: (I) individual, (G) group, (O) organizational, (S) social<sup>48</sup>, and relations between these levels imply the using of separated theories [24, p. 211].

Table 1

Nine effectiveness organizational models

Model	Main References	Descriptive/ Prescriptive	Approach capitalistic/ Democratic
Measurable goals	G (int)→O	P	C
System	G (int+ext) →O	D	C
Variant	G (int+ext)	D	C
Ecological population	S→O	D	C
Social justice	O→G	P	D
Power	G→O→G	P	D
Evolutionary	S→O→G	D	D
Economical politics			
ZALD	O→G	P	C
NORD	O→S	P	D
Interpreting	S→I	D	D

Ref. [18]

Despite of models mentioned above, the French researchers proposed different approach to organizational effectiveness measure. In their research, the main impact was put on empirical construction of effectiveness ratios, with cooperation of management and workers of enterprises. E.M. Morin, in Her paper “Organizational effectiveness and the sense of work” [25] refers to own empirical research, where the sample was 18 managers-practicians. The authoress constructed 46 ratios, enabling describing 4 major criteria of organizational effectiveness. There are<sup>49</sup> economical / technical model, stability and organizational development<sup>50</sup>. E. Morin distinguish three basic tendencies: a management adhere M.

<sup>41</sup> CVF

<sup>42</sup> Ibidem

<sup>43</sup> Flexibility-control, internal-external, and means-end

<sup>44</sup> Ibidem

<sup>45</sup> Control-flexibility and internal-external

<sup>46</sup> Labels for each one of these quadrants are: 1. human relations, 2. open systems, 3. rational goal and 4. internal process

<sup>47</sup> The validity of these four quadrants or dimensions was also tested by R. Quinn and G. Spreitzer on a sample of 796 executives from 86 public utility firms in the United States, where the analysis was performed by comparing two types of competing value scales. This model was validated a third time by using a Structural Equation Modeling (SEM) approach on a sample of 300 managers and supervisors employed by a multi-hospital system in the United States.

<sup>48</sup> The attributive meaning of the notion of organization – describing the level of the organizational processes organizing. This level it is a measure of the organizational complexity.

<sup>49</sup> Among others

<sup>50</sup> First of criteria mentioned above consist of: own/competitors’ profitability ratio, relation between the production of perceived year and previous years. The second is the increasing turnover according to previous years, the number of claims. The other effectiveness criteria there were: the satisfaction of stock-holders and clients, the quality of human resources, et cetera. The satisfaction of stock-holders is measured with the EPS ratio, and client’s shortening of delivery period, client loyalty.

Friedman and H. Simon's opinion<sup>51</sup>. This approach determines that the interests of other groups are out of importance. The second tendency is a dominating of organizational effectiveness with economic ratios. Yet, the social, moral, spirit and ecological values are skipped<sup>52</sup>. Finally, the third tendency it is the depersonalization of social partners. It is related to both clients, which are perceived as good and product consumers, and employees – which are treated as “human resources”, without their psychosociological and cultural/spiritual complexity [26, p. 31].

**The effectiveness in relationship marketing**<sup>53</sup>. The style of management and the organizational culture are the essential and decisive about market position of company and market oriented activities. In case of service firms, with high level of contact<sup>54</sup>, the most important factor that determines efficacy of sales processes are positive relations as the derivative of influence of insurance agents' competencies. This contact, or differently saying the Carlzon's “moment of truth” [28] decides about possibility to rise of solid relation among service provider and the consumer. In case of services, especially the “high – contact”, the customers remember first of all the parts played by the first contact personnel.

Writing about special role of employees in services, R. Norman, uses metaphor ladled with bulls' fights identifying toreador with worker, and customer with the bull. The service organization can affect on his course in small degree in track of the customer's contact with the provider's representative. Author shows on fact, that it does not distinguish the service

activity nor the intensive utility of capital, nor the even intensive utility of personnel, but intensity of commitment of the workers' testifying the service personalities [29, pp. 9-10].

The Authoress of well-known marketing of services book V. A. Zeithaml, M. J. Bitner focus on the key part of personnel in process of service and underlay the preference meaning defining this workers' group as [30, p. 304]:

- these which are service,
- these which are the organization in the customer's eyes,
- these which are marketers.

In many cases, the contact employee is the service – there is nothing else, in most personal services the contact employee provides the entire service singlehandedly. The offering is the employee. Thus, investing in the employee to improve the service parallels making a direct investment in the improvement of a product. It is also important to show the emotional character of service process. Contact employees are named the personnel which work requires emotional commitment - “emotional labor” – this concerns workers which express in services process indicated, desirable emotions. It is particularly important in case of medical personnel, teachers, insurance agents.

Considering to contact employee approach it is noticed, that he stays in the report both with representatives of interior of company, as and the external customers. Analysing in detail, it is possible to find the linear worker's internal relations with different contact workers, the representatives of subsidiaries as well as the management. Relations among first line employees often accept the form of competition.

That formulation shows clear difference among work force of productive enterprises and the ones of service organizations. In second case employees task is, in support about contact with customer and mutual commitment, to shape the achieved by customer bundle of advantage. The concentration in productive enterprises on process of production and the care about realization of product peaceably with norm is the main function of productive worker activity.

The customer's service is at service organizations doubtlessly the most important function, yet the contact personnel responsible for service is the most important group of workers. This finds its reflection in affirming [31], that then contact employees<sup>55</sup>, coming in interactions with customers, creates the top of organizational hierarchy<sup>56</sup>.

The results of investigations over quality of services with the customer's perspective as well as the perception the quality of product show the mutual correlation of employees resources and the internal processes. This marks, that in organizations, at which workers valued the high environment of work, the customers also estimated the high quality of testified services. B. Schnaider and D. Bowen have got confirmation of such statement proving, that climate for service as well as concern about climate for employee well – being, are strongly correlated with general opinion of quality of services with customer's perspective [32, p.305].

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<sup>51</sup> The most important signification for correct organizational functioning is the satisfaction of Tyree social groups: stockholders, workers and clients. Other groups, such as government, suppliers, citizens or society as total, are perceived as party connected to organization.

<sup>52</sup> Although, the construction if the model is precise and the questionnaire information is highly representative, there is suggested to use the expanded version of that model, additionally including the following categories: configuration, competencies and organizational potential, what determines increasing of representativeness of organizational effectiveness measure. Yet, there are the ration in the model that are inadequate to voluntary and board management commitment measurement. The non-profit organization board doesn't make any impact on organizational effectiveness

<sup>53</sup> The notion of service is understood as " the work undertaken on order service to aim enrichment the personal values or the volume of usable ones, what customer has at his disposal", [27, pp. 91-98]

<sup>54</sup> For examlpe insurance companies

<sup>55</sup> Including supplies and operating system

<sup>56</sup> Direct marketing

**The relationship marketing-future perspectives.** Temporary, a talent-required marketplace, one of the most important challenges which organizations are facing is to efficiently attract, assess, train and retain talented employees. As mentioned above, relationship marketing it is the process consists of planning, recruiting, developing, managing, and compensating employees within the organization. According to our researches, this part of intellectual capital management is highly underestimated on the polish market. The polish organizations usually are concerned to maintain the status quo and talent management requires some effort to converge, providing end-to-end talent management solutions that enable organizations to better recruit, get more out of the employee appraisal process, manage learning to develop employees' strategically-critical competencies, and compensate employees fairly. On the other hand - talent management solutions relieves the stress of writing employee performance reviews by automating the task and using your exact workflow. The enterprises can establish and communicate major corporate goals, evaluate employee performance improvement, and ensure that all levels of the organization are aligned – all working towards the same goals. Therefore it seems authorized, based on mentioned literature, to underline that organizations, which implement talent management process, particularly in the marketing departments, will get their goals more effectively than the other ones. On the contrary, the operational activity within organizations indicates, that the talented persons are put at risk of destruction by the rest of “less talented” part of human population<sup>57</sup>.

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<sup>57</sup> And other members of an organization