



ORGANIZATIONAL GOALS: A THEORETICAL EXAMINATION ON CLASSIFICATION, OUTPUTS AND ANTECEDENTS

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ABSTRACT

The basic instrument needed by the organizations to sustain their functioning and survival is organizational goals. Organizational goals are a significant basic concept that shapes the future of the organizations in a sense. Meanwhile, organizational goals are an important parameter in respect of increasing efficiency and performance at the organizational level. In this sense, it can be thought of as a necessary stage to help organizational goals be determined and understood and to predict the strategies and behaviors to be developed at the organizational level in the future. This study aims to discuss and evaluate the available theoretical and empirical evidence about organizational goals at the organizational level and to make a contribution to organizational studies. On the other hand, in this study, theoretical approaches for the organizational goal paradigm within the scope of organizational studies, types of organizational goal classification, and analysis of organizational goals in terms of the outputs and antecedents of organizational goals are addressed as a systematic process. Thus, an analysis was preferred based on goal types classified paradigmatically for outputs and antecedents within the scope of organizational goals. Additionally, the structure of organizational goals needs to comply with the quality of the decisions made within the context of motivation, commitment and performance outputs in terms of individuals and groups at the organizational level. In this sense, the structure of the organizational goal mechanism should be explained, and it should be discovered how suitable the selected strategy is for the structure of the organization and how much it helps with the determination of the general goals at the organizational level. Moreover, in this study, the multidimensional variable structure of organizational goals was put forward, and the structure of organizational goals in association with individual and group levels was emphasized to be related to the goals at the organizational level. Accordingly, we can state that the individual or group performance obtained within the framework of organizational goals change as a reaction given by organizational goals at the changes in internal and external environments according to the outputs.

Key words: Organization Goal, Classification, Output, Antecedent, Organization.

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1. INTRODUCTION

A goal is a significant instrument used in several fields in life. This instrument is in a central position in carrying the individual or the institution to the point desired to be reached in the long or short term. The concept of a goal is addressed in various researches conducted due to this significance attributed to it. Researchers from the areas of economy, administration, sociology and organizational theory have been interested greatly in organizational goals. In this sense, the conceptual contribution of the goal at the organizational level mainly aims at shedding light on topics related to the problems in the administrative area. Besides, the concept of a goal is expected to contribute to discussions at the organizational level in the administrative area together with interdisciplinary common idea exchange (Rhenman, 1967:275). First of all, it is necessary to conceptualize the concept of goal well and adequately as a criterion through which organizational efficiency and productivity can be evaluated. Secondly, the organizational goal is important as a dependent variable. At this point, it is important whether organizations have goals, under what conditions they have goals, and under what conditions some organizational goals are more possible or more apparent than others. Besides, the concept of goal can also be useful for dividing the companies into categories that demand explanatory behavioral models at different levels (Mohr, 1973:470). Goals, mission and vision expressions are typically seen as the center of functioning, behaviors, performance and maybe even survival of the organizations, like strategic goals (Linder and Foss, 2018:39). As an official analytical reference point, the priority of orientation to achieve a certain goal is used as the deterministic characteristics of an organization, which differentiates it from other types of social system. This criterion has effects on the structure of both external relationships and the internal structure of the system named as organization. Achieving a goal can be described as the relationship between a system (this can be a social system) and the relevant sections of the external situation it is in or acts in (Parsons, 1956:64). In other words, Parsons (1961) sees achievement of a goal as a direction of all the systems, and all the systems have to achieve the goals they have determined for themselves to survive (Gross, 1969:277).

Goals have direct or partial mediation in the effects of other variables that are potentially motivating, such as personal characteristics, feedback, participation in decision-making, work autonomy and wage incentives together with self-efficacy (Locke and Latham, 2006:265). This provides a central basis in researches on organizations and administration in the context of the presence of definite organizational goals. Hence, organizational goals still play a central role in studies on administration. Organizational goals have attracted significant attention with their antecedents, processes of their establishments, diversities, classifications and organizational results; therefore, they have been integrated into the understanding of organizational behavior and performance evaluation (Kotlar, De Massis, Wright and Frattini, 2018:3). In this sense, it can be thought as an important stage to help organizational goals be determined and understood and to predict the strategies and behaviors to be developed at the organizational level in the future. In this study, available theoretical and empirical evidence about organizational goals is discussed and evaluated. On the other hand, within the literature review, it is discussed as an analytical process including the understanding for the organizational goal paradigm, organizational goal classification, and organizational goals

regarding the outputs of organizational goals and company performance. Accordingly, a discussion was held on the paradigm of organizational goals, and a classification-centered analysis was preferred.

2. THE CONCEPT OF ORGANIZATIONAL GOAL

Goal is the purpose of the thing or action that an individual tries to accomplish. It is a cognitive concept and notionally similar to the concepts of purpose and intention (Locke, Shaw, Saari and Latham, 1981:126). Goal is a desired future situation that an organization tries to achieve. Therefore, goals are important, because organizations exist for a purpose, and goals define and express this purpose (Daft and Marcic, 2008:154). In this sense, organizational goal can be described as a status of the desired activities that an organization tries to perform (Etzioni, 1964:6). Etzioni (1964) recommends this different and promising conceptualization, however, does not support defend focusing on the goals to evaluate or try to evaluate the organizations. Instead, he recommends us to trust the system efficiency model that embodies the concept of organizational goal as a central element (Mohr, 1973:471). Cyert and March (1963) state that the main problem appearing in the construction of "a theory that predicts and explains the commercial decision-making behavior" of organizational goals is logical to achieve the goals at the organizational level. At this point, the main problem of the theoreticians is to define the concept of some organizational goals which are consistent with the obvious rejection of their presence later (Cyert and March, 1963:26). This conceptual difficulty emphasizes on the political and social tendencies that question the purpose of the organization and its role in approaching the social and environmental difficulties. Thus, it has become necessary to review the antecedents and outcomes of the concept of organizational goals again (Kotlar, De Massis, Wright and Frattini, 2018:3). This may reflect the desired image of the future of the organization. If the desired goal is achieved, it will not be a guiding image for the organization anymore, but it will be integrated into the organization and its environment (Etzioni, 1964:6).

It is quite difficult to introduce the concept of organizational goal without considering it as a bigger phenomenon than a system consisting of the individuals who interact with the individual that interferes in it. On the other hand, the concept of goal seems like an indispensable concept for the theory of organization. Accordingly, the purpose of an action is generally comprised of a series of restrictions that need to be fulfilled by the action. In this context, it can be suggested that using the concept of organizational goal is appropriate for addressing the restrictions imposed by the organizational role, which has a direct relation with the personal motifs that fill in the individual's role. In other words, organizational goal can especially be used to address the restriction clusters defining the senior roles of the administrative hierarchy (Simon, 1964:1). Thompson, McEwen (1958) and Parsons (1960), attempted to define the goals in terms of system connections. These authors aimed at including a type of output in a larger society. In this sense, organizations are always the subsystems of bigger systems, and the purpose of a subsystem can be evaluated as the instrument or input of a different subsystem. Such an approach can be said to be greatly valuable in terms of emphasizing the need for associating the organizations with each other and the surrounding society (Gross, 1969:279). The concept of organizational goal is considered as a variable concept which is frequently discussed by organizational analysts and has various characteristics. Organizational goals particularly provide criteria to establish and select alternative action plans in performing organizational activities while bringing instructions and restrictions for decision-making and the action (Scott and Davis, 2007:183-184). In this scope, Johnson (1960) states that, if the goal-orientation of the activities of a group is the main reason for its existence, that group can be described as an organization. Allardt and Littunen (1962), on the other hand, express that the organization possesses a

characteristic of the social systems that have a conscious organizational goal at a basic level (Rhenman, 1967:277). To sum up, the achievement of the organizational goal by an organization refers to a systematic presence producing something that can be used by another system in some way. In other words, the output of the organization based on the goal can be used as input for another system (Parsons, 1956:65). Lastly, previous studies, which highlighted the multidimensional nature of organizational goals, emphasized that organizational goals were in direct connection with other goals at the analysis level including individual, group-based and organizational levels. In this aspect, we can say within the framework of the company behavior theory that the company performance and organizational goals change dynamically and over time as a reaction to the changes in the internal and external factors (Kotlar, De Massis, Wright and Frattini, 2018:4). Regarding the concept of organizational goal, it is seen that there is a multidimensional, dynamic and complex understanding. In this sense, the multiple and contradictory nature of the organizational goals (Cameron & Whetten, 1983a, 1983b) and the diversity of more than one operational and financial goals have a reflection on organizational efficiency. As a result of the extensity of this expression, discussions on appropriate research models appear in the literature (Venkatraman and Ramanujam, 1986:804).

3. CLASSIFICATION OF ORGANIZATIONAL GOALS

It is possible to say that organizational goals have a comprehensive image in terms of their changing contents, qualities, antecedents and outputs. Accordingly, it is extremely important to emphasize the role of the feedback cycles in addition to the contextual characteristics of the organizational goals constituting the foundation of their dynamic nature as a system. Within this scope, a balanced evaluation can be made according to both the antecedents and outputs of organizational goals by classifying them to analyze the organizational goals theoretically (Kotlar et al., 2018:6). Goal has a significant instrumental role in achieving organizational efficiency. Goals are a variable consisting of clear and measurable components with a certain time interval at the organizational level (Cameron and Whetten, 1996:267).

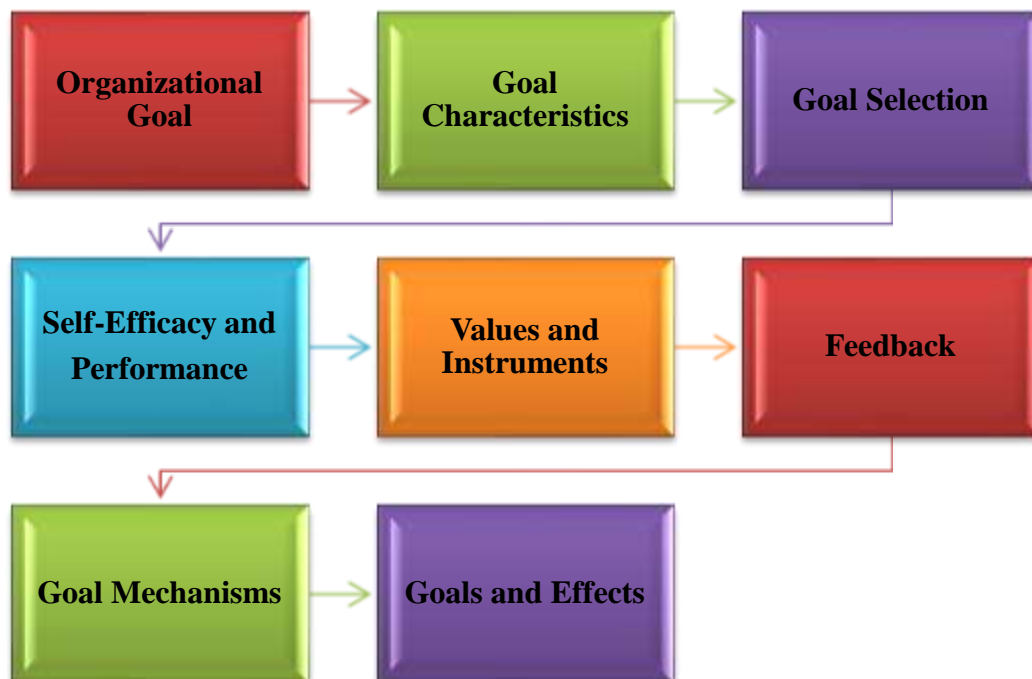


Figure 1 Classification of Organizational Goals

Organizational goals are classified within the scope of the components shown in Figure 1. According to the goal determination theory for the classification of organizational goals, research findings of the studies conducted in recent years have been developed inductively. Accordingly, within the scope of the classification of organizational goals, it was determined and researched whether goal selection worked in different tasks and environments. Moreover, organizational goals include establishing a connection with relevant concepts, such as performance together with the characteristics, self-efficacy, values and instruments, feedback, participation, incentives, goal mechanisms and effects, at the abstraction level. Similarly, with vertical integration attempts, goal determination is enabled to establish a structure linked to broad concepts like values, characteristics and personality. The process is detailed with the attempts of selecting the mechanisms of affecting the performance component belonging to goal determination at the stage of realization of organizational goals. Finally, attempts are made to specify the moderators or limit conditions for goal determination (Latham and Locke, 1991:213). Within these aspects, it will be useful to explain the components used in the classification of organizational goals.

3.1. Goal Characteristics

Firstly, the component of goal characteristics was approached in the determination of organizational goals. In this context, focus is set on two goal characteristics, which are content and intensity related to the performances of the organizations. Content, the former goal characteristic, is related to authenticity. In general, the goal content has an unclear structure changing according to continuity. Another characteristic of content is the difficulty of the goal. The difficulty of each organizational goal varies depending on the operational effects. In connection with the characteristics of the goals organizationally and individually, the difficulty of the goal depends on the relation between the individual and the goal. In other words, the same goal is shaped according to individual skill and experience. The absolute level of the goal determines the difficulty experienced by the individual in achieving the goal (Latham and Locke, 1991:213-214).

Organizational goal and its characteristics can be described as any situation (including both static and dynamic situations) that contributes to the creation of the primary outputs of an organization or the fulfillment of its purposes or functions. Hence, individual goal is any dynamic or static that contributes to the fulfillment of the individual's needs, motivations or desires. At this point, members of the organization devote themselves to chasing individual goals (Barrett, 1970:3). In this respect, we can say that the characteristics of organizational goals constitute a component including the goals which have individual characteristics, in other words, which are planned to be achieved at the organizational level.

3.2. Goal Selection (Determination)

Organizational goal selection appears as a reflection of goal perception of the administration. This also means that all the members of the organization have completely compatible goal perceptions. Thus, when making a selection for an organizational goal, the organization needs to be represented with the decision made in line with the goal determined (Rhenman, 1967:279). The fundamental assumption of the goal selection (determination) research is the approach suggesting that goals are urgent regulators of a large number of human actions. Besides, the connection established between goals and actions may change, because individuals may make mistakes in achieving their goals, may not have adequate capability or may have subconscious conflicts that destroy their goals (Locke, Shaw, Saari and Latham, 1981:126).

The effects of self-efficacy on goal selection should particularly be taken into consideration (Locke, Frederick, Lee and Bobko, 1984:242), because the selection is also influenced by the individual's belief that a certain goal is appropriate or desirable. In this sense, the factors affecting the goal selection are similar to the factors affecting the goal commitment. Due to the individual's skills or past success, his probability of selecting a certain goal, which he sees possible, increases. In this sense, people with high self-efficacy tend to select and achieve more difficult (high) goals than those with low self-efficacy. (Latham and Locke, 1991:220).

3.3. Goals, Self-Efficacy and Performance

Perceived self-efficacy is described as people's beliefs in their abilities to produce the specified performance levels that affect on the events influencing their lives. In other words, self-efficacy includes the beliefs in how individuals feel, think, feel motivated and behaved. A strong sense of self-efficacy increases the success and personal welfare of an individual in several aspects. As a result, individuals set challenging goals for themselves and stay strong and committed to them (Bandura, 1994:2). Self-efficacy has a significant effect on how good cognitive processing systems work. In this respect, self-efficacy requires a strong sense of efficiency to distribute the cognitive sources of the person in the most appropriate way and to stay duty-focused against many organizational complexities defined (Bandura, 1997:452). Accordingly, it is possible to say that the component of efficiency helps increase the performance when it realizes organizational goals.

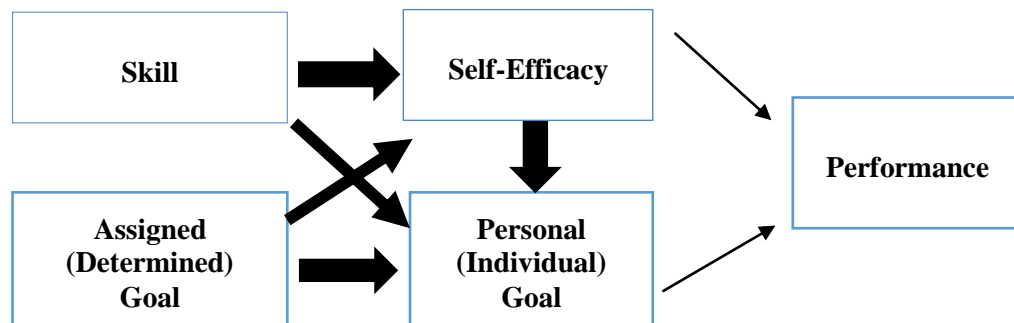


Figure 2 Self-efficacy, Skill, Goals and Performance Relations

Source: Latham and Locke, 1991:221

In Figure 2, relations between self-efficacy, assigned goals, personal goal, performance, and organizational goals and components where the efficacy factor is added to them are summarized. In this context, according to the findings obtained from the relations in Figure 2, self-efficacy, assigned goal, personal goal and skill components have independent effects on performance. There is an organizational goal classification system available, where individual goals affect the performance and the determined goals influence individual goals. When the concepts of performance and individual goal are integrated into the concept of self-efficacy, self-efficacy, which is a key concept in the social-cognitive theory of Bandura (1986), stands out. This self-efficacy component has quite a broad effect level in terms of containing all the factors (for example, adaptability, creativity, resourcefulness, capacity perceived to regulate complex action series) that may cause the individual to exhibit a good performance in a task. In this aspect, self-efficacy can be said to have strong and direct effects on the performance. This is valid when the determined goals are manipulated. Thus, we can express that both goals

and self-efficacy have direct and independent effects on the performance (Latham and Locke, 1991:220-221).

3.4. Goals, Values and Instruments

The value of implementing the different components perspective in the examination of organizational goals is generally observed when it is detected whether the organizational decisions are made for reaching a single criterion (Tang, Powell, Marino, Tang and Dickson, 2008:110). The levels of the effect of value and instruments, which are the components used in the classification of the organizational goals, on the performance have a systematic characteristic. The concept of valence suggested by Vroom (1964) represents the satisfaction expected for performance and valence. Besides, satisfaction is expected from the performance itself within the scope of performance-dependent results at the theoretical level. Meanwhile, individuals may develop expectations for different performance levels, and each performance level has valence (Garland, 1985:349).

Garland (1985) stated that there was a negative relationship between the goal level and valence in reaching a series of performance levels measured as expected to expected satisfaction. This finding can be explained as the presence of organizational goals and the person's standards to evaluate his performance (Latham and Locke, 1991:222). Performance valence is defined as a composition of the expectations indicating that individual performance can be obtained with the production of a series of different performance levels over various performance levels to consider. Accordingly, performance valence can be stated independently of the individual's goal related to duty (Garland, 1985:349-350). Thus, regarding the components of valence and instruments, it can be expressed that organizational goals affect the level of satisfaction and have a value range changing according to expectations.

3.5. Goals and Feedback

A specific part of the performance information related to organizational goals seems as a necessary condition for the improvement of the performance and the achievement of the goals. This condition can be interpreted as follows: goals are a necessary condition for feedback in the form of increasing the performance and feeling motivated. Feedback is a useful component where the duty is separated into trials and which is used as a helper for goal determination in terms of providing information after every stage although the ideal frequency is not fully known. In this aspect, it is possible to say that information and feedback have fully cognitive (learning) effects on the performance (Locke, Shaw, Saari and Latham, 1981:133). On the other hand, the feedback of internal or external performance is assumed to be a usable level for the individual. This assumption indicates that feedback is a necessary condition for affecting the performance concerning the realization of organizational goals (Garland, 1985:346).

The aphorism of doing the measurable work in organizational environments in general explains a positive situational structure that surrounds feedback. Feedback is only information, in other words, the data obtained. Therefore, they do not have necessary results. Thus, its effect on the action like any fact depend on how it is evaluated, and then which decisions have been made. In the studies conducted on the effects of feedback, the reason behind the positive effects of the feedback is typically that people usually determine improvement goals when they are given information about their past performances. In this sense, necessary conditions should be provided to isolate the effects of feedback and determine the goals (Latham and Locke, 1991:224).

3.6. Goal Mechanisms

The instrumental usage of the duty-like mechanisms in the classification of the organizational goals is quite significant for the functioning of the system. Especially when it is about more difficult goals, an increase occurs both in self-efficacy to reach a series of effective potential performances and in the expected self-dissatisfaction. Thus, duty goals should affect the mediating mechanisms. Accordingly, the available formulation may have a higher effective power on explaining the performance differences between the individuals with different duty goals (Garland, 1985:354).

During the classification of the goals, a motivated action has at least three characteristics. These are direction, intensity and time, respectively. These characteristics are fully described as mediators by which goals regulate the performance or as causal mechanisms. Firstly, a goal directs an available activity towards the actions related to itself at the cost of the actions not related to the goal. Another characteristic of this action direction is the perceived automatic stimulation of the skills obtained beforehand regarding the achievement of the goal. Secondly, a determined goal regulates people's efforts or energy consumption so that they can arrange their efforts according to the difficulty level of the duty or the goal. This is the basic explanation of the effect caused by the goal difference. Thirdly, a goal affects the continuity (that is, time) when there is no time limitation for people. When time limitations are set, difficult goals force people to work faster or more. Thus, such goals without time limitations motivate people to work for a longer time. (Latham and Locke, 1991:227-228).

3.7. Goals and Effects

The last component used in the classification of the organizational goals is the component of goals and effects. Regarding the achievement of the determined goals in particular, the degree of the organizational effects has a functional characteristic. In this sense, the level of the effect degree has a dynamic nature directing the system of goal classification.

The basic model applied to understand the relationship between the goals and effect within the scope of the classification of the goals is based on Locke (1976)'s satisfaction theory, which suggests that emotional reactions are the results of automatic, subconscious evaluations. Accordingly, goals are also a standard for the evaluation of the purpose of the action and individuals' performances. So, goals are valuable or desired results. As a result, as the degree of the experienced success increases or becomes frequent, the degree of performance satisfaction also increases (Latham and Locke, 1991:231). The component of goal and effects is a necessary component to create an effect and to determine the consumption value of the performance. The performance that remains under the goal in terms of the effect will create a less positive effect and have a lower consumption value than the one achieving the goal or the one that surpasses it. This situation is a direct result in terms of the level affected by the performance and duty goal comparison based on permanence in the activity performed (Garland, 1985:348).

4. OUTPUTS OF ORGANIZATIONAL GOALS

The model of outputs of organizational goals is based on the conceptual distinction between the issue of goal determination motivation and the optional issue of making an effort for the goal. At this point, it is assumed that the principles that direct the goal selection and goal achievement are different in terms of quality. The model presents a temporary, on-going perspective on the thoughts that people's desires appear before the determination of a goal and their previous goal-related efforts result in something. The series of events within this comprehensive period provides an image encouraging the fulfillment of the desires (Gollwitzer, 1996:288-289). After it was accepted that most of the organizational studies

conducted on the outputs of the organizational goals were carried out in groups, research findings related to goal determination in groups started to gain importance. Many researchers and implementers see the groups as the basic structural elements of the organizations. In organizations, group-based activities such as autonomous work groups, quality environments, project teams, focus groups, multifunctional work teams, programs for participation in workforce and team general managers are becoming popular today. Therefore, organizations are expected to continue trusting group-based activities in the future. This shows that goals are related to improved performance since goal outputs activate the efforts, direct the attention, and encourage for permanence and developing strategies (O'Leary-Kelly, Martocchio and Frink, 1994:1285).

When the outputs of the organizational goals in different activity areas are analyzed at the organizational level, previous studies on duty strategies in groups indicate that goals can be determined at more than one performance level. This shows that the goal level is a significant determinant in the adoption of duty strategies that increase the performance. Depending on goals' corresponding to individual performance, group performance or both, different types of goals can be differentiated terms of groups. Accordingly, types of goals can be stated as only group goals (GG), only individual goals (IG) and a combination of individual and group goals (IG + GG) or those with no specific goals (NSG). The potential of determining these different types of goals exists like the group contexts of the goal outputs. Besides, these goal types represent a unique goal determination characteristic for individuals and goals (Van Mierlo and Kleingeld, 2010:525-526). Results of organizational goals at the organizational level are a significant topic to focus on in the strategies management studies where researchers examine the effect of the organizational goals on the strategic behaviors of the companies, including strategic risk-taking, search, organizational learning and finally company performance (Kotlar, De Massis, Wright and Frattini, 2018:8). Strategic implementations within the organizational context affect how workers perceive, experience and react at work demands. In this respect, within the scope of both research and practical view on the organization and its members, it is extremely important to plan and practice how the organizations will ease or fix the negative outputs that can be associated with challenging work (King, de Chermont, West, Dawson and Hebl, 2007:632).

5. ANTECEDENTS OF ORGANIZATIONAL GOALS

To systematically understand the organizational goals, output goals, classification goals as well as organizational goal antecedents should be approached contextually. The factors affecting the organizational goals and the mechanisms which these factors work with should specifically be evaluated in a large research group covering various theoretical perspectives and analysis levels. In the studies related to the topic, it was emphasized more often that the organizations' need for understanding the processes and mechanisms, where they could follow a specific goal cluster, despite the different areas of interest of their members, increased. In this issue, [Argote and Greve (2007), Cyert and March (1963)] the theoretical and empirical studies on the discovery of how organizational goals were formed, the quality of the work done, conflicts of interest, organizational members and intolerance between their groups were emphasized within the scope of the behavioral theory (Kotlar, De Massis, Wright and Frattini, 2018:7). During the organizational goal process, individuals process the information in terms of the purposes obtained from the context while groups process the information based on the goals, duties, missions or collective goals. Based on the antecedents of organizational goals, processing goals constitute the social reality shared by the group members for the intellectual duties they encounter to some extent. Therefore, group members can handle information at different levels as long as they do not have a common or shared reference frame for the processing goal. It can be stated that, at the end of this resulting process, the group members'

degree of handling the information in the same or different ways will affect the significant results to be obtained for the other stages of information processing (Hinsz, Tindale and Vollrath, 1997:45). It is possible to say that organizational goals reflect the characteristics, effect and power of the groups and members. It is also seen that organizational goals and policies change as groups appear; they may dominate the organizations, and they are finally changed with other groups (Pearce and DeNisi, 1983:119).

Kahneman and Tversky (1979) assert within the theory of expectancy that decision-makers code the outputs according to an objective reference point and simplify their selections. Outputs and deviations from this reference point are expressed as gains or losses. Changes in the company performance cause positive or negative deviations from the reference point, and the direction of this deviation determines whether the managers will put forward gain or loss decision contexts. Managers whose organizations have decreased performance put forward a decision context and start looking for riskier alternatives. On the other hand, those with the increased performance put forward a gain context and tend to select less risky alternatives (Gooding, Goel and Wiseman, 1996:332). Previous studies conducted within this framework determined the antecedents of the organizational goals at the corporate level, specifically to the industrial and general economic conditions of the organization. Accordingly, researchers in the literature of the corporate theory revealed the perception that the implementations and structures representing the legal ways of working in an industry are in positive correlation with the company performance of a certain implementation and structure within the scope of the antecedents of organizational goals, via the adopted mechanisms (Kotlar, De Massis, Wright and Frattini, 2018:8).

It will be appropriate to evaluate all the characteristics together to classify the organizational goals in general, and to theoretically analyze the characteristics related to the outputs and antecedents. Accordingly, the characteristics of the classification, outputs and antecedents of organizational goals are presented as a whole in Figure 3.

5.1. Organizational Goals

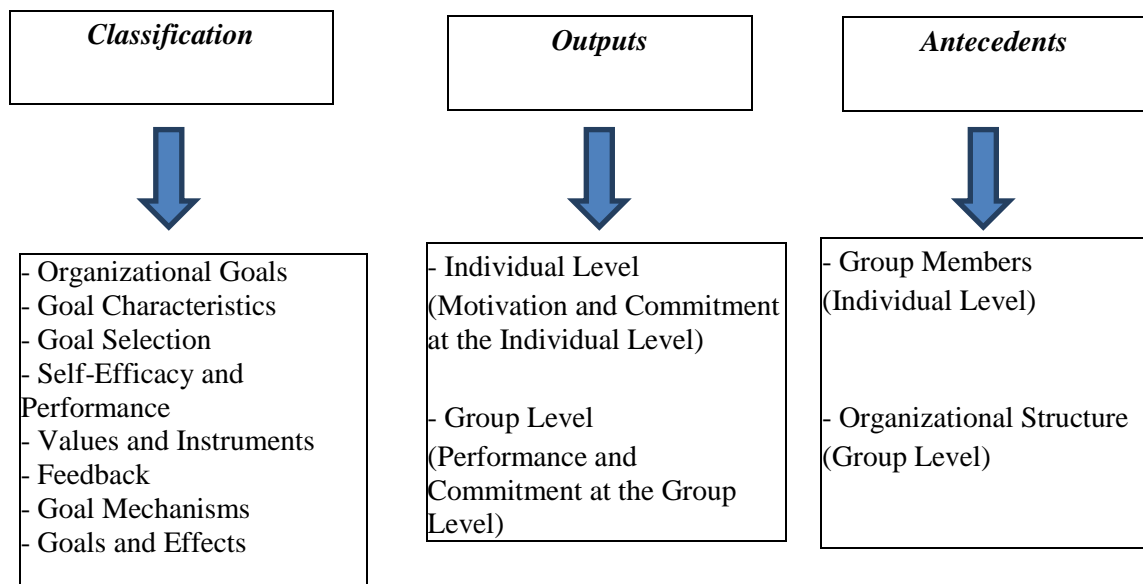


Figure 3 Organizational Goals: Classification, Outputs and Antecedents

Source: For the preparation of the figure, Kotlar, De Massis, Wright and Frattini (2018)'s study was used.

6. CONCLUSION

In this research, it was attempted to analyze the organizational goals at the organizational and individual levels in the light of the information obtained from the literature on organizational studies. Pragmatically, characteristics related to the organizational goal approach were explained around classification, outputs and antecedents. It is expected from these pragmatic characteristics to contribute to the organizational goal approach and the literature. Thus, it is possible to say that determination of organizational goals at the organizational level will be a basis for organizational researches. As a result of the evaluation on the characteristics of the organizational goals, organizational goals were classified, and the outputs were found to have a perceivable level of value on motivation, commitment and performance at the individual and group levels.

Organizations are variable units with complex structures. In this sense, organizations should develop strategies through adaptation, management, performance, motivation, output and antecedents to achieve their goals. Since goal selection is important in the classification of the organizational goals, there should be integration between the quality and efficiency of the practical activities to be performed. At this point, studies that combine the outputs of different organizational goals and different types of goals with their performance goals are gaining significance. Especially the success of the organizational goals generally depends on the balance that can be established between the types of goal classification and macro-scale goal-related studies of the organizations in different sizes. On the other hand, to ensure efficiency at the organizational level regarding organizational goals, the complex problems, antecedents, formation processes and outputs of organizational goals and their effects on company behavior and performance should be researched and defined in detail. This study provides a large information-based study for organizational goals at the theoretical level in particular. The contextual effect of the organizational goals leads to the development and implementation of strategies that determine the characteristics, outputs and antecedents of the goals according to the organizational goal type and classification forms. Hence, the effects on the type of the goal selected influence feedback, performances and decision-making processes of the organizations at the analytic level. In this context, differences are expected to appear between the types of goals in terms of their importance at the organizational level to position the organizational goals. These differences are observed as priority, variability and effects on making use of the sources or opportunities. The classification types between goal types especially prove that importance needs to be given to more than one goal type as per priority at the organizational level. Accordingly, we can say that organizational goals can be used as a parameter shaping the organizational structure and determining the efficiency level as a result of the utilization of values and instruments at the group and individual level based on the needs of the organization.

Consequently, regarding the determination and implementation of the organizational goals, the instrumental significance of the organizational performance level is foreseen to be used as a strategic-based structure as a result of this theoretical study and other studies. Meanwhile, organizations try to measure their organizational outputs by monitoring the reflections of their strategic behaviors on the organizational performance and developing and using various strategies. This situation will be guiding for designating the output-related effect and quality of the organizational goals and the direction of the steps to be taken for the future.

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