

The Role of Managers in Networking to Achieve Organizational Goals

by

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Abstract

Effective networking can support managers to increase the efficiency and effectiveness of the organization through collaboration and better communication. Hence, it is envisaged that the managers through effective networking tools efficiently achieve the organizational goals. The purpose of this study is to examine the role of managers in achieving organizational goals through the effective utilization of networking methods. So, in this connection, both primary and secondary data collection research methods were applied. For primary data, an interview was conducted whereas for secondary data relevant literature of the past twelve years was examined.

Keywords: Role of Managers, Networking, achieve goals, organizational leaders, organizational goals.

Introduction:

Networking means to make links and develop connections with people to seek and give help and support to move forward. In this context, Gilchrist (2009) emphasized that networking enables individuals to exchange services and goods, share ideas, develop relationships, and promote cooperation as networks normally work based on informal connections and shared values due to reciprocal engagement. In the same way, the networking method helps to develop and maintain connections across organizations, groups, or individuals at internal and external levels to create opportunities for the progress of the organization to achieve its goals. Thus, effective networking can support managers to increase the efficiency and effectiveness of the organization through collaboration and better communication. Hence, it is envisaged that the managers through effective networking tools efficiently achieve the organizational goals.

The purpose of this study is to examine the role of managers (management, organizational leaders) in achieving organizational goals through the effective utilization of networking methods. So, in this connection, both primary and secondary data collection research methods were applied. For primary data, an interview was conducted whereas for secondary data relevant Literature of the past twelve years (2009 to 2020) was examined.

Primary Data – Interview from a Manager:

About the primary data, an interview related to the role of the manager in networking was conducted by a General Manager of a Construction Company to examine the managerial role in developing and maintaining effective networks in the organization. In this context, key questions

such as, ‘*What are your views about networking? To whom you would like to network? Why do you like to network with them?, How do you like to network with them? and What sort of hindrances do you face while networking with them?*’ were asked. However, to obtain further information, the manager also answered questions like, ‘*What strategies do you think that a manager can apply to remove these hindrances?, and How is your company getting benefits from the collaboration through applying of networking tool?*’ Audio Recorded file of the interview is enclosed with this case study report.

Secondary Data - Review of Literature:

For secondary data, to see the relationship of networking with and in the context of management (managers) and on the part of organizations, the previous studies were also reviewed. A review of literature mostly found relevant to the answers given by the manager indicates that networking is about developing and maintaining personal contacts and connectivity with people, groups, and organizations. Hence, Camarinha-Matos (2009) indicated that collaborative organizations are more able to manage challenges of market problems because of active participation in networking, and involvement of customers in the networks to generate manufacturing innovation. In addition, another study also suggested that these days the networking tool plays a very important role for the organizations which strive to make different competitive advantages, particularly for the small or medium-sized companies thus collaboration is critically required to meet the demands of markets, furthermore, the researches of the same study also found that the collaborative networked organizations contribute highly to address the challenges encountered by manufacturing systems (Camarinha-Matos, Afsarmanesh, Galeano, & Molina, 2009).

Moreover, upon reviewing and synthesizing the theory and research related to networking in organizations, Gibson, Hardy, and Buckley (2014) presented the views to emphasize that networking is a goal-directed behaviour in the organization at both internal and external levels that helps to create, cultivate and utilize interpersonal relationship. Similarly, they further proposed that networking has a variety of factors at organizational and individual levels that increased organizational linkages to reach career success and strategic information because networking holds high professional values for aspiring organizations and individuals as well.

Chiu, Balkundi, and Weinberg (2017) advocated the view that socially powerful managers have a central role in a network of advice-giving and consequently individual followers considered them as a leader in comparison with those managers who have less informal social power. Moreover, they further concluded that their research extends the social network theory in this connection. On the contrary, Turbaa, Breimob, and Loc (2019) suggested that excessive combinations of various kinds of powers and knowledge can also create potential barriers in inter-organizational and interprofessional networking.

Equally important, Wältermann, Wolff, and Rank (2019) utilized the approach of the multilevel network in a study and explored the tendency of cluster managers to exchange advice with each other and in this regard, they also found that on the contrary of the organization itself, the managers collaborate more actively in the form of informal level. Furthermore, the research conducted by Panitz and Glückler (2020) also contributed that informal social interactions are seen in the traditional networks at organizations and the informal resistance opposes the formal change in the organization. They further emphasized understanding deeply the contribution of informal networks in the organizations. In addition, the literature also proposed that globally networked

organizations are capable to transfer knowledge and enhancing technology to build the capacity of governments for developments and can anticipate governance practices to align the management and cooperation with local institutions for effective results (Croxatto, Hogendoorn, & Petersen, 2020).

Analysis:

In the context of data collected through primary and secondary methods, it is analyzed that managers are the persons whose roles are very important in developing and maintaining networks to achieve organizational goals efficiently. Managers have opportunities to utilize networking methods formally, informally, locally, at national as well as at international levels for collaboration with individuals, groups, or organizations to promote their organizational agenda. Through effectively and deliberately applying of networking method, the managers not only address organizational issues but also become able to grow and develop their enterprises to achieve their organizational goals. For this purpose, O’Toole and McGrathb (2018) presented their views about the capability of networking to start developing and understanding purposefully new ventures and relationships with other network actors and enterprising networks to mobilize and gain access to resources. They further emphasized strategically and deliberately networking capability as an imperative factor for the growth and development of a new enterprise. But on the other hand, the excessive use of knowledge and power can also create hindrances for functional networking. However, the managers after making the organizations well-networked become capable to perform their organizational functions in a much better way. Because through networking the managers get opportunities for collaboration, innovation, supportive supply chain management, increased productivity, reaching larger audiences, improving enterprising skills, income generation, and formation of social capital.

Conclusion:

It is concluded that the managers in the organizations (service-oriented, product-oriented, private or public organizations) are central pillars to perform functions to meet the organizational goals. Networking is an emerging tool and method as well through which managers very effectively develop and maintain connections with other potential stockholders, academia, intelligential, and industry at local, national, regional, and even international levels to play their roles collaboratively. It is also concluded that besides opportunities in networking there are also potential barriers. So, it is recommended that for the purpose to maintain effective networking and avoiding issues, the managers should be clear, focused, and transparent for agreed actions, and clearly defined roles in networks. They should also contract formal agreements for role clarity, identify the resources, be proactive in creating a partnership, and strategic planning. They should also keep discourse open for opportunities and be mindful of social exchange theory, and should keep in mind the role of monitoring, feedback, role alignment, and evaluation for transparency.

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