The Applicability of Managerial Functions on the Base of Organic and its Relationship with Organizational Change

Alireza Heidarzadagan¹ and Sima Nabizadeh Sarabandi²
¹Assistant Professor, Department of Education, University of Sistan and Baluchestan, Zahedan, Iran.
²Faculty Member of Zahedan University of Medical Sciences, Iran.

ABSTRACT

The purpose of this study was to ascertain the applicability of managerial functions on the base of organic and its relationship with organizational change at University of Sistan & Baluchestan management. Population of this research contains all managers of Educational Departments, Deans of faculties and Educational Assistants. Since, the population was too small, trend of sampling was not conducted and the whole population was considered. For collecting data managerial functions and organizational change questionnaires were used. Results of Pearson correlation coefficient indicated that there was significant correlation between managerial functions on the base of organic model and organizational change. The results of stepwise regression postulated that planning and organizing were the unique predictors for organizational change. In the first step, planning variable explained 36% of the variance in organizational change and in the second step when organizing was entered into the regression equation explained 13% of the variance in organization.

KEY WORDS: Managerial Functions, Organic, and Change.

INTRODUCTION

Management is one of the most important human activities in present era. According to these activities the organization’s missions and goals will be achieved, and the ability and capacity of human resources is used. The manager role in this regard is very important. The managers follow the processes for applying duties such as planning, organizing, staffing, leading and controlling. The set of these activities will form management and we can reach to our goals (Alwani, 2007). The first managerial function is planning. It means: what should we do? Planning function encompasses defining on organization’s goals, establishing an overall strategy for achieving those goals, and developing a comprehensive set of plans to integrate and coordinate activities (Robbins, 2009). Planning provides direction and a unity of purpose for organization and their subsystems (Plunkett, 2008). The second managerial function is organizing. Process of organizing involves making decisions about creating this kind of framework so that organizations can remain from the present to the future (Stoner, 1995). The tertiary managerial function is staffing. Staffing is considered as a separate function in view of the need to employ the right type of people and develop them for well-being of organization. It is concerned with the human resources of an organization (Bosse, 2007). After planning, organizing and staffing, fourth managerial function is leading. It is the ability of an individual to influence, motivate and enable others to contribute to the effectiveness and success of organizations of which they are members (Kreitner & Robert & Kinicki, 2001). The last managerial function is controlling. Managers cannot really know whether their units are performing properly until they have evaluated what activities have been done and have compared the actual performance with the desired standard (Robbins & Decenzo, 2009).

Organic Model

Organizations with an organic structure have a wide span of control, decentralized decision making and little formalization. Tasks are fluid, adjusting to new situations and organizational needs. Information technology, globalization, a changing workforce and other factors have strengthened the need for more organic structures that are knowledge and quality management, because they emphasize information sharing rather than hierarchy and status (Mc Shane & Travaglion, 2007). The change in organization is very necessary in today world. Change is a managerial necessity. It can be two types;
unplanned change and planned change. Unplanned change is a change that occurs at random or spontaneously and without a change agent’s direction. Planned changed is the change that happens as result of specific efforts on the part of a change agent (French & Rayner & Ress & Rumbles, 2008).

The present research examines the applicability of managerial functions on the base on organic model in university of Sistan and Baluchestans Management and its relationship with Organizational Change. Therefore this research response to two questions as following:

1- Is there correlation between organic model and organizational change at university management?
2- Which of the dimensions of organic management functions predict the organization change?

METHOD

Population and Sample

The present research aims to examine the applicability of managerial functions with regard to organic model of Management in the University of Sistan and Baluchestan Management and its relationship with Organizational Change, the research method is correlation. Population of this research contains all Educational Department’s Managers, deans of Faculties and Educational Assistants. Since, the population is too small, trend of sampling was not conducted and the whole population was considered as sample. Finally, population of this study involves 61 managers that five of them did not participate in the study.

Tools Used: For collecting the data of this research, managerial functions and organizational change questionnaires were used.

Managerial Functions Questionnaire: the research-made questionnaire was used to survey the applicability of managerial functions on the base of organic model and this questionnaire evaluates five dimensions namely; planning, organizing, staffing, leading and controlling. This questionnaire contains 14 items that each item is to be rated from “never (1) to “always” (5). Each item is scored for each participator. The whole reliability of this questionnaire using Cronbach’s Alpha coefficient was .73.

Organizational Change Questionnaire: The questionnaire was constructed by researcher in accordance to Likert’s scale. Each item to be rated from “often always” (5) to “never” (1). The standardized alpha reliability was reported 0.83.

RESULTS

Pearson correlation coefficient was used to explore the relationship between managerial functions and organizational change on the base of organic model.

Table 1: Pearson Correlation Coefficient between Organic Managerial Functions and Organizational Change

<table>
<thead>
<tr>
<th>Variables</th>
<th>Pearson’s correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managerial functions on the base of organic model</td>
<td>0.67</td>
</tr>
<tr>
<td>Organizational Change</td>
<td></td>
</tr>
</tbody>
</table>

The results of table 1 show that there was strong positive, correlation between Organic Managerial Functions and Organizational Change ($r=0.67$, p$<$0.01). To predict the organizational change from managerial function and its dimensions, stepwise regression was conducted and results are shown in table 2.

Table 2: Stepwise Regression on Dimensions of Organic Managerial Function

<table>
<thead>
<tr>
<th>Steps</th>
<th>R</th>
<th>R^2</th>
<th>F change</th>
<th>Beta</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-Planning</td>
<td>0.60</td>
<td>0.36</td>
<td>30.49</td>
<td>0.60</td>
<td>3.96</td>
<td>0.000</td>
</tr>
<tr>
<td>2-Planning +Organizing</td>
<td>0.60</td>
<td>0.49</td>
<td>13.58</td>
<td>0.43</td>
<td>3.68</td>
<td>0.001</td>
</tr>
</tbody>
</table>
As shown in table 2, in the first step planning entered into the regression equation and it was (Beta=0.60, p=0.000) positively related with organizational change, in the second step organizing entered into the equation regression and it was (Beta=0.39, p=0.001) positively related to organizational change. Staffing, directing, coordinating and budgeting failed entered into the regression equation, which show that they were not significantly associated with organizational change. In the first step, planning accounted for 36% of the variance in organizational change and in the second step, organizing and planning accounted together 49% of the variance in organizational change.

DISCUSSION AND CONCLUSION

The applicability of managerial functions on the base of organic model was examined. Meaningfulness of relationship between organic model of management and change in organization was examined; using Pearson’s correlation coefficient results showed that correlation of those two variables was positive and meaningful. Based on the results of this research, it can be inferred that planning is the best predictor of organizational change. This variable is lonely capable to predict 36% of organizational change variance. In the second step, organizing came to help the planning and it predicted 49% of the variance in the organizational change. Therefore it can be concluded that information technology, globalization, changing workforce and other factors have strengthened the need for more organic structures of knowledge and quality management. The results of this study indicated the importance of Burns and Stalker’s mechanistic and organic organizational structure as theorist say that organizations need different kinds of structure to control their activities for better adaption and reaction to uncertainties changes in the environment. University as a dynamic environment should be managed organically. In other word University management should less emphasize on work rules and procedures to reverse the rapid changes and more emphasize on creative activities. To achieve these conditions, top managers should spend most of their time to planning and organizing, instead of being involved in conducting and supervising activities. So we can say that managers who view their organization organically they do more activities strategically. In this way they apply a useful framework for their planning.

REFERENCES