

## **A Comparative Analysis of the Current Performance of University Deputies and Main Functions of Management**

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### **Abstract**

Introduction: the organizations are established for the realization of the certain goals and the level of achieving to these goals depends on performance of organization. The Organization's performance quality depends on main performance of organization management, while managers mainly perform their main tasks (planning, organizing, leading, and controlling). Evidence suggests that the failure of any organization in achieving its mission and vision is a serious issue. Lack of attention to main functions of management among the usual programs of managers is one of the major reasons for this failure. The aim of this study was to compare the current performance of the medical science university deputies with the main functions of management. This study was a cross-sectional research, which its population included educational, health, cultural, student, support, food and medicine deputies of Yasuj medical science university in the years 2010-2011. Deputies trained on recording the current performance and main functions of management collected data required to study. In this process, a researcher-developed tool was used, which includes the type of activity, time spent on each activity and its method. The validity of this tool was determined by using the opinions of experts and its reliability was determined by Cronbach's alpha (0.84). These activities were recorded during the entire week of one year and one day per week. Then, data inserted in forms were coded by researchers and they were analyzed after entering to SPSS software. The results showed that almost 90% of activities of university deputies were consistent with their written organizational functions. However, 47 percent of all recorded activities were among the main functions of management: planning with 17%, organizing with 16%, leading with 9%, and controlling with about 5%. In other words, about 53% time of deputies at their account ability location belonged to activities apart from the basic functions of management. the prerequisite for the dynamics of the organization, and to achieve goals focus on the main management functions. According to the findings of this study, it seems firstly that designing organizational structure (including the hierarchy, description of duties and functions, conditions) needs to serious reviewing and revising so that description of functions and duties notified to them to be in line with main functions of the management and it does not include merely the usual performance. Secondly, with an inadequate focus on the core functions of management by managers, health sector that has special sensitivity in society is deprived of optimal guidance and achieving to organizational goals will be very difficult.

**Keywords:** *Management, performance, Health sector, Planning, organizing, University Deputies.*

### **Introduction**

Organizations are established to achieve specific goals and the level of achieving to the goals depends on the functions of the organization. Quality of organization performance is dependent on the performance of the organization management. Leadership style of managers and motivation of human resources in

organization, as most important resources, affect the organization's performance. Decreased motivation and loss of personnel accountability of employees are today the most critical challenges that managers are faced with them in Iran. Studies show that non-effective leadership style reduces the level of performance (1).

Niri et al study has shown that the poor performance of the organization reduced efficiency dramatically (2), so that organizations are seeking to achieve their goals with the lowest productivity. Suri et al study has shown that dissatisfied employees and low productivity of the organization cause job stresses among employers. Job stress level is very high in organizations and managers (3).

According to the study conducted by Iraj Soltani, this vicious cycle prevents the managers to perform their main tasks and functions and makes them to be involved in minor and non-critical issues and affairs (4). Being involved in minor affairs causes lost time management.

According to study conducted by Haashemizadeh, in organizations that time management was at the low level, job tension and stress was high (5). The main tasks of management include planning, organizing, leading, and controlling, which each of them has an important role in organizational performance.

The study conducted by Nafari et al showed a significant relationship between organizational structure and empowering employees (6). Estevez and Pastor also referred to organizing as one of the most important factors in organizational resource planning (7).

Wagner et al believe that human resources planning must should be considered as mission, vision, goals, and strategies of the organization. Organizational goals are at the center of human resource strategy so that the most fundamental goal in any program of human resources should be to achieve organizational goals (8).

One of the main tasks of management is organizational leadership. In order that human resources to be the most important source of the organization and managed in a way that they have organizational belonging and attempts to realize the organizational goals, management should consider motivational factors. Sternad and Buick examined the works of nineteen experts and found that one of the success factors in

human resource planning systems is motivational factors (9). The fourth main performance of management is controlling (monitoring and evaluation) (10- 15). In this regard, Ambell et al consider the monitoring dimension so important in success of an organization so that more than 75 percent of organization success can be attributed to such factors (16).

Shams believes that controlling or monitoring is the first option for prevention of systematic corruption (17). According to the Pareto chart, 80% of the managers' time is spent on 20% of minor issues. Managers can act within main functions of the management or organizational unit priorities by rightly selecting of the subject and type of client and adopting appropriate working practice and allocation of time. If the subject and type of client are imposed on managers, organization management resources will not be used in line with organizational goals.

Therefore, their action will make achieving the goals difficult, costly, and prolonged. By choosing any of the above-mentioned approaches, managers direct variables such as job stress, productivity, and customer satisfaction in positive or negative ways. Experimental evidence of researchers and deputies of the Yasuj Medical Science University suggests that issues such as job stress, low productivity, and inadequate customer satisfaction are some of their problems in this regard.

The main questions of the researchers of the current study was to choose the subject and the way to accept client, as well as adopting working practice and allocation of time deputies of Yasuj Medical Science University headquarters so that correct approach to be adopted in management of the organization.

## Materials and Methods

This study was a cross-sectional study, which its population included educational, health, cultural, student, support, food and medicine deputies of Yasuj medical science university in the years 2011-2012. Data required for study were collected by secretaries of these deputies, who had been



**Table 1: Status of deputies' performance on the time spent, acting within the framework of organizational tasks, and main function of management in Yasuj medical science university in 2010-2011**

row	Deputy	Total time spent in minute	Competibility organizational tasks (percent)	Competibility with main functions of the organization (percent)
1	Student cultural deputy	17761	17061 (96.05)	10360 (58.33)
2	Health deputy	16072	15174 (94.41)	8186 (50.82)
3	Treatment deputy	17947	14417 (80.33)	5362 (29.86)
4	Support deputy	18734	15998 (85.47)	10820 (57.78)
5	Research, technology, and education deputy	20133	19783 (98.26)	11115 (55.21)
6	Food and medicine deputy	21095	18895 (89.58)	8894 (42.16)
7	Total	112682	101924 (90.45)	51919 (46.05)

**Table 2: The main function of the management in four areas in deputies of Yasuj medical science in the years 2010 to 2011**

no	Deputy	Total activities in minutes	Main functions in minutes	Areas											
				Planning	Percent of total activities	Percent of main functions	Organizing	Percent of total activities	Percent of main functions	Leading	Percent of total activities	Percent of main functions	controlling	Percent of total activities	Percent of main functions
1	Student cultural deputy	17761	10360	3890	17.4	29.8	2930	16.2	28.3	3480	9.5	34.2	3880	15	25.7
2	Health deputy	16072	8186	2804	17.4	34.3	2741	17	33.6	1561	9.7	18	1000	6.8	33
3	Treatment deputy	17947	5362	1888	11.3	37.3	1870	10.5	35	1000	6	20.1	400	2.26	7.6
4	Support deputy	18734	10820	3775	28.3	37.7	3775	19.1	37.7	3775	9.9	28.3	430	2.2	4.3
5	Research, technical mgr., and education deputy	20133	11115	3830	28.3	34.6	3830	18	34.3	2930	14.6	26.8	480	2.4	4.4
6	Food and medicine deputy	21095	8894	3634	17.4	41.1	2728	13	30.7	3419	7.7	18.2	380	4.2	10
7	Total	112682	51919	18201	17.04	33.82	17908	13.9	27.23	30801	9.64	28.13	3883	11	5.28

## Discussion

The results showed that the current performance of deputies of Yasuj University of Medical Science was relatively high in the domain of organizational tasks (about 90 percent). However, it had so distance with the main functions of management (about 47%), which indicates that senior managers of the University are dealing with secondary and unimportant tasks rather than core functions (planning, organizing, leading and controlling).

However, this was not equal in deputies of the university, so that student and cultural deputy of university performed the main tasks and functions more than other deputies did (over 58%), while treatment deputy (29%) paid less attention to main tasks. In this regard, Mendel research shows that public organizations suffer from severe inefficiencies in the area of performance management that one of the

possible causes can be lack of performing the main tasks of management (18). Other research findings show that within four main tasks, time spent by deputies was respectively planning (about 17 percent), organizing (about 16 percent), leadership (about 9 percent), and controlling (about 5 percent).

Among these deputies, this issue was greatly different. In this regard, each of education and support deputies spent about 19 percent, treatment deputy spent 11 percent, each of medicine and food and health, and cultural student deputies spent about 17% of their time in these tasks and functions.

Asefzadeh study showed that 74 percent of managers in management skills had weakness (19). In the context of the organization, each of education and support deputies spent about 19 percent, health deputy spent 17 percent, Student and Cultural deputy spent 16 percent, food, medicine deputy spent 13%, and treatment deputy spent about 10% of their time. In organizational leadership area, research and education deputy allocated 14%, support deputy allocated 9%, student and cultural deputy allocated 9%, food and medicine deputy allocated 7%, and treatment deputy allocated 6% of their time.

It represents lack of attention to encouragement of employees as the most important corporate resource. The driving engine of work force to attempt to realize organizational goals is motivational factors. In this regard, Astrnad and Boycott consider motivational factors as one of the most important factors affecting the success of the system of human resources planning (9). The study conducted by Shojaei shows that 72% of nurses had no job satisfaction that this dissatisfaction had an adverse effect on their performance (20).

In the controlling area, student and cultural deputy allocated about 15%, health deputy allocated about 6%, food and medicine deputy allocated 4%, education, treatment and support deputies allocated 2% of their time. The results show that among the four main areas, the controlling areas has been less considered. Controlling (including monitoring and evaluation) is very

important to guide organizations to achieve organizational goals.

Monitoring is performed to ensure that standard does not occur in implementation of program and activities are performed within the determined framework in a given time by using given tools, evaluation is performed to determine achieve pre-specified objectives.

Ambel et al attribute more than 75 percent of organization's success to such factors (16), and Shams considers the first solution in preventing the systematic corruption is systematic control (17). Among fifteen working practices that deputies applied them to run the organization, the four working practices, including review and decision-making meetings in deputies, in person administrative referrals, attending in conferences, and in person personal referrals were the most common working practices used in deputies (about 57%).

However, the common working practice varied among different deputies so that in student and cultural deputy, support deputy, and education, research and technology deputy, review and decision-making meeting was the most common practice. In addition, in health deputy and treatment deputy, in person administrative referral practice was the common one, and attending in conferences was the common practice in food and medicine deputy. Personal and administrative referrals to deputies indicate that much time of managers is dedicated to these issues. In other words, with expansion of technology, client's responses can be met by indirect and non-person practices, and administrative referrals could be reduced by decentralization and delegating the authorities. The results of the study are in line with results of Soltani who thinks that unnecessary referrals are one of the reasons for greater involvement of managers in minor affairs and their neglecting of their main roles the management (4).

## Conclusion

The success of an organization is to achieve the goals created for their realization and the performance of its senior management in performing core functions (planning, organizing, leading, and controlling). The results of this research showed that senior managers of Yasuj University of medical Sciences work less within this framework. By a

change in the senior management of the University's approach, it is expected that

managers to develop strategic and operational plans for organization that these plans are developed based on upstream policies and documents, and according to developed goals, the organization of resources for their realization is performed continuously.

As human resources are the most important source of organization, dynamic and the updated organization depends on creativity and innovation of its employees, their satisfaction and motivation (organizational leadership). In addition, in order to ensure that there will be no deviation in implementation of the plan, the activities should be monitored in a pre-specified plan periodically. In addition, to determine the level of achievement to organizational goals and their cost-effectiveness, their efficiency and effectiveness should be evaluated (controlling). Accordingly, an organization will work within the management framework and its success will be possible.

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