

# LITERATURE REVIEW

## Developing Critical Literature Review

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Course

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## **Introduction**

A literature review is an analysis and illustration of the literature in a chosen research topic. The literature documents the state of the art in regards to the subject or topic a researcher is writing about. According to Khare and Varma (2016), the major objectives of the literature review is to survey the literature in the chosen study area, synthesize the information in the respective literature into a summary and critically analyse the information collected through recognizing the gaps in current knowledge. This is done by identifying the limitations of the theories and also through formulating areas for more research and reviewing controversial areas within the topic of study. This paper provides a critical literature on the topic of study, that is, the role of manager on organizational performance.

### **Critical literature review**

In any great organization, the role of managers is considered the most important in terms of influence on the performance of the organization. All managers possess dissimilar impact on employees' line management. They own the responsibility of aligning the respective departments of the organization together with their staff. Managers possess very great impact of organizational positive results through building and supporting a strong and well-executed performance management culture. Successful organizations have well-structured system that gives room for regular meetings between manager and the employees. The system provides a platform for assigning clear, measurable performance objectives together with mentoring opportunities.

Bangchokdee and Mia (2016) conducted a research to examine the roles played by organizational senior managers using financial and non-financial performance measures in which

they related this to decentralization and organizational performance within a hotel industry. The researchers collected data through use of mailed questionnaires. They supplied the questionnaires to general managers in medium and large hotels in order for them to fill. The researchers used path analysis technique which was comfortable for testing their hypothesis. Results from the study indicated that general managers in finance and non-financial performance measures impact the interaction between decision making decentralization and performance of the hotels. Facts from the outcomes are that the decision making decentralization alone is not enough to contribute to the hotel's performance. In fact, the relationship between hotel performance and decentralization of decision making happens on through the general managers' use of the performance measures.

A successful organization is observed due to successful management system that leads to successful employees. With that in place, strong managers contribute to the success of employees and their performance. It is of great significance to place a focus on the managers directly as an engagement lever to recruit, retain and also inspire the greatest asset to the organization. According to Weer and Greenhaus (2017), managers make use of attitudes as well as behaviors demonstrated by employees as cues from which make their conclusions and base their perceptions of employees' effective commitment to the organization. This study shows that if managers commit themselves, therefore, they enhance the growth and performance of employees therefore improving the organizational success. In addition, the relationship between the perception of managers to employees' organizational commitment and content career growth opportunities becomes stronger. This implies that managers perform very significant role contributing to the success of an organization through encouraging employees to be more productive.

In an organization, performance management is made up of all activities that ensure goals are met in an efficient and effective manner. It places a focus on the organizational performance, employees' performance, and on the organizational department performance. In this case, the organization aligns the resources, systems and employees into various priorities and strategic objectives. Managers are the major stakeholders of organizational performance management. The management targets at ensuring that the organizational performance is visible, ensures that the employees are driven to take actions and also ensures that timely feedback is provided on the effect of the actions for putting corrective measures into place. In their study Mohammad, Seyyedali and Azizollah (2012) went on to determine the relationship between the performance of managers in the field of interpersonal, information and decision-making aspects with the success of an organization. Results from their study were that there exists a direct and important relationship between informational roles, interpersonal tasks, and the managers' decision making roles that contribute to the excellent performance of an organization.

Regardless of how big or small the company is, every company has an organizational culture. An organization can establish a culture with the absence of a guiding hand of management. Additionally, the company can build its own culture by use of systems of values and standards of performance. The role of a manager in a company's culture is determined by how the business wants the manager to communicate with the other employees and the quantity of the authority issued to the manager by the company. The study by Milana and Maldaon (2015) analyses how characteristics of a manager influence an organizational performance through use of evidence from Syria Company. The major aim of the study was to explore the effects of managerial human capital in performance directorate of finance by applying some managerial characteristics such as age, education level, functional track and tenure. Outcomes from the study

were that there exists no significant impact of manager's age, education level or functional track in performance of finance doctorate. However, the study finds that there is a positive, strong and very important effect on tenure manager that possesses an impact to the performance of the organization. This implies that the mentioned characteristics of managers are of no significance to the manager's performance but the most important characteristic displayed by a manager is the tenure manager that impacts the organizational performance.

### **Identified gap in the literature**

In regards to the comprehensive literature review based on previous studies on the role of managers on the organizational performance, there is a gap that can be identified. That is, there is little empirical evidence that analyses the abilities and behaviors that characterize managers on their roles they play in creating the kind of work environment that brings employees together in order for them to work towards taking the company the targeted level. The studies in this literature have very limited information on this aspect and therefore this can be considered as a gap that needs to be filled by other studies that will be conducted on this field.

### **Research question, aims and objectives**

This study explores the roles played by managers in order to ensure that the organization achieves its goals through excellent performance. Therefore, in regards to the literature review, the research question will be; what roles should managers put into consideration while at work in order to ensure the organization presents positive performance? The major objectives and aims of this study is to improve organizational performance through identification of the necessary roles managers should play in assisting the organization to achieve its goals.

## **Part II: Research design and methods**

This research study will use quantitative research approach as this research design enables a researcher to examine associations as well as dissimilarities among the variables. The reason for using this research design is because it aims at discovering how many people act or think towards a specific way. This study involves large sample size and it will depend much on the respondents from the sample. For an effective research progress, the study will collect data from primary both primary and secondary sources. The primary data sources will include questionnaires that will be issued to the managers and employees of the selected organizations. The primary data will be collected via questionnaire, personal interview, and telephonic interview. The secondary data sources will include annual reports of the selected companies, the companies' websites, newspapers and magazines. This design will ensure that the process of quantitative research is efficient than using the qualitative research design.

The study targets 20 companies that have a minimum of one hundred employees. The reason for choosing this figure is because the companies are large enough to accommodate all departments in an organization. Every department is made up of at least one manager. This will be a good idea as it will help the researcher to collect all necessary information from the managers within this target population as they will be appropriate in answering the research questions. The questionnaires will be issued to one manager in every organizational department within the 20 selected companies. In addition, at least five employees in every department within the 20 companies will also be issued with questionnaire each to fill. This will help in collecting all the necessary information for analysis concerning the role of managers and their impact to the employees towards the organizational performance. Therefore, there will be two set

of questionnaires whereby one set will cover information from the managers and other set will cover information from the employees.

When setting the questionnaires, the researcher will consider various ethical issues such as avoiding asking hypothetical questions and any questions that will make the respondents to be embarrassed. The researcher will also not force the respondents to participate in responding to the questionnaires. Any instance of confidentiality will be highly protected. Information such as names, contacts and any other information concerning the respondent will be avoided for the purpose of making the respondents feel comfortable and free to answer the questions.

## References

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