

# **Correlation Between Managerial Functions and Behavioral Matrix**

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## **I. ABSTRACT:**

In this world of competition, project based businesses; right organizational structure in an organization sets the stage for effective management and impacts the success and performance of the organization. Matrix Management is a hybrid approach which sets a strategy to optimize results, minimize idle time and improve adaptability in dynamic business environments. This paper explores the correlation between managerial functions and the behavioral matrix in organizational structures, emphasizing their interdependence and the need for alignment to achieve optimal efficiency and productivity. The aim of this article is to investigate how different managerial functions interact and depend on each other within an organizational structure, particularly through matrix management. The study highlights different types of matrix structures—strong, weak, balanced, and hybrid by examining how organizational design choices influence workforce management, communication, and project outcomes. Challenges such as scope creep, hidden structural flaws, and the risks of over- or under-adaptation of matrices are analyzed. The discussion underscores the importance of tailoring the matrix structure to the organization's nature, market demands, and cultural context, while drawing examples of failures caused by inappropriate matrix implementation. The matrix organizational structure had a great influence on project management. The matrix evolved to fill a need of an organization which increases organizational complexity and in addition it is extremely valuable for solving multidisciplinary problems in an organizational structure.

## **KEY WORDS:**

Matrix Management, Organizational structure, utilization of human resources, problems and challenges arising of matrix organizational structures.

## **II. INTRODUCTION:**

It is a burning problem in an Organizational Structure because every function is correlate to other function and all are inter dependent. Hence, choosing a Matrix that suits any Organization depends on various functions of an Organization. Hence, before introducing this type of matrix one has to look into

the type of organizations that includes functions, strategies, marketing and finally behavioral analysis. Matrix Management is nothing but an Organizational Structure in which some individuals report to more than one person or leader-leadership described as solid line or dotted line reporting and is understood in the context of vertical, horizontal and diagonal communication of any Organization so that to make out the best output of product/service. At a nutshell it is nothing but the management of cross functional, cross business groups and other working models that do not maintain strict vertical business models grouped by function and geography. A Matrix Management that is being developed for any Organization will optimize the Organizational results and minimize the idle time of men and machines, working environment, work measurements that are vital to any organization to make it a full proof organization with maximum output and profit.

In short there are different types of Matrix Management and it depends upon the structure of Organization such as strong, weak and balanced and in addition in the present environment there are high breed matrix between functional grouping and divisional or product structuring. The business environment is constantly changing because increased project complexity, expansion, diversification, amalgamation that are necessary to include depending upon the marketability of the product/service, changing environment and the life style of the public, suitability etc. A recent report by the project management institute, 52% of projects experienced scope three pin somewhere. Scope creep often results from poor workforce management and lack of adaptability, as controlled changes in a projects scope can lead to inefficiencies and increased costs.”

**“Organizational structures play a critical role in how professional services firms manage work force and respond to changes in order to achieve project goals. No organization design or method is perfect in nature and there are always hidden flaws which will crop out and are to be addressed properly in time else the organization will have the bad effects and at times incur heavy losses. The problems that arise in any organization cannot be identified in the early stage because the problems that will come out are not standard ones so that they can be identified before introducing the matrix but develop in due course when the organization progress from design stage to optimum level. If standard matrix are used as they are already time tested the problems that will arise later will be minimum, but on the other hand if a matrix is new that has been developed for that particular organization and when an organization tries to implement a new matrix this kind of problems may or may not arise. Industrialization of a country, opening up of an economy, putting red carpet to other countries to establish ventures in the offering country or making joint ventures or bringing in no how and technology or customizing the foreign technology in to that country which has brought in accordance with industrial environment of that country. In later paragraphs we discuss some of the organizations that have fallen prey because of wrong matrix or using over matrix or using less adoptable matrix.”**

### **III. LITERATURE REVIEW:**

In an article titled **“Functional vs Matrix structure for project-based businesses”** published in Resource management structures for project based organizations – India Journal in [www.saglobal.com](http://www.saglobal.com) it is mentioned that,

**“A business environment is constantly changing because of increased complexity is now the norm rather than the exception. In fact, according to a report by the project management institute 52% of projects experienced scope creep in somewhere. Scope creep often results from poor workforce management and lack of adaptability, as uncontrolled changes in a projects scope can lead to inefficiencies and increases costs”.**

All these problems will come in because presently the organizations are having see-saw changes as the needs and usages are changing due to technological advancement, introduction of robotics and Artificial Intelligence to reduce man power. In addition, computerization of many of the functions of an organization instead of keeping physical records are all some of the factors that are changing the face of an organization.

In the same article it was discussed that, regarding organizational redesign the authors mentioned that,

**“Organizational redesign is more than just rearranging the hierarchy; it is about aligning structure, processes and people to effectively implement strategy. This includes optimizing work flows managing individual performance, hiring skilled employees and developing their abilities.”**

As an example Bajaj Auto Industries has made it when the first introduced the Indian scooter by name **Chetek** which has taken storm in the auto two wheeler industry.

The present generations made it indigenization and it has been totally changed to Bajaj Scooter because to make more acceptable to the present generation.

In another article titled, **“Problems of Matrix Organizations”** written by Stanley M. Davis and Paul R. Lawrence published in Harward Business Review, Organizational decision making in [www.hbr.org/1978/05](http://www.hbr.org/1978/05) ,

The authors mentioned that,

**“No Organization design or method of management is perfect and any form can suffer from a variety problems that develop because of the design itself.”**

Problems of Matrix in any Organization depends upon annual sales and about persons employed, diverse businesses etc. When a matrix is introduced in any organization it is not a short design but the management will look forward for a maximum period of not less than ten years that matrix will live into the organization. The reason being when a new matrix is introduced there will be initial problems, teething problems, rejections and acceptance by the people etc and to overcome such problems it will take more time to make foot hold of the matrix in the organization and derive the fruits. In the same article the author mentioned that the successful experience in operating under a matrix constitutes better preparation for an individual to run a huge diversified institutions like general electric-where so many

complex conflict interest must be balanced – than the product and functional models which have been our hallmark over the past twenty years.

In addition they also mentioned that,

**“A formless state of confusion where people do not recognize a boss to whom they feel responsible”.**

Before introducing a Matrix it is obligatory on the part of the management to diagnose the ills of the Organization and how to eradicate the ills or plug the loop holes and what type of matrix will heal the wounds are to be examined. As already mentioned above there are many matrix but depends upon the complexity of the Organization, the functional management, behavioral matrix that are already in use, if known one can decide the organization needs a simple procedure or a complex procedure or total revamp the matrix from a review of all the literature that existed on the subject matter diagnosis plays an important role either to introduce a new matrix or to modify or realign the existing matrix can be decided. In addition to the internal factors there are some external factors that are unforeseen may crop in, in which unless otherwise a immediate ramification is not taken up will cause heavy damage to the organization. As we all know that there is a saying that prevention is better than cure, the top management of any organization should take adequate steps in the corporate structure without disturbing the present business cycle. It is always a common notion that to cover up the poor planning of the management they put the blame on the matrix and finally it will become the scape goat.

In an article titled, **“functional vs matrix structure for project – based businesses”** published in [www.saglobal.com](http://www.saglobal.com)

It is mentioned that,

**“The pros and cons of introducing matrix has been discussed and the following points were mentioned/raised,**

- 1. Adopting to change**
- 2. Organizational redesign**
- 3. Impact of Organizational structures or employees**
- 4. Clients and performance**
- 5. Functional and matrix structures**
- 6. Matrix Organizational structure**
- 7. Weighing the pros and cons of how functional and matrix structure effect the business”**

After discussing the above points, the author has come to a conclusion,

**“Both functional and matrix structures offer unique benefits and challenges. When choosing the right fit for your project-centric business, aligning the structure with your organizations unique needs and goals is essential.”**

In another article titled, “**Top 6 keys to working successfully in a matrix organization**”, written by Michelle Moore published in [www.mygk.globalknowledge.com](http://www.mygk.globalknowledge.com), they mentioned about top 6 keys to work successfully in a matrix organization and the author identified as,

1. Collaboration between departments
2. More agility
3. Better communication between departments
4. Efficient resource usage
5. Increased opportunity for developing new skills
6. Challenges of a matrix organization

In the article they have also mentioned the challenges that are faced by introducing a matrix and they are,

1. Lack of clarity around roles
2. Mismatched priorities impact business performance
3. Employee performance could be harder to measure

On the other hand to make a matrix organization successful the key points that are to be taken into consideration are, a). Organizational thinking, b). Influence, c). Self management, d). Collaboration, e). Customer focus and finally e). Empathy.

A matrix model makes business more agile but will take more time to consolidate and reinforce the matrix in the organization.

In another article titled “**Key differences between a matrix and Vertical Organization**” written by Indeed Editorial Team published in [www.indeed.com](http://www.indeed.com) , the author also identified some of the advantages and disadvantages such as,

1. Understand tasks and responsibilities clearly
2. Build and strengthen skill sets that leads to promotions
3. To enhance productivity and efficiency levels etc.

But there are disadvantages and limitations such as,

- a. Limit employee creativity or ideas
- b. Take more time to receive responses or make decisions
- c. Receive less direct interaction with leadership etc.

On the other hand, the advantages of implementing a matrix organization structure and are,

1. Develop new, innovative products effectively and efficiently

2. Gain a wider range of skills and finally
3. learn how different sections of the organizations operates,

However there are black spots for every new idea and the matrix of an organization is no exception, the disadvantages are,

**“Receive less of understanding of responsibilities  
Unsure of whom to report to for certain issues,  
Mispromotional opportunities etc.”**

Finally to conclude because every organization will have their own matrix either in the functional or in the behavior one cannot equate. To sum up all the literature available on this subject it can be concluded that a matrix either in the function of an organization or behavior is the ability to deploy resources flexibly across the organization based on that particular business needs. The matrix that is introduced will give opportunities for employees development, flexibility and adaptability enhanced communication and collaboration, principles for designing effective matrix organizations, create escalation and conflict resolution processes, faster a collaborative culture, invest in talent development etc. However, this type of functional change in any organization or behavioral matrix introduction of matrix structural organization is a complex process that requires careful planning, communication and change in management organization and change, management, organizations may face several challenges.

It is very difficult to standardize any form because each organization is independent in nature and their functions, availability of resources, management of opinions etc. a broad outlook on functional management behavioral matrix in general are discussed above with the help of the available literature on the subject.

#### **IV. DISCUSSIONS AND ANALYSIS:**

As already mentioned above, the introduction of matrix in functional management and behavioral matrix you cannot make an universal theory/structure but one has to develop individual planning depending upon the need, the functions, the type of organization whether it is a manufacturing, service oriented or infrastructure or a marketing organization. As already mentioned and discussed above though the introduction of matrix is necessary and important in the present context of industrialization, opening up of economy, globalization that made the universe to shrunk. One should be careful enough in introducing a change else, the organization will itself collapse and there will be anarchy in an Organization.

The objective of introducing a Matrix Structure one has to decide and study carefully to what extent the introduction of matrix in any organization in accordance with the organizations needs, ability, resources both financial and manpower, how long it will take are the major inputs that are to be taken into consideration. Before introduction it is always mandatory on the part of the management/developers of the matrix to ascertain whether such type of matrix structure increases organizational manpower



efficiency or it will take away the advantages that already on hand create implementation are all to be necessarily taken into consideration.

The managerial skills required in the Matrix Structure should be on the positive achievement of an Organization where the implementation will take place. Effective reconciliation of conflict between the lateral and vertical sub units, information overload, excessive planning and resource allocation, and decision delay in procedure are need to be taken into consideration.

It is always a matter of concern in any Organization of any type, functional and project managers are bound to have conflicting goals/priorities and that dynamics of conflict of interest will flows down to the downstream. At a nutshell it is always a matter of interest. Marketing people will have a clear sales growth goals for the ensuing quarter. That means an effective coordinated climate, incentives and knowledge or effective ingredients for a successful matrix. It is always an established theory irrespective of any organization and their structure functional ability etc.

**“A matrix system can be efficient when strategic plans are actualized with positive goals. However, when some factors such as climate, information technology and knowledge are correctly designed, any organization becomes organized and successful”.**

As already mentioned regarding the communication from top to bottom/bottom to top/sideways/crisscross, inflow of information enlighten the staff of that particular organization and coordinate them for effective team work and efficient use of organizational limited resources. Therefore it is obligatory of the management of any organization that,

**“Careful attention should be paid to the creation of these matrix structure in terms of coordination, communication and control”.**

## **V. CONCLUSION:**

To sum up all the above material one can understand the correlation between functional management and behavioral matrix, the matrix organizational structure had a great influence on project management. For any organization to be successful, the matrix evolved to fill a need for that organization capable of dealing project size and complexity. When a proper correlation between functional management of an organization and behavioral matrix, a matrix that has been evolved to fill a need for any organization capable of dealing with irrespective size of the project and complexity. If this implementation is successful the result will be increased organizational capabilities. That shows the effectiveness of the project management, use of resources, correlating between managerial functions and behaviors to make it a cohesive blend of mutual understanding, sharing the responsibility and giving maximum output.

One should keep in mind that every organization needs a matrix but the management should think about the desirability whether such a need of matrix will add spicy function and give better results and utilization of resources either finance or manpower than the present existing system of that organization.

However, whatever may be thoughtful method of introducing a matrix there is no guarantee that every such change will work wonders but at times it may give negative impact rather than positive results.

There are many reasons why the correlation between functional management and behavioral matrix will not work but one should learn from the failures and remodify the correlation between functional management and behavioral matrix so that it will make wonders to put an organization on the top of the sector. It all depends upon how the correlation has been identified, designed and made to work depends not only the executors but also the management who have to encourage such changes for the benefit of the organization and inturns profit to the organization that will make such particular organization on the top of a sector and will become a role model for such type of organizations.

Finally to conclude from the quotes of Vishnu Gupta are popularly known as Chanakya, the great exponent of yesteryears,

**“Learn from the mistakes of others. You can't live long enough to make them all yourselves”**

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