

Testing Planning Organising, Leading and Controlling (POLC): an empirical examination of the functional definitions of management through a pilot study developing the 'POLC-BMS'

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INTRODUCTION

Despite the POLC definitions of management being sustained over a long period of time, it is surprising to find that there is a lack of empirical research to support them. This paper begins to address this issue by reporting on the initial development of a brief management scale derived from the work of Fayol- the POLC-BMS. Data were collected from a government organization with 912 observations obtained from 304 participants. Exploratory and Confirmatory factor analysis and multi-group invariant analysis was conducted and provided initial support for the POLC-BMS and the functional definitions of management: planning organising leading and controlling

METHODOLOGY

Instrument development

- Nine items developed from functional definitions of management (Planning, Organising, Leading and Controlling)
- Inter-item correlations .579 to .808 (S1) and .492 to a high of .747 (S2)
- Cronbach alpha .953

Sample:

- Response rate 50.7% - 304 participants (130M and 174F)
- 912 observations (each participant provided a response for each of three levels of management (lower, middle and senior). Sample broken into two sub-samples for analysis. The first sample

RESULTS

Initial examination of the data using EFA revealed a one factor solution that accounted for 73% of the variance and some differences across management levels (ANOVA with Tukey Post Hoc). SEM (advanced confirmatory factor analysis) revealed that a four factor solution was a better fit to the data and that there were NO significant differences across management levels (AMOS multi-group invariance analysis).

Models	Chi-sq	df	Chi-sq /df	P	NFI	CFI	RFI	RMSEA
Independence	2976.499	36	82.681	0.00	0.000	0.00	0.000	.424
Saturated	0.00	45		0.00	1.000	1.00		
One Factor	219.492	27	8.129	0.00	.926	.935	.902	.125
Hierarchical (4 POLC factors)	404.991	183	2.213	0.00	.933	.962	.947	.037

NB: NFI = Normed fit index, CFI = Comparative fit index, RFI = Relative fit index, RMSEA = Root mean square error of approximation.

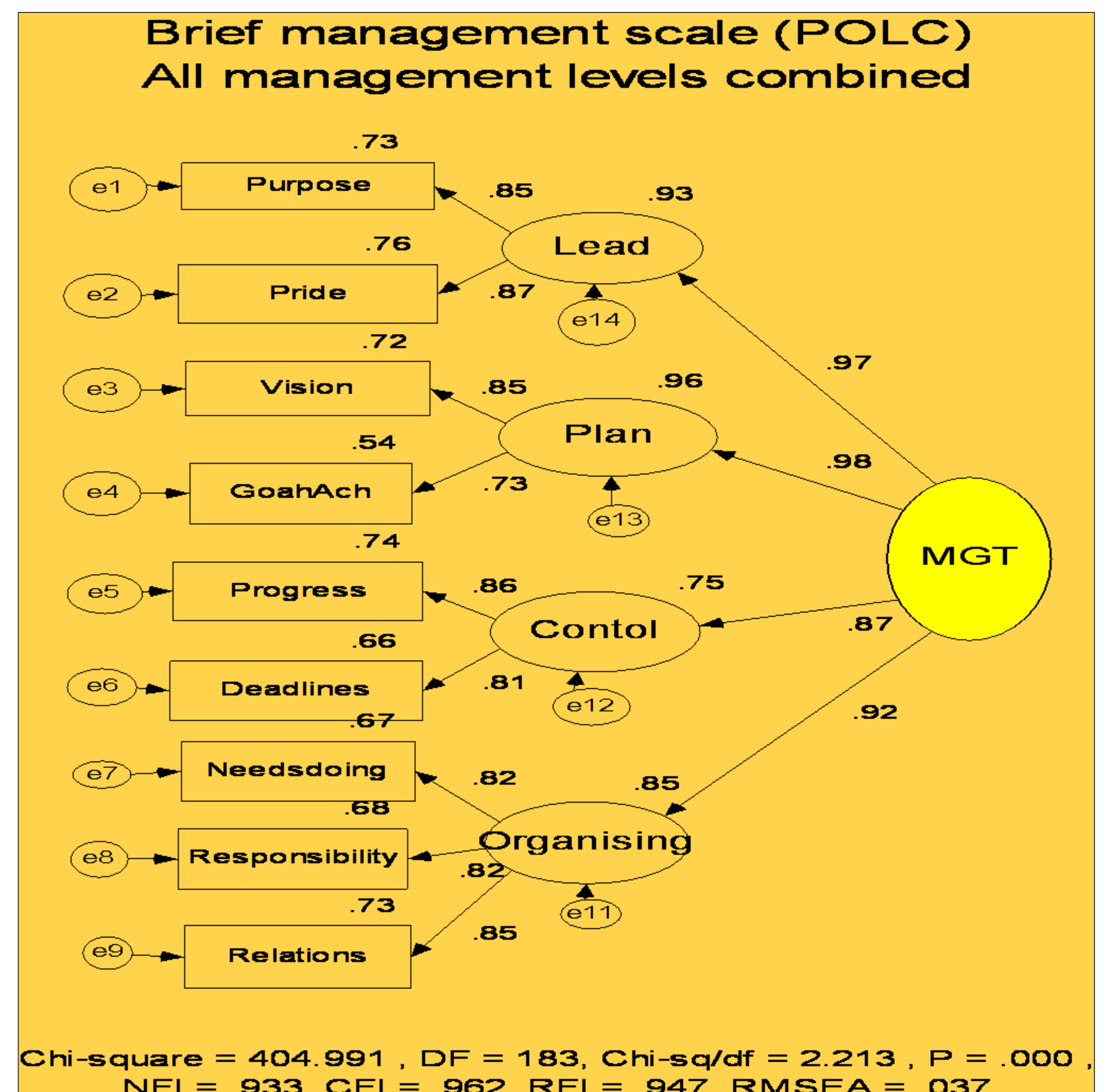
HYPOTHESES

Hypothesis 1

In line with the propositions contained in Fayol's function model of management, individuals will be able to discriminate among the questions based on their POLC functions and that all those functions are related to a higher order factor of management

Hypothesis 2

In line with the propositions of multi-dimensionality contained in Fayol's functional model of management, where questions are grouped according to their original functions, they will form a scale of management that is best described as a multi-dimensional rather than uni-dimensional.



CONCLUSION

The data and analysis supported the two hypotheses. It was hypothesized that individuals would be able to discriminate among the questions based on their POLC functions and that all those functions are related to a higher order factor of management. Moreover, where those questions are grouped according to their original functions they would form a scale of management that is best described as a multi-dimensional rather than uni-dimensional. This research has piloted a brief scale for POLC. Future research will be carried out on construct development, scale validity and the antecedents, correlates and consequences of the functional dimensions of management.