

A Probe into the Relationship between Functionality and Performance Profiles of Managers

Mohammadreza Dalvi

Assistant Professor and Faculty member of Dehaghan
branch, Islamic Azad University, Dehaghan, Iran

Hajar Zeinali Borojeni

MA student in public administration
Islamic Azad University, Dehaghan, Iran

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Abstract

Managers play a vital role in the development of their organizations and their countries. That is why the issues related to increasing their efficiency have become so important. This research aims at examining the effects of factors involving functionality of managers as viewed by Summers and Carr models in Esfahan Cultural Heritage, Handicrafts and Tourism directorate in which associations between relationships composition, accountable environment, and management discretion as independent variables (Summers model) have been probed into with respect to their effects on competence, feedback, motive, means, opportunity, standards and goal (Carr model).

The research scope encompasses directors, deputies, monument curators, and supervisors of the agencies related to Esfahan Cultural Heritage Directorate. Survey method using questionnaires has been used for gathering data and SPSS software has been used to facilitate the extraction of information. The population cohort consists of 54 people based on census. The validity and reliability of the questionnaire has been calculated using Cronbach's Alpha method which is 0.92 percent. 21 hypotheses have been put forward in this research all of which support a direct relationship between the managers functionality and its factors affecting it and their correlation coefficients were also calculated.

Keywords: Functionality, Managerial Discretion, Relationships Composition, Accountable Environment, Performance, Summers Model, Carr Model

Introduction

The third millennium, the age in which we live is the age of speedy developments, and in such an environment, organizations, particularly state-run organizations must always be prepared for the developments so that they can cope with or confront with threat resulting from them,

and in accordance with the principle that every system is a subsystem of its superior, organizations must catch up with these developments, because there is no other way round for their survival. In such an environment the need for leaders who can solve organizational problems is quite felt. Managers and employees must be experienced enough – that is, they must not only have personal commitment and competencies, but also they must be equipped with the latest knowledge needed to cope with the developments that lie ahead of them (Dehghanan, 1987). In this way, managers define organizational goals and pave the way for the attainment of organizational goals. Increased efficiency of the organization depends on the efficiency of its managers.

Organizations often suffer from a sort of continuously and gradually diminished performance when and where their managers think of their personal goals rather than the organizational goals. It necessitates a management efficiency and performance assessment and monitoring system which is beyond the scope of this study and requires further investigation.

Managers must have a holistic point of view and be flexible and deeply perceptive enough to relate different organizational concepts and issues to each other. Managers perform their duties in a context of relationships and among human beings, who witness their morals, behavior, and tolerance and management styles all the time, model them and learn from them, and are influenced by their values, beliefs and attitudes. How can managers who have not based their executive structures on functional elements prove efficient in their organizations? That is why, in this information era, equipping managers with the required expertise and knowledge in order to adapt themselves to the developed world cannot be dispensed with (Summer 2010).

The present research examines the effects of the three factors of functionality in the view of Summers on the seven factors of performance in the view of Carr.

Statement of the problem, importance and objectives of the study:

The importance of the role played by managers in the attainment of the organizational goals is quite clear. Complexities and increasing development of the environment has rendered the responsibilities of managers much heavier, made their jobs more specialized, and has rendered their roles more sensitive in appropriate management of the organizations. Today, effectiveness and functionality of organizations may be partially attributed to the capabilities of their managers, that is, the ability to adopt the best strategies to attain organizational goals (including increased functionality) by playing the right management roles, develop the right strategies, exerting the right leadership styles, and setting the right goals, (which is increased effectiveness).

Therefore, recognition and analysis of the roles and duties of the managers for developing the right behavior models for the employees to follow is of high importance (Rezaeian, 2006). Indeed, the mobilization of the material and human resources towards the attainment of organizational goals must be done in a way that is acceptable to the society. Organizations require effective managers and employees in order to attain their goal of all-encompassing growth and development.

As a representative of the organization, a manager works for the increased productivity from the top of the organization. By efficiency, we mean attainment of the organizational goals at the least costs and adverse repercussions possible. Apparently, the efficiency of the organization can be compared with the output of the rate of return on the operations and resources consumed (Romana, 1999).

Obviously, groups and organizations with good leadership succeed and groups led by a weak leadership fail, while it is not clear what else causes failure to an organization.

There is a misbelief that organizations that succeed and develop will stay in the course of development for ever, and almost nobody pays attention to the possibility of their failure and diminishing. For this reason, some managers, under the influence of quantitative and qualitative changes of the organization and the status of the organization in the outer environment tend to reduce the organizational assets and advance their own interests and they even tend to prioritize their own interests over the organization's interests and adopt other unethical behaviors.

The question raised here is: Is there any way to deter managers from moving towards the reduction of the organizational assets or not? How does the functionality of managers affect their performance? What are the effects of factors of functionality on the performance of the managers? What are the effects of functionality factors of managers on their performance factors on the basis of the Summers model (relationships, responsiveness and insight) over the performance factors (motivation, goals, means, competencies, standards, opportunity and feedback)?

Hypothesis: As mentioned under Conclusions, managers' efficiency is effective on their performance.

Literature Review

Zeinali (2000) reviews the relationship between the way managers are chosen and their functionality. In her study entitled "Comparison of the Ways Managers are Chosen" she has sought to compare two groups of managers, those promoted from teaching positions with those promoted from other administrative positions. This research was carried out in the academic year 1999-2000 in the senior and junior secondary schools of the city of Marand. The independent variable in this study was the manager selection method and the dependent variable was management functionality.

In a research entitled "The Effect of Management Styles on Employee Efficiency", Ebrahimi (2000) has reviewed and identified management styles and found that the management style used by Tarbiat Modares University the most functional one. In that research Ebrahimi has sought to identify management styles and introduce the best management style in terms of its effect on the performance of Tarbiat Modares University's employees with some propositions in the end on how to maintain human resources and improve their efficiencies. Given the findings of the research, there appears to be a significant relationship between the management style used in Tarbiat Modares University and the functionality of its employees, that is, the more we move away from despotic-manipulative and despotic-benevolent management styles towards advisory and participative management styles the more will be the functionality of the employees.

Khoeini (2004) reviews the functionality determination and prediction algorithm on the basis of random estimation of the data envelopment analysis (DEA) in the branches of Mellat Bank in Qazvin Province, and Alizadeh (2007) examines the association of the successful managers' personality traits with the performance of less functional managers. Tavakkolinia (2000) examines the skills of Qom state department directors in administration and management and the role it plays in the functionality of their organizations, and has based his study on technical, interpersonal, perceptive, design, recognition and computer skills. These skills have been studied at the three levels of top, middle and operation managers, and the relationship between and the effects of the existence and or absence of these skills on the organizational functionality have been investigated. The population cohort is the state departments' managers of Qom province.

Hypothesis of the research are:

1. Most of the administrative managers of Qom province do not have managerial skills.
2. The functionality of state organizations of Qom Province is low.
3. There is a direct association between management skills in the state managers of Qom province and functionality of their organizations.
4. The higher managerial skills among provincial officials the higher will be the functionality of their organizations.

201 managers at various levels and 308 staff members were questioned using standard questionnaires prepared with respect to the research topic. The study of the responses to these questionnaires revealed that the ratings in different skills questioned by questionnaires with respect to management skills were below 50 percent. Consequently, the hypotheses of the research are supported and hypotheses contradicting with research hypotheses are rejected.

In a research conducted by Summers (2012), entitled "Dysfunctional Executive Behavior What can organizations do?" studies the three functionality factors of management discretion, relationship composition and accountable environment and concludes that these three factors must all be there for the functionality of an organization to increase and organizations must pay attention to these three factors.

In a research, Grumman and Saks (2011) examined the association between management performance and cooperation among employees and found new ways for the improved commitment management of the employees and elevation of their performance. Kim and Bremer (2011) investigated the effects of ethical leadership on job satisfaction of the manager and emotional commitment. Their study shows that job satisfaction and emotional commitment. Trivellas (2013) has studied the effect of behavioral skills of managers on the success of project managers enumerating 15 important behavioral elements, including (leadership, engagement & motivation, self-control, assertiveness, relaxation, openness, creativity, results orientation, efficiency, consultation, negotiation, conflict and crisis, reliability, values appreciation, ethics). Aktas (2011) examines the effects of organizational culture on organizational functionality, association between organization culture efficacy and role of the external and external changes. Their sample consisted of 40 health and healthcare managers. The findings of this research indicate that organizational culture affects functionality, and the competence and stability of a manager play an important role in this respect. Goldsmith (2012) examines the role played by motivation on work efficiency and refers to this point that fairness, performing duty with satisfaction, and motivated and efficient workforce, as well as goal setting is the key to the manager's success. Kaizia (2012) focuses on project managers or top managers who are charged with the supervision of the change management in the examination of the effect of change leadership performance using questionnaires surveying among 112 project managers in a project organization in the UK. Changes in the leadership behavior of managers have a positive and significance with the performance of the project. This study indicates the importance attached by managers to the performance of improvement projects and recognition of the needs of the project-based organizations and the importance attached to the development of leadership performance among them to increase efficiency. Also it indicates the need for further investigation in the tasks related to roles played by managers in the improvement of the project performance.

Research method

The present research is of descriptive / correlation type which is conducted using field method. Data of this research have been gathered using researcher-made questionnaires that consist of 84 items with the reliability of 92 percent. SPSS software and descriptive-inference statistics has been used to describe and summarize the data gathered. Research has been carried out by the way of census with the sample being the heads and managers of the Esfahan Cultural Heritage, Handicrafts and Tourism Directorate of Esfahan Province. They add up to 54 people.

Theoretical framework

The notions of efficiency and effectiveness have come from the fields of engineering to the management literature. Efficiency and effectiveness constitute a part of productivity. In some organizations efficiency leads to effectiveness, while in some organizations that is not the case. However, both are essential for the increasing of productivity. Effectiveness is associated with performance and efficiency goes back to the appropriate exploitation of the resources. Thus, a successful manager takes measures to not only attain goals, but also to do it with the utmost benefit from the resources.

Management discretion: discretionary leaders are those leaders that in the first place enjoy imagination, prediction, and visualization of the future. They are so intelligent that they define vision with due consideration of economic, political, cultural and technological aspects and in a realistic, inspiring way for their organizations. (Nanus, 1998).

Communications or interactions of 2 or more are the sensitive and major part of the executive work and have a great influence on organizational learning and value creation (Summers, 2010).

Accountability: in the western management thought and the US legal and political systems, accountability is a general concept that emphasizes on the fact that people, groups and institutes must be responsive to the whole stakeholders of the organization, and admit the consequences and repercussions of their responsibilities.

Motiv: How management tries to understand and meet the needs of the others and endeavors to understand the values of others.

Goal: goals create rewards, goals revive the sense of progression in human beings, and they can be used as a reliable and acceptable-to-all assessment system (Mitchell, 2005)

Competence: psychologists define competence as driver, characteristic or outstanding skills that leads to better working performance. Also the definition presented by the International Society for Performance Improvement (ISPI) A set of knowledge, skills, and attitudes that enables the employees to perform the activities related to their job or functions in accordance with the expected standards (Dehghani, 2014).

Feedback: A manager must be able to oversee the work and get informed of what they are doing in order to be able to make recommendations for the advancement of the work (Bucker, 2006).

Findings

In order to define how acceptable the indicators are, first all measuring models must be analyzed individually. For this purpose at first five measuring models related to the variables are tested separately. The overall model fit indicators for measurement models are shown in table 5.4.

Table 1. Results of the research variables goodness of fit index

The results of the data shown in table 1.2 are as follows:

Factors	χ^2/df	Root mean square error of approximation	p	Comparative fitness index	Goodness of fit index	Collative comparison with independent model index
discretion	0.388	0.046	0.012	0.989	0.922	0.961
Environment accountability	2.684	0.0075	0.012	0.92	0.97	0.93
Relationships composition	3.382	0.043	0.012	0.975	0.993	0.964
Motive	1.380	0.041	0.012	0.977	0.926	0.920
Goals	2.201	0.004	0.012	0.955	0.927	0.918
Means	2.668	0.046	0.012	0.91	0.92	0.91
Competence	2.887	0.041	0.012	0.90	0.96	0.95
standards	2.006	0.049	0.012	0.91	0.93	0.91
Opportunity	2.779	0.034	0.012	0.90	0.95	0.95
Feedback	2810	0.028	0.012	0.92	0.91	0.94
Desirable value	Least possible	Less than 0.50	Less than 0.05	Less than 0.05	Almost 1	More than 0.9

Path analysis results

After the review and confirmation of the measurement models in the first step, structural equations and path analysis have been used for the testing of the hypotheses. Table 7.4 shows the overall path analysis fit indices.

Table.2 Overall path analysis fit indices

Index	Value
Relative chi-square (CMIN/DF)	13.246
P	0.001
Goodness of fit index	0.972
Root mean square error of approximation (RMSEA)	0.049
Comparative fitness index (CFI)	0.981
Non-Fit Index) NFI(0.981

The results of the data shown in table 2 are as follows:

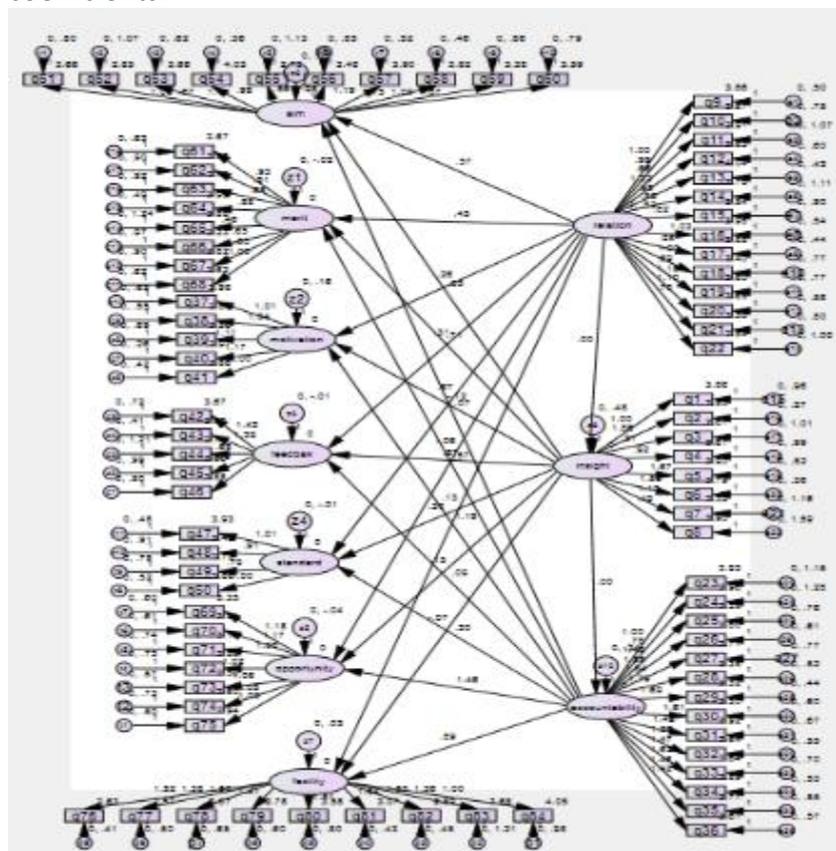
Relative chi-square of the model is 13.246 and the value of p is greater than 0.05. Therefore, the chi-square value is acceptable for the model and it can be concluded that there is not a significant difference between the variance and covariance matrixes.

Goodness of fit index for the model is 0.972 which indicates that the model is of a very good fit.

NFI of the research model equals to 0.98 which indicates that the model is of a very good fit.

Given that the Root mean square error of approximation (RMSEA) of the model equals 0.049, the model is of a very good fit.

Given the above, it can be concluded that the overall indices suggest that the model fits well with the data. In other words one can say that the data gathered support the model well. The model of the structural equations is shown in table 1 with their regression coefficients.



Model of structural equations

Research hypotheses testing

After the verification of the model, the two partial critical values CR^0 and P were used in order to test the significance of the hypotheses of the model. The partial critical value which is the value obtained by dividing the regression coefficient estimated value divided by the standard error is the test of the significance of the path coefficients. The critical value outside of the range of -1.96 and 1.96 are indicative of a significant path (that is $p < 0.05$). hypotheses, together with the regression coefficients and partial critical values related to each hypothesis are shown in table 8.4.

No	Hypotheses	Factors	RC	CV	P	Results
1	Management discretion	Motive	0.125	3.302	0.012	supported
2	Management discretion	Goals	0.547	9.888	0.012	supported
3	Management discretion	Means	0.072	3.421	0.012	supported

4	Management discretion	competence	0.708	10.938	0.012	supported
5	Management discretion	Standards	0.301	7.659	0.012	supported
6	Management discretion	opportunities	0.147	6.502	0.012	supported
7	Management discretion	Feedback	0.671	8.836	0.012	supported
8	Accountable environment	Motive	0.188	9.432	0.012	supported
9	Accountable environment	Goals	0.068	2.504	0.012	supported
10	Accountable environment	Means	0.885	7.640	0.012	supported
11	Accountable environment	Competence	0.573	8.351	0.012	supported
12	Accountable environment	Standards	0.303	6.149	0.012	supported
13	Accountable environment	Opportunities	0.464	9.880	0.012	supported
14	Accountable environment	Feedback	0.088	3.314	0.012	supported
15	Relationships composition	Motive	0.264	8.520	0.012	supported
16	Relationships composition	Goals	0.572	12.641	0.012	supported
17	Relationships composition	Means	0.120	6.664	0.012	supported
18	Relationships composition	Competence	0.453	13.195	0.012	supported
19	Relationships composition	opportunities	0.061	4.020	0.012	supported
20	Relationships composition	Feedback	0.666	15.000	0.012	supported
21	Relationships composition	Motive	0.305	9.506	0.012	supported

As the table shows, all critical ratios (CRs) - path coefficient significance tests -are out of the (-1.96 1.96) range, and in all cases, the significance level obtained is smaller than 0.005. therefore, all hypotheses of the research are supported. Also, as the regression coefficients reveal, association between accountable environment and means with the regression coefficient of 0.89 is the strongest, and association between relationships composition and opportunities with the regression coefficient of 0.061 is the weakest. The relative chi-square index of the model is 13.246 and the value of p is greater than 0.05. Therefore, the value of chi-square is acceptable for this model, and one can conclude that there is not a significant difference between the variance and covariance matrix shown and variance and covariance matrix reproduced.

The goodness of fit index for the model is 0.972, which indicates that there is not much difference between variance and covariance matrices reproduced and variance and covariance matrices shown, which indicates that the model has a good fit.

In the model shown above, the comparative fit index (CFI) equals to 0.981, which indicates that the model has a very good fit.

The non-fit index (NFI) of the research model equals 0.98, which indicates that the model has a very good fit.

Given that the Root mean square error of approximation (RMSEA) of the model equals 0.0049, the research model has an acceptable fit.

Considering the above, it can be concluded that the overall indices are indicative of a good fit of the model. In other words, one can say that data gathered support the model very well. The structural equations model has been shown with the regression coefficients.

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