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AND ITS' RELATIONSHIP WITH ORGANIZATIONAL CHANGE**

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THE APPLICABILITY OF MANAGERIAL FUNCTIONS ON THE BASE OF MECHANISTIC AND ORGANIC MODEL AT UNIVERSITY OF SISTAN & BALUCHESTAN MANAGEMENT AND ITS' RELATIONSHIP WITH ORGANIZATIONAL CHANGE

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Abstract

The purpose of this study was to examine the applicability of managerial functions on the base of mechanistic and organic model at university of Sistan&Baluchestan' management and its' relationship with organizational change. population of research contains all of Educational Departments' 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. For collecting data in this research, two questionnaires about managerial functions and change questionnaire were used. For collecting data in this research, two made-research questionnaires about managerial functions and change questionnaire were used. T test, Pearson's correlation coefficient and stepwise regression were used for analyzing the data. Finding showed that the applicability of managerial functions at university of Sistan&Baluchestan is emphasis largely on the mechanistic model to management. Finding also indicated that there is significant correlation between managerial functions on the base of mechanistic model and change, ($r=0/49$, $p\leq 0/01$). The result of stepwise regression postulated that staffing has the most prediction from change in organization. This variable has predicted 0/30 of changes.

Keywords: Managerial functions, Mechanistic and Organic Model, Management and Organizational Change

1. 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).

2. Mechanistic and organic model

A mechanistic structure is characterized by a narrow span of control and a high degree of formalization and centralization. Mechanistic structures have many rules and procedures, limited decision making at lower levels, tall hierarchies of people in specialized roles, and vertical rather than horizontal communication flows. Tasks are rigidly defined, and are altered only when sanctioned by higher authorities. Organizations with an organic structure have the

opposite characteristics. It has 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 change the occurs at random or spontaneously and without a change agent's direction. Planned change is the change that happens as result of specific efforts on the part of a change agent (French & Rayner & Ressa & Rumbles, 2008).

The present research examine the applicability of managerial functions on the base on organic and mechanistic model in university of Sistan and Baluchestan's Management and its' relationship with Organizational Change. therefore this research response to three questions as following:

- How much is applicability of managerial functions according to mechanistic and organic model at university of Sistan & Baluchestan' management?
- Is there relationship between mechanistic and organic model at university management and change in organization ?
- Which of the dimensions of mechanic management functions anticipate change in the organization?

3. Method

3.1 Population and Sample

Regarding the nature of the present research which seeks to examine the applicability of managerial functions on the base of organic and mechanistic model of Management in university of Sistan and Baluchestan's Management and its' relationship with Organizational Change, the research method is correlation. population of research contains all of Educational Departments' 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. Finally, population of this study involve 61 persons, from which five persons did not participate

3.2 Tools of measurement

For collecting data in this research, two questionnaires about managerial functions and change questionnaire were used.

3.3 Questionnaire of managerial functions

The research-made questionnaire was used to survey the applicability of managerial functions on the base of organic and mechanic model. The tool is a 34-item questionnaire on which participates are asked to describe their ideas. The responses vary along a five-point scale. They are scored by assigning 1 to "never," 2 to "rarely," 3 sometimes," 4 to "often and 5 to always. Each item is scored for each participator. Then each item is averaged for the university. Cronbach's alpha reliability coefficient for mechanic model was .76 and for organic model was .73. This questionnaire evaluates five dimensions of planning, organizing, staffing, leading and controlling.

3.4 The questionnaire of change

The questionnaire was made by researcher with scale of likert's five options (always to never). Scoring is of a manager in which if the subjects choose the often of "always", they receive score of (5), if they choose the option of "often". They are given score of (4), score of (3) relates to the option of "sometimes", score of (2) belongs to option of (2), and "never" is of score (1). Cronbach's alpha reliability coefficient was .83.

4. Method of data analysis

Data were analyzed at descriptive and inferential level and following tests were used in order to investigate the question of research. in order to investigate the applicability of managerial functions, mean and T test were used. Pearson's correlation coefficient was used for examining the relation of managerial function on the base of mechanistic model with change, for examining the predication of maximum relation of managerial functions with change, step by step regression was used.

5. Findings

Table (1) shows that the mean in the mechanistic model is 70/67 and in the organic model is 46/46. ($t=27/09$, $p < 0.01$) thus, there is a significant difference between two approaches. In other words, the applicability of managerial functions at university of Sistan & Baluchestan is emphasized largely on the mechanistic model to management.

Table(1): The applicability of managerial functions on the base of mechanistic and organic model

Steps	R	Adjusted R ²	F change	Beta	t	sig
1-staffing	0/55	0/30	23/67	0/55	4/86	0/000

N=56

Table (2), shows that there is a significant correlation between managerial functions on the base of mechanistic model and change, ($r=0/49$) $p \leq 0/01$.

Table (2): Relation between organizational skills of time management and occupational stress

Variables	Pearson's correlation	
	r	sig
Managerial functions on the base on mechanistic model	0/49	0/000
change		

As shown in the table (3), the result of stepwise regression indicates that staffing has the most prediction from change in organization. This variable has predicted 0/30 of changes.

Table (3): Summarized regression pattern of predictors variables of change (N= 56)

pair	Std. deviation	mean	t	df	Sig
Mechanistic model	7/25	70/67	27/09	55	0/000
Organic model	6/33	46/46			

6. Discussion and conclusion

The applicability on managerial functions on the base of mechanistic and organic model was examined. The result showed that the applicability of managerial functions at university of Sistan & Baluchestan is on the base of mechanistic model. Meaningfulness of relation between mechanistic model of management and change in organization was examined, using Pearson's correlation coefficient. Results show that correlation of those two variables is positive and meaningful. Hige & Icen' research (2004) shows that there is inverted correlation between managerial functions on the base of mechanistic model and change. Based on the results of this research, it can be inferred that staffing is the best predictor of organizational change. This variable is lonely capable of foreseeing 0/30 of organizational change. Therefore it can be concluded that management functions of Sistan and Baluchestan university has more mechanistic structure than organic. In other words the university conducted by narrow span of control and a high degree of formalization and centralization. The main characteristic of mechanistic structure is limited decision making at lower levels. A manager in this manner less delegate authority to lower levels in their organizations. The worst in this organizations the change processes may be imposed from above.

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