

Identifying and equipping administrators with modern functions of education with future studies approach (Case study: Education administrators of Khuzestan Province)

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ABSTRACT

Having insight into the environment, timely decision-making, and also having targeted and comprehensive program, are the requirements of development and progress in every field and it would not be possible unless the future studies will be done properly and successfully. Many administrators believe that the previous behavioral patterns no longer being able to solve the problems and do not meet the mechanisms of education system, so a kind of ambiguity and confusion occurs at the time of making decision and carrying out strategic planning, in this situation, wasting human capitals and financial losses are the minimum disadvantages in different parts of the system and due to the changes which have been occurred in the history in the field of management, the functions of system also have been changed accordingly. In this regard, the component of ensuring efficiency and effectiveness, the cooperation development and competitiveness increase, supervision, cohesion establishment, cooperation and synergy, organizational culture change, the development of individual and organizational creativity to equip education administrators with modern functions are important factors by this study point of view. The method of current study is descriptive and its type is a survey research. Statistical methods such as structural equation modeling and Friedman ranking test have been used to analyze the results obtained from questionnaires. Regarding structural equation modeling result from this study it is determined that all these components are effective in equipping education administrators with new responsibilities and among these six effective components; efficiency insurance has the maximum impact factor (0/88) and the component of participation development and competition increase has the minimum impact rate (0/77).

KEY WORDS: Human resources development, Future studies, Modern functions of education.

INTRODUCTION

In the era of globalization and rapid technological progress, human capital is considered as the most important assets of organizations. Human capital is a set of skills, knowledge, and general characteristics of individuals in the organization that can represent today's working capacity and working potential of the future (Heath and others, 2006). In order to use and optimized management of the human capital in the organizations, from the first quarter of twentieth century, personnel affairs office evolved as human resource management (Bamberger and Meshoulam, 2005). To respond and adapt with major changes in organizational systems and human resources, it is necessary to know the areas of human resources excellence and to design optimal situation and to orient towards it. Designing favorable situation would be possible through combining ideal patterns of human resources functions and its localization. Using successful experience of organizations in the field of human resources tasks requires compilation of logical procedure for continuous benchmarking. Promoting the performance of human resources management requires the comparison of performance status with successful and improving patterns. How to measure human resources performance, its improvement, creating new skills, generating new functions and capabilities, are some components that requires pattern and successful experiences in this field would be helpful, different areas of human resources such as recruitment, salaries and bonuses, employees performance development, employees interaction with each other and benchmarking result in optimal performance of the organization. For this reason and according to the importance of benchmarking in the area of human resources management, in this article, this paper is an attempt to offer a model of new functions in the education. Focusing on future studied in recent years and paying attention of management researchers to this issue are the reasons of carrying out extensive researches in this field; but, the lack of independent research with the subject of identifying and equipping managers with the modern functions of education and the importance of this issue in education system and also emphasizing on 20-year-old perspective of Islamic Republic of Iran based on being revolutionary and paying attention to macro objectives and strategies of development and excellence in education, all of them encourage the researcher to provide and explain future studies in modern functions of education.

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Therefore, the current study by analyzing and explaining existing knowledge of future studies and identifying factors affecting on the scope of human resources functions, is a model for future studies on the human resources functions specially education administrators.

State of the problem: Functional Theory (Functionalism) is one of the major theories in the social sciences that had unchallenged rule particularly from the late 1930s to the early 1960s. The word “function” is the central concept in functionalism theory and in sociology, it refers to the effect or result that provides consistency of certain structure and necessary conditions of environment (Kolb, 1997:53). Therefore, the word “function” in functionalism logic refers to the effect or consequence of the phenomenon in stability, survival, and cohesion of the social system. In other words, it identifies the functionalism of every phenomenon or social institution in terms of its relations with the entire board of society (Mohseni, 2004: 679). Future studies try to visualize potential future and plan for it through analyzing sources, patterns, and causes of change and stability. Future studies reflect how “tomorrow” grows from the changes (non-changes) of “Today” (Malekifar et al. 2006). There is a long and considerable history of designing and explaining modern functions pattern especially in education system. Many managers believe that previous behavioral patterns no longer have the ability to solve problems and do not provide secure cover for system mechanisms process, so, a kind of ambiguity and confusion emerges at the time of making decision and strategic planning that causes wasting human capitals and financial losses in different parts of the system (Derry, 2001). In this context, the World Bank report in 1998 about the gap in human resources development is significant and demonstrated in Table 1 (Ghaffarian, 2000: P9).

Table 1. The gap in human resources development

Country	Annual wealth (dollars)	Human resources share	Physical wealth share	Natural wealth share
Japan	565,000	%80	%18	%2
Spain	268,000	%78	%13	%9
Turkey	34,000	%72	%15	%13
Iran	38,000	%34	%37	%29

On the other hand, the prospect of the document of fundamental reform of education in the area of leadership and management system has been expressed in this way: “In 20-year horizon of the country the leadership and management system of education is known as an efficient, effective, and idealist system based on superior contribution of human resources with excellent capabilities in the Islamic Republic of Iran in the region, it is also learner, justice-centered, participatory, faithful, adorned by Islamic moral virtues, doer of good deeds, transcendentalist, transformation creator, revolutionary, provident, wise, loyal, honest, knowledgeable, and gratitude (The document of fundamental change of education, 2011).

The proposed model for this study collected by using the document of fundamental reform and the document of compilation national plan of education and the document of 20-year outlook of Iran and based on information consists of one main aspect and six sub-components. Thus, according to the necessity of considering mentioned components and variables, the proposed original model (Figure 1) has been summarized and presented by preserving the relationship of main sectors. In the following discussion, the components and main framework of model and relations governing on its parts will be tested and analyzed in order to achieve a deeper and more complete understanding of the future studies approach in new functions of education.

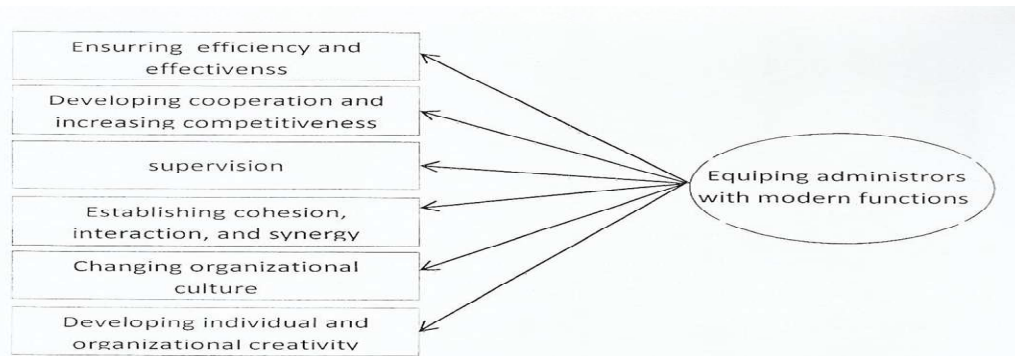


Figure 1: Proposed original model

Overall, based on the above references, the main issue of present study is the response to this overall question “What is the optimal model of education future to equip administrators with modern functions?”

MATERIALS AND METHODS

Explaining and justifying research reasons requires strong reasoning support. This support is provided through investigating on research literature and theoretical topics and compiling statements and general propositions about it and usually it is compiled by using scientific sources and the information from experts' point of view. Current study based on goal is an applied research. Because it is going to find a model for analyzing and explaining existing knowledge of future studies and identifying factors affecting on the scope of human resources duties, and also a model for future studies on duties and functions of education managers to realize the objectives. This study based on method with respect to formulated questions is descriptive survey research. In current study in addition of qualitative analysis and experts' analysis, descriptive statistics (measures of dispersion concentration), inferential statistics, analysis of covariance or correlation matrix(the analysis of structural equation modeling) also have been used to present a model based on a model for future studies on functions of education administrators. Cronbach's alpha reliability test is analyzed to evaluate the significance level of the questionnaire by using software spss (version 15). Statistical population of current study consists on all professional managers including bosses, assistants, specialists, and experts of Khuzestan department of education. The size of mentioned community is 200 patients and due to the fact that all managers do not have enough information about fundamental reform document, the document of national plans compilation of education, 20-year outlook document for Iran, so, the researcher by using targeted non-probability sampling, identified 132 patients who were qualified for the study based on sample size table Krejcie and Morgan (1970) and 119 patients completely answered to questionnaires that finally data observed from these patients were analyzed. When it is possible and essential to acquire information from certain individuals instead of those who are available, it means, these people give necessary information or they are those who match with specific criteria in the mind of the researcher. This is called purposeful sampling (Umasekaran, 2002: 103P). According to the validation of data model, the reliability of the questionnaire was approved by applying content validity method by experts and scholars of the study in the field of training human resources according to the Table 1. By determining Cronbach's alpha obtained from survey data, the reliability of the components involved in equipping administrators with modern functions of education for the future has been achieved and considering the general aspect, the research model has been approved with alpha coefficient of 0/98. Due to the standardized Cronbach's alpha coefficient in the model(0/97) , it can be concluded that this coefficient has been calculated in a situation that each component is eliminated. If by removing one component of the model, the amount of alpha changes significantly, the desired plan should be revised and modified. In current study, none of components have increased or decreased the amount of alpha. Thus, all components remain the same in the model by applying minor changes and changing their prioritization.

Table 2: Distributing the items of questionnaire based on research model components

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Article	Article number	Main aspects of pattern	component	Aspect
Optimal use of available facilities	3	Ensuring efficiency and effectiveness	First component	Equipping administrators with modern functions of education
Achieving goals specially outcomes of education system by the help of main tasks of administrator				
Decentralizing through assigning authorities to executive levels of management				
preparing and resurrecting the participation of involved external agencies and authorities	1	Developing cooperation and increasing competitiveness	Second component	
Supervising different organizational resources in terms of financial, functional, and aspects at different levels of management	3	Supervision	Third component	
Different regulatory domain in terms of quality and quantity (level and extent of supervision)				
Using participative, supporting, empowering, and even directive management styles due to environmental and organizational conditions				
Integration of the system as macro process and interrelatedness of a process outputs with its inputs or other processes	2	Establishing cohesion, interaction, and synergy (research, learning, change measures)	Fourth component	
The continuation of this trend regarding three key factors of research, learning, and change measures				
Changing behavioral patterns of human resources by individual or group through increasing their knowledge, attitude, and skills	1	Changing organizational culture (knowledge, attitude, skills)	Fifth component	

The ability and mental capabilities of the leader	3	Developing individual and organizational creativity	Six component
Smart and also learner organizational system			
Creating innovation			

RESULTS AND DISCUSSION

After collecting research experts' comments and coding components, as mentioned in the research methodology, by using statistical method, the data is analyzed and the results are as follows. To study the importance of effective factors in equipping administrators with modern functions of education and also investigating the same or different factors involved in equipping administrators with modern functions of education, Friedman Test has been used. The test has two outputs. Table 3 indicates the first output and makes clear that at significant level of one percent the importance of studied factors or components is not the same from experts' point of view. In the first table, the sample size is 119, chi-square statistic is 523.97, the degrees of freedom is 5, and the significance level of the test has been calculated 0.001.

Table 3: The aspects of future studies pattern on equipping administrators with modern functions of education (Friedman Test)

Statistical test results	
119	Number
523.97	Chi-square statistic
5	Degrees of freedom
0.001	Significance level

Due to the significance level of the test which is equal to 0.001 and less than the error of the first kind $\alpha=0/01$, it can be concluded that equipping administrators with modern functions of education for the future is different with each other in terms of priority. In the second output (Table 4), of these factors has been shown. In terms of descriptive statistics, the aspects of research model have been ranked as follows. Also, it should be noted the Friedman Test can only examine the identity of the ranks and their prioritizing and ranking based on Friedman Test results is purely descriptive (Farahi et al, 2009, P.118).

Table 4: Table with the results of determining the ranking average of each aspect of future studies pattern on modern functions of education based on Friedman Test

Prioritize components	Ranking average	Equipping administrators with modern functions (duties)
Third	4.72	Ensuring efficiency and effectiveness
Fifth	1.59	Developing cooperation and increasing competitiveness
First	4.97	Supervision
Fourth	3.25	Establishing cohesion, interaction, and synergy of Research, learning, and change measures
Sixth	1.50	Changing organizational culture(knowledge, attitude, and skills)
second	4.88	Developing individual and organizational creativity

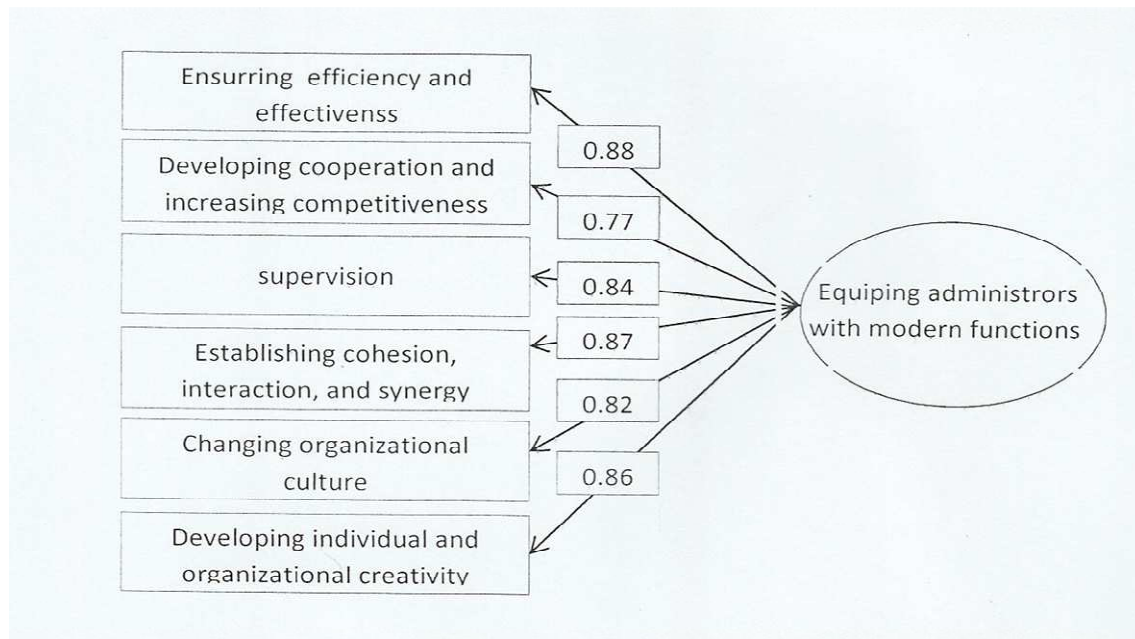
Since the calculated significance level is (0.001), smaller than 0.05, with confidence interval 99 percent, we can consider ranking for the components of future studies pattern on modern functions of education and their importance in occurring delays cannot be assumed to be similar.

With these interpretations, based on the results of the table it will be indicated that "the first component" with ranking average of 4.82 is located in the third place of future studies pattern on equipping administrators with modern functions of education. "The second component" with ranking average of 1.59 is located in the fifth place of these components. In terms of impact, in the first place of Friedman ranking, "the third component" is located with ranking average of 4.79, in the fourth place, "the fourth component" is located with ranking average of 3.25, in the sixth place, "the fifth component" is located with ranking average of 1.50, and in the second place, "the sixth component" is located with ranking average of 4.88.

5. Findings related to the evaluation of the conceptual model: To evaluate proposed model, the relationships between variables have been estimated by using structural equation modeling and estimating the maximum likelihood (ML). All analyzes have been done by using SPSS software version 21 and AMOS version 16. Before examining path impact factors, fitting of the original model was studied. Analyzes results and calculated fitting indexes on proposed model can be observed in Table 5.

Table 5: proposed models fitting with data based on fitting indexes

RMSEA	NFI	CFI	TLI	IFI	AGFI	GFI	χ^2/df	df	χ^2	Index
0.06	0.948	0.960	0.925	0.960	0.909	0.908	4.15	8	33.23	Quantity

**Figure 2: The final conceptual model of future studies pattern in human resources development**

As can be seen in figure 2, the proposed model has been verified in a situation that all path impact factors in proposed model are significant at the level of $p < 0.001$

Conclusion

During management history, different divisions have been done for management functions or tasks; Henry Fayol division of work is the most famous division, from his point of view, functions of planning, organizing, commanding, coordinating and controlling are the most important functions of management. This point should be considered that according changes during management history, its functions have been changed accordingly. In current study, the following components have been taken into account as important factors to equip education administrators.

1. Ensuring efficiency and effectiveness: Optimal use of available facilities and achieving goals specially outcomes of education system by the help of main tasks of administrator (planning, organizing, coordinating, commanding, and controlling) and decentralizing through assigning authorities to executive levels of management and responsibility and responding with legislating in accordance with authorities assignment.
2. Developing cooperation and increasing competitiveness: Involving education employees and agents in different affairs in terms of thinking, talent, ability, time and financial resources with increasing their choice rights and also preparing and resurrecting the participation of involved external agencies and authorities.
3. Supervision: Supervising different organizational resources in terms of financial, functional, and aspects at different levels of management and different regulatory domain in terms of quality and quantity (level and extent of supervision), using participative, supporting, empowering, and even directive management styles due to environmental and organizational conditions.
4. Establishing cohesion, interaction, and synergy: Integration of the system as macro process and interrelatedness of a process outputs with its inputs or other processes and the continuation of this trend regarding three key factors of research, learning, and change measures.
5. Changing organizational culture (knowledge, attitude, skills): Changing behavioral patterns of human resources by individual or group through increasing their knowledge, attitude, and skills.
6. Developing individual and organizational creativity: The ability and mental capabilities of the leader and smart and also learner organizational system in creating innovation (compiling national document of education, 2005).

But the question which has been arisen is that among above components which one is a better predictor? According the structural equation model in chapter 4, it is found that among the six components contributing to equip education administrators with new responsibilities, the component of ensuring efficiency and effectiveness has the greatest impact

factor (0/88) and the component of developing cooperation and increasing competitiveness has the least impact factor (0/77). Therefore, considering obtained impact factors, it can be concluded that the component of ensuring efficiency and effectiveness has the highest predictive power and the component of developing cooperation and increasing competitiveness has the lowest predictive power in equipping administrators with new approaches (but it is also not to be forgotten that the other components have good predictive power in such a way that their impact factors are in a range between 0.82 to 0.87). Ensuring efficiency and effectiveness means optimal use of available facilities and achieving goals specially outcomes of education system by the help of main tasks of administrator (planning, organizing, coordinating, commanding, and controlling), to interpret this component, it can be said that the concept of efficiency and effectiveness is mentioned in the organization and considered as the primary goal of establishing organizations, in general, determining the effectiveness of the organization is to seek the answer of these questions “ How good is the performance of a particular unit or organization?” and “ The performance of a particular unit or organization to what extent should be better?” So, generally, the measures such as considering employment success, the ability of an administrator to accept new responsibilities, reducing the absence and moving, increasing the number of suggestions, fostering a spirit of cooperation in education organization, increasing job satisfaction of the learners and staff in the queue, reducing labor violations, increasing the quality of services, creating more stability in the organization, and improving a spirit of self-control among employees, can help education administrators to equip with new functions.

Suggestions

In this section, according to the results and findings obtained from this research, suggestions will be offered to the education administrators and other researchers in two parts:

Administrators:

- A) The model obtained from this study should be used to develop education human resources.
- B) Education institute regarding strength points and available opportunities should try to prepare the context for optimal development of human resources within the institute. It is better to advertise about this component and consider a certain budget for it.
- C) They should pay special attention to socio-cultural dimension of institute to strengthen the human resources competencies of employees, staff, and other administrators.
- D) They should pay special attention to administrative and observational strategies to equip managers and education staff.

Other researchers:

- A) Applying other future studies methods (observation, retrospection, and modeling) for macro planning of the country in this area.
- B) Studying other possible and probable scenarios regarding the future conditions of the country and combined states of scenarios and planning human resources based on each state.

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