

## Organizational Success through Managerial and Organizational Cognition Style of Management

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**ABSTRACT.** *The idea of cognition can be applied to organizations, just as it is applied to individuals. Managerial cognition considered in this study constitutes of cognition of the top and middle managers, and usually cognition refers to emotion free mental structures, moulded by past experience. In this study, an attempt was made to develop a conceptual framework, to analyse the effectiveness of organizational performance in terms of organizational success, in relation to the management style within a cognitive sphere, which includes managerial cognition and organizational cognition.*

*The cognition process of the manager (Mc), functions within an organization embedded in its organizational environment, influencing the organizational cognition (Oc). The leadership is considered to be a function of both the managerial and organizational cognitions (Mc, Oc). This study aims to analyse five selected cases of medium scale foreign companies that have attempted to adopt a leadership change in their respective organizations. Data were derived mainly from secondary sources and the views of key managers within each firm were considered.*

*This study was basically carried out to gain an increased understanding of organizational and managerial cognition perspective. Though, generalization is not possible in this type of research work, a concluding remark could be made as "collective or shared knowledge which is the theme of cognitive concept (MOC), could be used as a tool of turnaround management (especially leadership change), resulting outstanding performance through organizational success criteria".*

### INTRODUCTION

'Cognition' refers to the totality of processes, which affects appreciations of the 'outside' world, and the ways these are represented (Wilson and Rosenfeld, 1990). Eden and Spender (1998) reported that in addition to perceiving and deciding, managers, firms and employees are also experiencing, raising questions about the relationship between their perceptions and experiences. The objectives of this study are to find out the relationship between management style (cognitive perspective) and leadership theories (in reviewed literature), and to investigate the effectiveness of leadership change on organizational performance.

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## MATERIALS AND METHODS

### Research problem

Does managerial and organisational cognition contribute to enhance the organisational performance, resulting successive outcomes?

### Methodology

Five purposefully selected cases (medium scale foreign companies) are subjected to a content analysis using the secondary data. Content analysis enhances the knowledge and understanding of organisational performance outcomes, on relation to the different perspectives and concepts of the managerial process. Purposeful sampling is performed by selecting the sample of researcher's choice based on the fact of information reaching. Specially, it is aimed at finding the attributes of excellent companies (best run/managed firms or well established companies) and to identify the context specific emerging management styles or patterns of leadership.

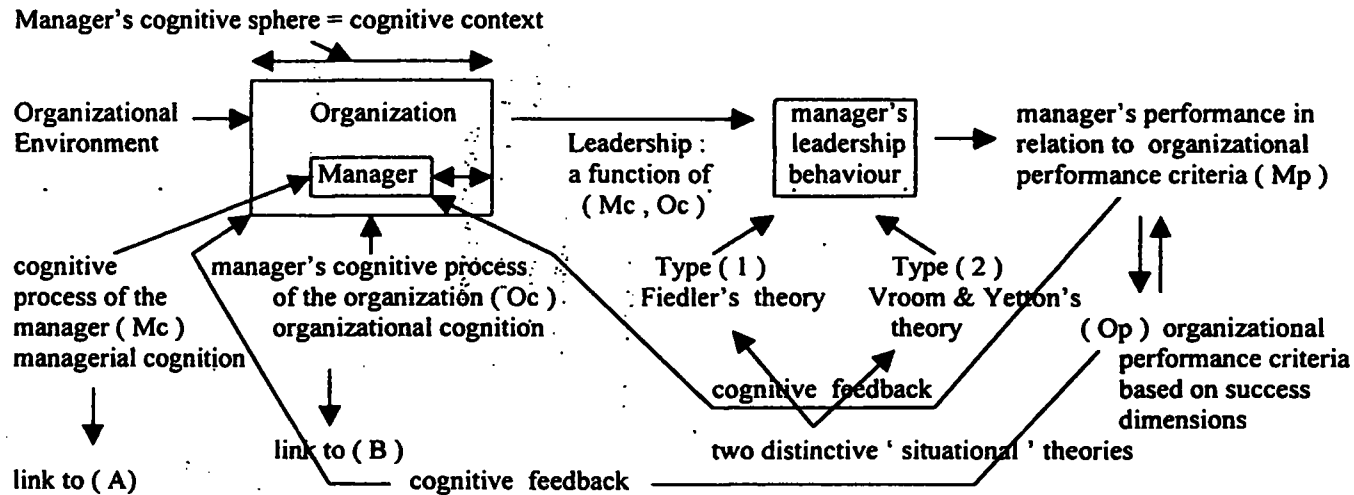
The developed conceptual frame work (CFW) (Fig. 1), indicates the main variables and associated influencing factors determining the research effort. The concepts are operationally defined specifying the steps, procedures and operations used in actually measuring and identifying them. Management style is measured by the leadership style while performance is operationalized by the organizational success.

## RESULTS

The focus of the analysis is on understanding cognitive dimensions of the management process and whether or not they are important for the success of firms attempts to achieve higher performance. All these five cases (Table 1) represent some sort of leadership change as a means of turnaround management, to uplift the organizational performance. Each firm has adopted different strategies in their respective organizations.

## DISCUSSION

Qualitative data analysis technique or phenomenology paradigm indicates a holistic overview of the context under study. Case studies provide a higher level of understanding about the concepts, derived by carefully selected respondents, and an idea of the degree of association or correlation that may be present between variables. Since the data are not readily made available for this type of research the research problem is not entirely addressed by this secondary data analysis alone. The researcher does not own any of these cases, and they are selected to perform an analytical exercise on the CFW developed for this research. Difficulties were faced in information and knowledge gathering as the cognitive theories are still in the process of formalizing.



**Fig. 1. A basic conceptual frame work for managerial organizational cognition (MOC).**

[Note: Link to A represents strategic capability and strong leadership qualities of the top management, successful envisioning of long term plans, shared vision and mission, strong subordinate corporation, corporate culture (value system) Link to B represents quality, image or acceptance, efficient strategic behaviour, growth and prosperity of the organization Type (1) and (2) are "Personality - specific" and "Repertoire - oriented" leadership theories respectively]

Table 1. Content analysis of case study data.

Variables: taken from the CFW (coded)	Operationalization	Case				
		1	2	3	4	5
	management level (T - top / M - middle)	T	T, M	T	T, M	T, M
M <sub>C</sub>	Leadership style →	P, C/S	D, P	P	D	D, P
O <sub>C</sub>		C/S	C/S	P	D	C/S
M <sub>P</sub>	Organisational success →	S	S	VS	S	S
O <sub>P</sub>	Strategies	S (i)	S (ii)	VS (iii)	MS (iv)	VS (v)

Cases 1: Crompton Greaves Limited, 2: Ahmendabad Textile Industry's Research Association, 3: Carpets International Malaysia Berhad, 4: Indian Snacks, 5: Pilkington  
 Leadership style indicates: A-autocratic, C-consultative, P-participative, D-delegation, C/S-collective/shared

Organizational success indicates: U-unsuccessful, NE-no effect, MS-moderately successful, S-successful, VS-very successful

Strategies: (i)-Kaizen or continuous improvement, (ii)-Empowerment, (iii)-Profit improvement programme, (iv)-Team work, (v)-Restructuring programme and multi union negotiations

## CONCLUSIONS

An increased understanding of MOC perspective was gained through the case investigations and examination of existing literatures. Many and varied independent data sources providing high quality data with high credibility should be used in the long run, to gain valuable and different perspectives of the cognition concept.

## REFERENCES

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