



## TWO CENTRAL CONCEPTS – TASK AND RELATIONSHIP AS NECESSARY FACTORS FOR THE SURVIVAL OF THE ORGANIZATION

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### Abstract

*The revisionists are now concerned with external, economic factors, with productivity, with formal status, and so on, but not to the exclusion of the human elements that the traditional theorists so neglected. To achieve organizational objectives in the organization, to be carried out many activities, many tasks that remain subject to their division or specialization. The tasks have depth and breadth they are mutually connected and complemented. Moreover, through the tasks it is possible to create interpersonal connections and relationships (influences). There is a need to adapt to different managerial skills and abilities, modified values and criteria, which can be carried out restructuring of the organization in the newly emerging circumstances.*

**Key words:** work-task, work- relationship, competitiveness competitive advantage, size of the organization

In each organization, among other factors, there is a correlation between work task and interpersonal relations. This relationship is linked to productivity of the organization. This interdependence is carried out more research.

Andrew W. Halpin found that the administrators he interviewed had a tendency to view Consideration and Initiating Structure as either or forms of organization behavior,, Some administrators act as if they were forced to emphasize one form of behavior at the expense of the other, effective or desirable organizational behavior is characterized by high scores on both initiating structure and consideration. Conversely, ineffective or undesirable organization behavior is marked by low scores on both dimensions. Halpin concludes that a successful manager must contribute to both major group objectives: goal achievement and group maintenance, he must facilitate cooperative group action that is both effective and efficient, the high initiating structure and high consideration style is theoretically the ideal or „best,, manager behavior and that the style low on both dimensions is theoretically the „worst,,

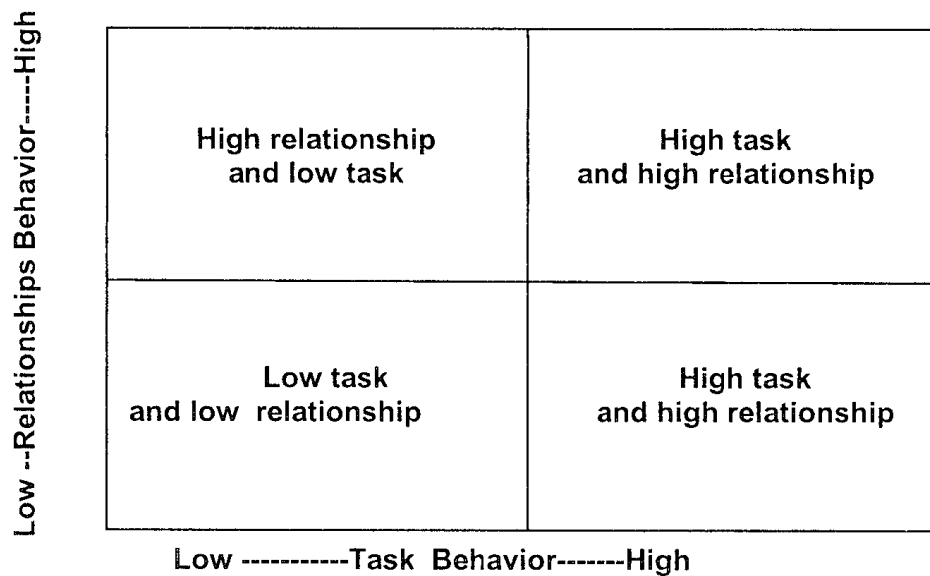
Rensis Likert did some extensive research to discover the general pattern of management used by high producing managers in contrast to that used by the other managers. He found that supervisors with the best records of performance focus their primary attention on the human aspects of their subordinate's problems and on endeavoring to build effective work groups with high performance goals. He also discovered that high-producing supervisors make clear to their subordinates what the objectives are and what needs to be accomplished and then give them freedom to do the job.

The concept of adaptive manager behavior questions the existence of a best style of managing, it is not a matter of the best style but of the most effective work for a particular situation. There is three major situational variables seem to determine whether a given

situation is favorable to managers: their personal relations with the members of their group; the degree of structure in the task that their group has been assigned to perform; and the power and authority that their position provides. Fidler defines the favorableness of a situation as the degree to which the situation enables the manager to exert his influence over his group.

He has attempted to determine what the most effective – task-oriented or relationship-oriented seems to be for each of the eight situations

Another authors, Paul Hersey and Kenneth H Blanchard developed the terms task behavior and relationship behavior are used to describe concepts similar to Consideration and Initiating Structure of the Ohio State studies

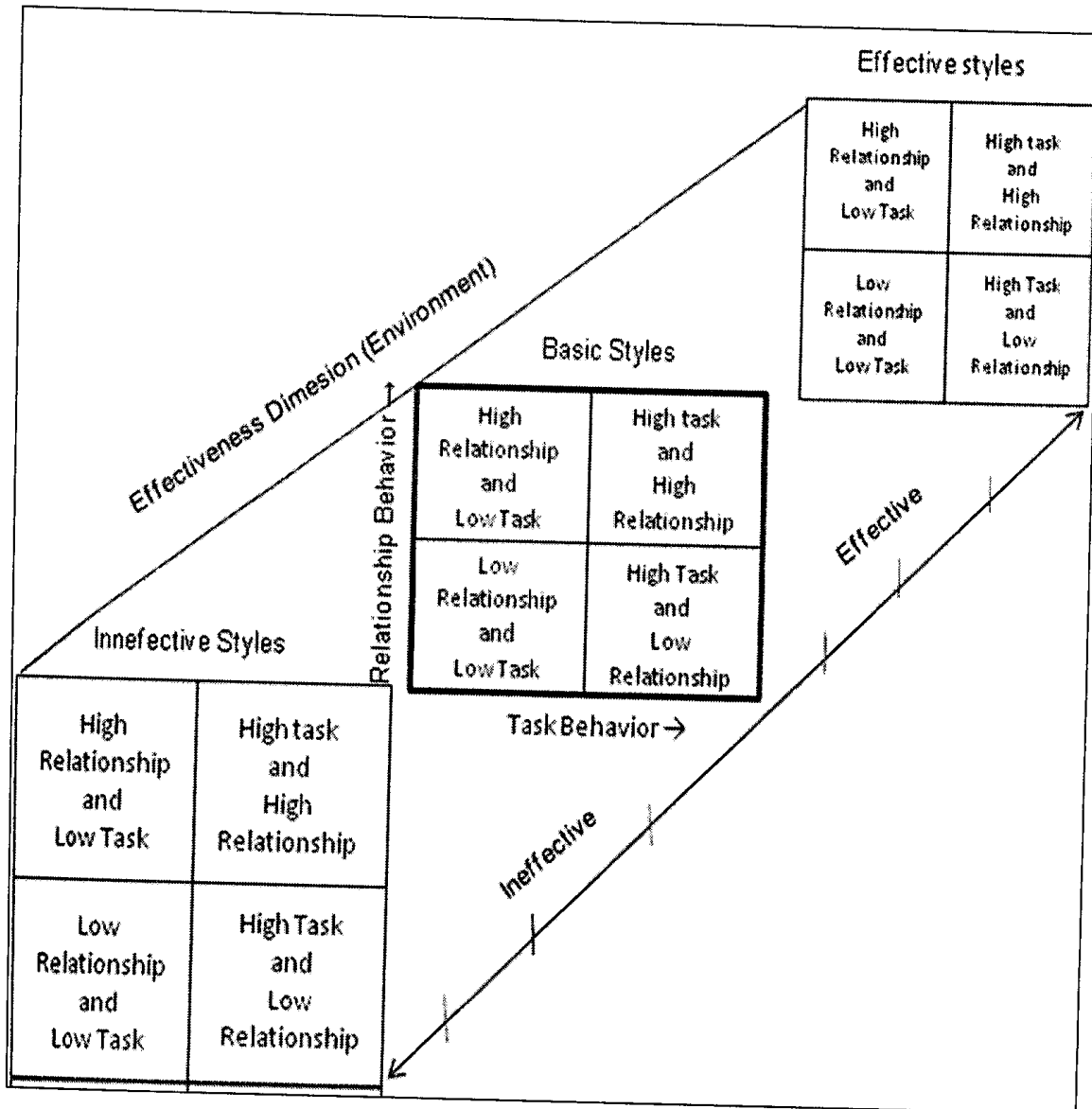


**Task behavior** – the extent to which managers are likely to organize and define the roles of the members of their group; to explain what activities each is to do and when, where, and how tasks are to be accomplished; characterized by endeavoring to establish well-defined patterns of organization, channels of communication, and ways of getting jobs accomplished

**Relationship behavior** – the extent to which managers are likely to maintain personal relationships between themselves and members of their group by opening up channels of communication, providing socioemotional support, psychological strokes, and facilitating behaviors.

Recognizing that the effectiveness of managers depends on how their manager style interrelates with the situation in which they operate, an effectiveness dimension should be added to the two-dimensional model – task behavior dimension and relationship behavior dimension. On these two dimensions are added a third dimension - to effectiveness is called, because in most organizational settings various performance criteria are used to measure the degree of effectiveness or ineffectiveness of a manager.

Fig. 1. Tri-dimensional leader effectiveness model



Tab 1. How the basic leader behavior styles may be seen by others when they are effective or ineffective

Basic Styles	Effective	Ineffective
High Task and Low Relationship Behavior	Seen as having well defined methods for accomplishing goals that are helpful to the followers.	Seen as imposing methods on others; sometimes seen as unpleasant and interested only in short-run output
High Task and High Relationship Behavior	Seen as satisfying the needs of the group for setting goals and organizing work, but also providing high levels of socio-emotional support.	Seen as initiating more structure than is needed by the group and often appears not to be genuine in interpersonal relationship.
High Relationship and Low Task Behavior	Seen as having implicit trust in people and as being primarily concerned with facilitating their goal Accomplishment.	Seen as primarily interested in harmony; sometimes seen as unwilling to accomplish a task if it risks disrupting a relationship or losing "good person" image.
Low Relationship and Low Task Behavior	Seen as appropriately delegating to subordinates decisions about how the work should be done and providing little socio-emotional support where little is needed by the group.	Seen as providing little structure or socio-emotional support when needed by members of the group.

Motivated by these research, we performed extensive study which includes 10 organizations in private companies in one year period from 2010 – 2011.

These method were used: Method of observation, Method of assessment - interview, Comparativ analysis

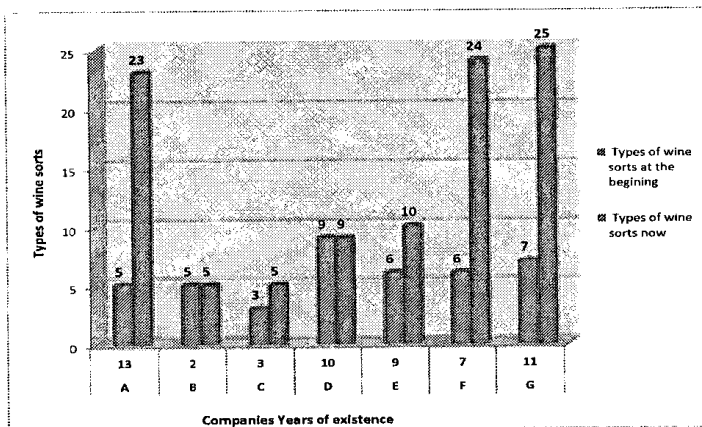


Fig.2. Result from research

The observation lasted six months, did an interview with the owners of the organizations.

In the first situation in organizations of up to 50 employees, the main structure hipotetically concerned the clear and precise tasks, good interpersonal relations built of which directly depends on the effectiveness and productivity of work.

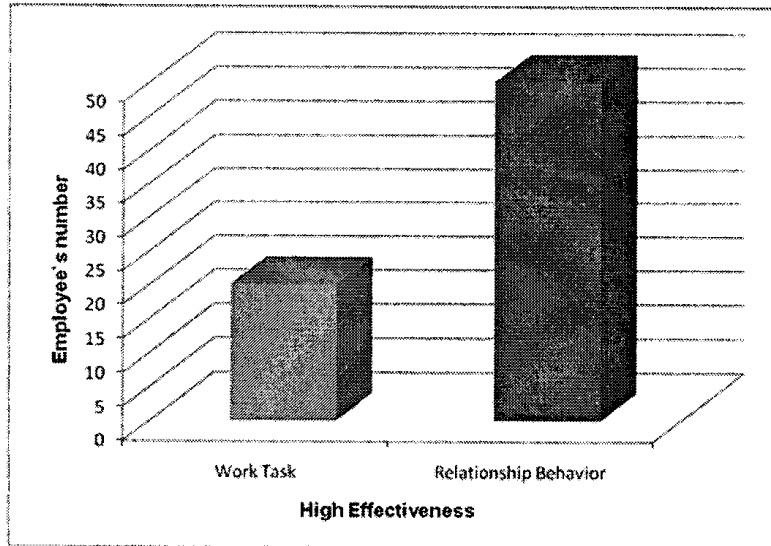


Fig. 3. High effectiveness model

People who work different jobs with different levels of working width and working depth have a high degree of diversity, it leads to interdependence and complementarity. It creates a good organizational climate, closeness in interpersonal relationships. Anspecializations tasks are regarded with great depth working and working width. In the second situation results from organizations with 100 employees showed that there was equivalent representation in the division of tasks and created interpersonal relations, causing average productivity and efficiency

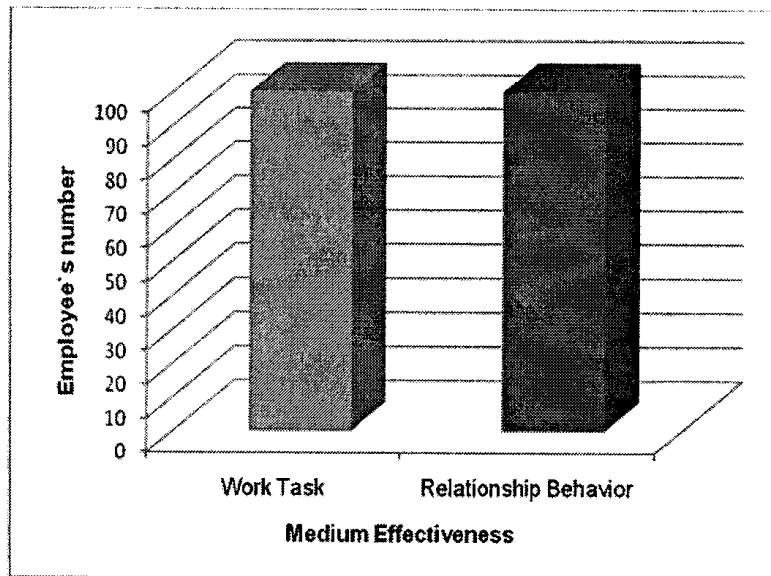


Fig.4. Medium effectiveness model

When tasks are highly specialized, then employees receive as unpleasant and monotonous and unsatisfactory. This acts negatively reflected in reduced productivity and efficiency.

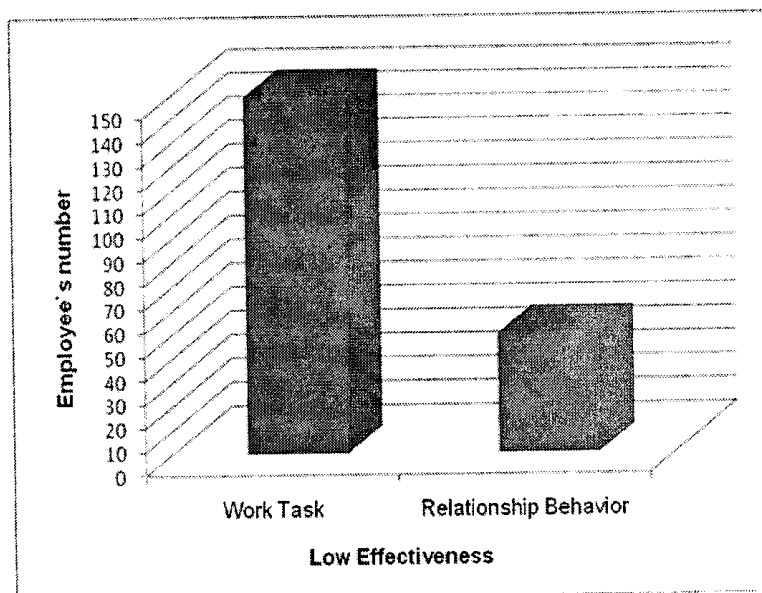


Fig.5. Low effectiveness mode

### Summary

The working activities of the vertical part of the organizational units are combined into one job so that employees experience greater job autonomy. The individual employees may be given responsibility for establishing their own working pace, to correct their own errors, to resolve that the best way to perform a specific task, such as work becomes more challenging, and work responsibilities increases, increases motivation and enthusiasm, increases the productivity of the organization.

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