Description of education office manager of Education theory to changing management dimension (perception, programming, apply) in Esfahan

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Abstract

Background: The aim of this research is to describe the theory of sport office manager of education to changing management dimension (perception, programming, apply) in Esfahan changing management is a new topic in sport management branch which in last decade was important for developed countries sport departments.

Materials and Methods: This research is descriptive subjectively useful. Statistical population of this research was all the manager of education department of Education of Esfahan (n=70) and statistical sample was depend to statistical population. research measurement tools was such as 1. Questionnaire of individual specification 2. Questionnaire of Fallah management (2009). Coefficient of this research was 0.88 which was resulted from Cronbach α. for research theories test, statistical T-test and statistical correlation coefficient test was used

Results and Discussions: Results of this research shows that manager attitude to changing management dimension was such as run a change, change perception, fix and change programming and total attitude is prospective and also show that there was no relation between manager attitude to change management and their level of education, their branch of education, age and manager working acquaintance

Conclusion: Considering the findings The third assumption, which in the attitude of managers towards the implementation of change was done by Likert scale, showed that the change in their attitudes is more than expected. The result has shown that managers has a high attitude about change projects and agreed about operational objectives associated with implementing changes to achieve the strategic objectives.

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Introduction

Changing attitude in management is a systematic attitude which is from process. Process start somewhere and end somewhere else so we can say that changing management is a consciously process. In a general attitude can say that changing management process has 7 levels:

1. Edit the guideline and pattern
2. Change the documents nucleus of organization
3. Specify the changing chart
4. Stand a structure
5. Test in a controllable area
6. Develop the change structure
7. Show the resistance and function

Infrastructures of this 7 level are software and hardware but the main infrastructure of each change in organizations is humans. If an organization has no preparation to accept changes and it will finally destroy. (Darbandi, 2003).

Use of different developed computers and specialist workers influence in organizations function.

Variety of change force toward today’s organizations is too much that they should adapt with these changes. Some of management writers divided changing elements into 4 groups (Davis & Beeson, 2005):  
1. Technology changing: now rate of technology change is faster than every time.
2. Science and knowledge: due to the wide range of knowledge, agencies specialized and moving to establish themselves in the field of service providers.
3. Aging products and services: programs and methods of service delivery under the impact of technological change and advancement of knowledge will be obsolescing.
4. Social changes: expectations and values of staff have changed from past generations.

Above factors are some of changes that managers are faced with and it’s important to mention that this changes created too fast and are so various that sometimes social systems can’t coincide with them and so today the biggest problem is that each agency is faced with transformation And because of this change management is an important topic in management science and management cannot be excluded.

On the other hand, accept the changes and realize them is the most important prerequisite for the survival and growth of any organization, Because each organization has its own sub-system from a social organization and a bigger global organization and when an organization is improving, sub-systems should coordinate themselves with improvement.

Changes in the organization refers to a fundamental revision in organization, a revisions that effect in value systems, beliefs and attitudes in organization so that organization can coincide with increasingly rapid pace of change, this means that it note to organization’s ability of improve and grow extent to which the organization is able to reach the desired level of performance and role. Performance improvement between managers of education of Education depends on coordinate with the surrounding changes of its organization. And this is inevitable that education is one of the key elements in the education of young people and future generations and this is a reason for future of education managers to try for Changes to increase productivity in schools. Organizations are try to reach to success and for this always try to find new methods to improve organizations ability. It is important to mention that nothing faster than people who believe that the best way to work today, tomorrow will be the best, do not stop a recession of the organization. For any organization to be successful, not only to change the method but also they should change their way of thinking in the past so if managers want to maximize their organization ability, what is our ideal situation?

This job include thinking about organization aim, main goals of organization, Traditional values of organization and community, strategies and structure of organization, systems and working process of organization and workers and their skills and culture. In order to unite people, managers must take all of them to participate actively in the process of changing. Plato says the nature of the experiment is worthless (Saedi Kia, 2006).

If we accept this test as a management criterion, we can say that manager should regularly questions about performance, work methods, attitudes and behavioral characteristics of himself and those who manage and even if he couldn’t make a result from these questions and answers, should be brave enough to ask the opinion of others.

Change:

Change means moving from a level to a newer level. Change could be stability of the new equipment, restructuring the organization, a new system of performance evaluation and everything that change relations and current activities.

1. Understanding change: show the manager ability of understanding change which include understanding need of change, know the causes, sources and types of change. (Ghyasvand, 1999).
2. Planning for change: show the manager ability of focus on the goals, demand
identification and selection of necessary changes, the ways of others participation, prepare the plan of action, predict the effect of change and resistance of people.

3. Change: show the managers’ ability of change program such as informing about change, assignment of responsibilities, engage, culture changing and control the resistance of people (Ghyasvand, 1999).

Change management (change needing)

Now we should believe that the world is constantly changing, and step to the development. In today world changing is avoidable. in this circumstances a manager will be successful that is able to match his organization keep pace with changes in society and with full awareness fertilize foster innovation and creativity in their employee to provide a new manufacturer design by them and encourage staff. Managers should be sure that the work will always be done with efficiency and effectiveness. Efficiency is because of systems, methods, rules and accepting the request, which is emanating from inside and outside of organization (Pesaran Ghader, 2005).

Changing the management is difficult because require the removal of many of the things that people do with it, and used them as a habit. So resistance to the transformation of the commonplace and the staff is quite normal. If the officers and directors of organizations don’t to the right methods, the current generation will never be able to be answered clues for future generations. Therefore it is necessary for the success of the organization to pay full attention to innovation, because successful organization pay attention to the result of current process and always try to be successful in global scene by careful vision and developing a right plan. Nothing moves an organization to be successful but a fascinating, valuable and applicable insight which contributes all the people of an organization in identifying and analyzing. Almost everybody accept that today, organization will be successful by speed, flexibility and dynamic but leaders find that it’s not easy to commit people variable changes. They may can believe need of change but because the nature of people want to do the things by old methods and is incompatible with sequence changes. There are 3 note to exit from this situation (Ghyasvand, 1999):

1. Success of organizations is directly related to the optimal use of human potential.
2. The way of use this ability is to engage employees.
3. The way of engage people is using their real improvement of existing processes or designing and creating its future.

Templeton, et al (2002), said in their research that learning in literature means change management and organizational learning in get information to how jobs and conceptual understanding of an experience do. And almost learning occurs when knowledge is transformed into action and may lead to new treatment. We can say that organizational learning is a process that information from proceedings, result and communications will be outreach and organization capacity for effective proceedings will be increased. Although organizational learning occurs through individuals but it is wrong to assume that organizational learning is the collective result of individual learning. Organizations have memory and keep special behaviors, mental models and values; and develop themselves overtime. Organizational learning occurs when organization behavior has changed, so organizational learning is not apart from the concept of organizational change but will increase the capability of changes.

Qader brothers in their article as an experimental approach to change management in organizations said that one of the difficulties of most managers in changing is limits in encounter with this situation. Sometimes simple problems complicated with a collection of various variants. Some years ago pioneers of social psychology improve an attitude of change.

Alireza Baratiandar in his article “Process of education change management” said that if we accept that education system needs a fundamental change in all aspects, necessity of providing appropriate for a harmonious structure for achieving the objectives of education will be provided (Alireza Baratiandar, 2008).

Stwart said that changes may cause unexpected results. An expert change management sets that what efficiency and final product is demanded and system provide the way of its determining so the manager task is to repeat the things that we want to get and also encouraging create conditions to provide a change, in other hand, we should create a vision instead of projecting (Stwart, 2001).

Mulinisks said that there are some several contradiction obstacles for change, for example, change is related to management but management sometimes can reduce the change possibility. Lack of management can increase the possibility of change (Mulinisks, 2005).

Peepen said that, leaders and managers cannot control organizations which had professional, independent and intelligent people. This can cause a
lot of changes which can be totally negative and destructive (Peeper, 2006).

Senior & Fleming said that irregular structures such as structures in which the structure components interact weakly on the other, enable organizations to adapt to environmental changes. Weak managers will made an organization with weak structure. This makes an organization with lots of change which can’t counter with. Consequently an organization with this management will be destroying (Senior & Fleming, 2006).

Kattler in her article “change decoding” said that, lead the change is too important. To achieve the universal, manager has an important role in developing a set of competencies and skills (Kattler et al., 2006).

Okland & Taner, in their research study the non-purposeful change in the nature of sports organizations and show in their research that there are properties that shows nature of many organizations unintentionally, because, first, change does not come from any place, next, change without worker combination has an effect which has no relation with hidden process (Okland & Taner, 2007).

Materials and Methods

To describe the attitude of manager of the office of education about change management (perception, programming, apply) in Esfahan, research method of the research was applied, present tense and type of statistical analysis was descriptive, the statistical population was all the manager of education of Education of Esfahan and physical office of Education of Esfahan which include managers of education group, experts of education group. The capacity of statistical population was 70 person which include physical group managers, experts of education group of Education of city and department of Education of Esfahan in – 2012 for gathering information in this questionnaire is change management. In this study for collecting needed data for hypotheses test we use measuring device of Fallah survey (2009). Cronbach’s alpha reliability coefficient obtained 7/88% using statistical methods. To determine the content validity of the questionnaire used in this study, the five members of the faculty of education professors at Tehran University and related distribution was confirmed this questionnaire. The reliability of the questionnaire using Cronbach’s alpha statistic, was 88%. The observed data indicates that the questionnaire has acceptable reliability. To calculate reliability, the questionnaire was distributed among 25 of the subjects. Cronbach's alpha coefficient evaluates and validates a method to the test. Alpha coefficient is usually used about tests such as tests of personality and attitude assessment scale. Data obtained in this study was analyzed using descriptive and inferential statistical methods (using one sample t-test, one sample t-test and Pearson correlation coefficient).

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For the classification of raw scores, table design and calculation of frequency distribution parameters such as mean, standard deviation, variance, etc, descriptive statistics are used. To determine the level of significance between individual characteristics and aspects of change management, test subjects which used was Pearson correlation coefficient. And for data analyzing we use SPSS18 (significance level p ≤0.05 considered).

Results and Discussions

**Table 1: result of one sample t-test related to change believe attitude**

<table>
<thead>
<tr>
<th>statistic variant</th>
<th>Confidence interval 95%</th>
<th>Expected average</th>
<th>Difference of means</th>
<th>df</th>
<th>T</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change believe</td>
<td>8679- 0.6137</td>
<td>3</td>
<td>0.8408</td>
<td>79</td>
<td>12.628</td>
<td>&lt;0.001</td>
</tr>
</tbody>
</table>

In table (1) related to test statistic and significance level p ≤0.05, theory is not acceptable for average=3 so we can concluded that managers attitudes is expected.

**Describe the attitude of managers for change plan**

1. HO: Manager’s attitude for planning to change in education departments in Esfahan province is expected. (M = 3)
2. HO: Managers’ attitude for planning to change in education departments in Esfahan province is not expected. (M = 3)
According to the Likert-type scale and value of each item, too (5), high (4), moderate (3), low (2), very low (1), so this attitude is planning for a mean (question 8 + … + question 17) divided by 10.

We can use one sample t-test to describe the attitude of the participants, the plan was changed. Acceptable level as, average number 3 (average options) was considered.

Table 2: result of one sample t-test related to change programming attitude

<table>
<thead>
<tr>
<th>statistic variant</th>
<th>Confidence interval 95% Low - high</th>
<th>Expected average</th>
<th>Difference of means</th>
<th>df</th>
<th>T</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change programming</td>
<td>0.8982- 0.5876</td>
<td>3</td>
<td>0.8429</td>
<td>79</td>
<td>10.542</td>
<td>&lt;0.001</td>
</tr>
</tbody>
</table>

In table (2) related to test statistic and significance level p ≤0.000, theory is not acceptable for average=3 so we can concluded that managers attitudes is expected.

Describe the attitude of managers for change plan

1. HO: Manager’s attitude for planning to change in education departments in Esfahan province is expected. (M = 3)
2. HO: Managers’ attitude for planning to change in education departments in Esfahan province is not expected. (M = 3)

According to the Likert-type scale and value of each item, too (5), high (4), moderate (3), low (2), very low (1), so this attitude is planning for a mean (question 18 + question 19 +… +question 22 + question23) divided by 6.

We can use one sample t-test to describe the attitude of the participants, the plan was changed. Acceptable level as, average number 3 (average in questionnaire) was considered.

In table (3) related to test statistic and significance level p ≤0.000, theory is not acceptable for average=3 so we can concluded that managers attitudes is more than what we expected.

Table 3: result of one sample t-test related to change apply attitude

<table>
<thead>
<tr>
<th>statistic variant</th>
<th>Confidence interval 95% Low - high</th>
<th>Expected average</th>
<th>Difference of means</th>
<th>df</th>
<th>T</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change apply</td>
<td>0.8335- 0.5903</td>
<td>3</td>
<td>0.8119</td>
<td>79</td>
<td>12.681</td>
<td>&lt;0.001</td>
</tr>
</tbody>
</table>

Conclusion

The first assumption, the attitude of managers about change was done by Likert scale; the results show that changing attitudes is more than expected. The results showed that managers of physical school education departments have a high attitude in the process of changing under their management. (Mulinisks, 2005), in his article said that experience of some organization which use changing plans such as Sigma six, are improved. And also say that managers of General Electricare known are aware of the fact that understanding the process of change is very important for the continuity of management. These results are consistent with the present results.

The second assumption, that the attitude of managers for change planning done by Likert scale, and results showed that attitudes are expected. The result of Ok land research showed that successful changes encourage managers to use them. Scale of the program is to ensure that their desired functions needed to create and bring benefits. Stewart (2005) also states that the results of their research, values and measurable objectives and program provide priorities for change in the organization of the strong possibility.
The third assumption, which in the attitude of managers towards the implementation of change was done by Likert scale, showed that the change in their attitudes is more than expected. The result has shown that managers has a high attitude about change projects and agreed about operational objectives associated with implementing changes to achieve the strategic objectives. The results of this study are being equal by Peters (2003) study, which is important to know that the reason for the change is to affect the change. The Auckland (2003) stated that there are primary interest to implement change in many organizations in the team but maybe reduced later in the thinking of the internal and external barriers to be reduced, as some organizations and managers try to entry technology and digital tools into their organization, but they doubt when meet the costs of changes.

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