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Structural equations modeling of the effect communication skills on managerial skills and its role on organizational culture in sport organization

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ABSTRACT

This study is aimed to present structural equations model of the effect of communication skills on managerial skills and its role on sport organizations' organizational culture. Accordingly, the research is of descriptive, analytical and modeling ones done by survey method. Participants of the study consisted of the sports managers of Education Organization, sports managers and the managers of public and private clubs. Statistical Sample was estimated 127 and Morgan's table was applied to determine the size. Data collection tools included questionnaires of personal information, communication skills with reliability 0.81, ascertained questionnaire with reliability 0.88 and organizational questionnaire with reliability 0.84. The statistical method includes the analysis of the study at two descriptive and inferential levels done by means of SPSS software and structure equations model and LISREL software to examine the relationships between variables. Results showed that there is significant relationship between managers' communication skills and managerial skills and organizational culture.

Key terms: sports managers, communication skills, managerial skills, organizational culture

INTRODUCTION

Human's social nature suggests that he must make connection with various aspects of the society and the communities. In such societies, one of the most important factors is human's development, excellence, and success [15]. An organization – as a social self and due to the fundamental objectives beyond daily communications – makes a sort of interpersonal organizational relationship. Obviously, the communication and how to direct them toward organizational objectives are of the essential points for managers. Managers have also realized that effective communication with human resources and understanding the communication motivations of the employees play a key role in the accomplishment of the organizational objectives [17]. So, managers at different levels are responsible for creating a proper relationship in the organization; hence, they must know the quality of the communication process and how to make an effective relationship [12]. Communication skills are those skills by which the individuals can get involved in interpersonal interactions and communication process and include various skills the most important of which are verbal skills, effective listening and feedback [8]. Communication skill is one the main skills ad considered to be the work tool of managers playing critical role in their success and efficacy [7]. Lack of communication skills leads to low probably of managers' and finally organization's success. There is direct relationship between communication and job satisfaction. Factors like message distortion and ambiguity leads to weak trust. So, they will have negative effect on the employees' satisfaction. There is direct positive relationship between the efficient communications and the employees' efficiency [5]. Even if managerial functions change, challenges related to advanced technology, diversity of labor, and the emphasis on teamwork show the managers'

need for making effective communication [10]. Many individual and organizational problems can be rooted in the lack of effective communication and communication system and in general misinterpretation and communication interpretations. In a study on 100 managers in the UK, concluded that communication plays the main role in managers' performance. Also considers the communication as a way to practice human resources management and on the other and the key concern for enhancing organizational commitment [1].

Today, one of the relative, main and critical advantages of the organizations in uncertain competitive environment is their management factor. Regarding the fact that in current world the name of a manager is seen behind each great economic machine, obviously implementing effective and efficient management guarantees the organization's success in accomplishing its objectives and strategies [2]. In terms of managerial skills, managers' competence is one of the factors of each organization's success continuance. Managers' efficacy and efficiency require the possession of managerial skills using them at different organizational status and positions managers can accomplish the objectives [14]. Peterson [2004] believes that managerial skills lead to the management performance improvement and by the aid of which they can achieve their goals [16].

According to Katz [2009], the skill shows abilities which can be developed and show performance and rarely are potential. He regards the efficiency of management as having the triple skills [i.e. perceptual, human, and technical] each of which can advance separately. Human skill includes the ability to work with individuals and understand and motivate the others at both individual and group levels. Managers must have strong human skills for making connection, motivating and designating the affairs [13]. Also Researchers divided the managers' skills into six domains: communication, organizational, team making, leadership, adaptability, and specialized skills [6]. Huusko [2006] explains the skills required for a leader as the main requirements for teamwork. He considers the possession of essential skills as a requirement for suitable teamwork gained by managers via delegating responsibility to team members and subordinates [9].

The importance of culture and suitable conditions dominated over organizational atmosphere in using the individuals' abilities in the organization is undeniable. Organizational culture is a force leading to the movement of the individuals in the organization and has huge effect on different components of the organization. Since culture influences on the employees' behavior, it is possible to find out the reasons underlying managers' failure or success by studying the organizational culture. The effect of organizational culture on the employees and members of the organization is to the extent that it is possible to found out how the member behave, their feelings, views and opinions and anticipate their probable reactions against respective evolutions by examining its angles [3]. By organizational culture, a system of shared expansion of the members for an organization and the same quality leads to the separation of two organizations from each other and includes two structures; dominant culture indicating principle values shared between most of the organization's members. Joseph [2001] considers culture as rooted from anthropology and organizational culture as the beliefs and values shared among the members of an organization and form its behavioral and personal norms. Many researchers have examined the relationship between organizational culture and performance [11]. Masi [2000] states that there is a relationship between the qualities of organizational culture and efficiency, additionally, culture not only must be strong but also must be unique so as to lead to successful achievements [15]. Carol [2007] believes that there is a dominant culture in each organization and different subsets and sub-cultures are also formed based on the nature of work the basis of which includes specialty, technology, geographical zone and the like [3].

Like other organizations, sports organizations must also show considerable effort for remaining dynamic and live and successful by the aid of the soul dominated over the organization which is the same organizational culture. Sports managers permanently transfer cultural values via attempts like continuous conversation; orders, social relationships supported by system and also positive feedback endowing each member of the organization a sense of being important. Regarding the fact that sports organizations are among human-based organizations, organizational culture plays a key role in the extent of the organizational success. On the other hand, the organization depends on the communication. Without effective communication, it is not possible to fulfill the tasks of the organization and guarantee its survival. When there is no communication, the organization activity is hindered and in fact it can be said that effective management depends on making effective relationships. Hence, this study is aimed to present structural equations model of the effect of communication skills on managerial skills and its role on sport organizations' organizational culture. This study will be carried out to explain the status of communication skills based on three aural, verbal, and feedback skills of sports managers so that, besides understanding and identifying communication obstacles, it becomes possible to improve and enhance these skills. In addition, the effect of skills on managerial skills and their role on organizational culture are considered.

MATERIALS AND METHODS

The present study is aimed to present structural equations model of the effect of communication skills on managerial skills and its role on sport organizations' organizational culture. Accordingly, the research is of descriptive, analytical and modeling ones done by survey method. Participants of the study consisted of the sports managers of Education Organization, Sport and Youth Organization, and the managers of public and private clubs. Sample size here was estimated 127 and Morgan's table was applied to determine the size. Data collection tool included questionnaires of personal information, communication skills with reliability 0.81, ascertained questionnaire with reliability 0.88 and organizational questionnaire with reliability 0.84. The statistical method includes the analysis of the study at two descriptive and inferential levels done by means of SPSS software and structure equations model and LISREL software to examine the relationships between variables.

RESULTS

Based on Diagram [1], among the individuals of the sample, maximum number is related to bachelor's degree and associate degree with a sum of %50. And, the minimum is related to postgraduate and PhD with %10. In addition, sports experts having bachelor's degree included %40 of the individuals.

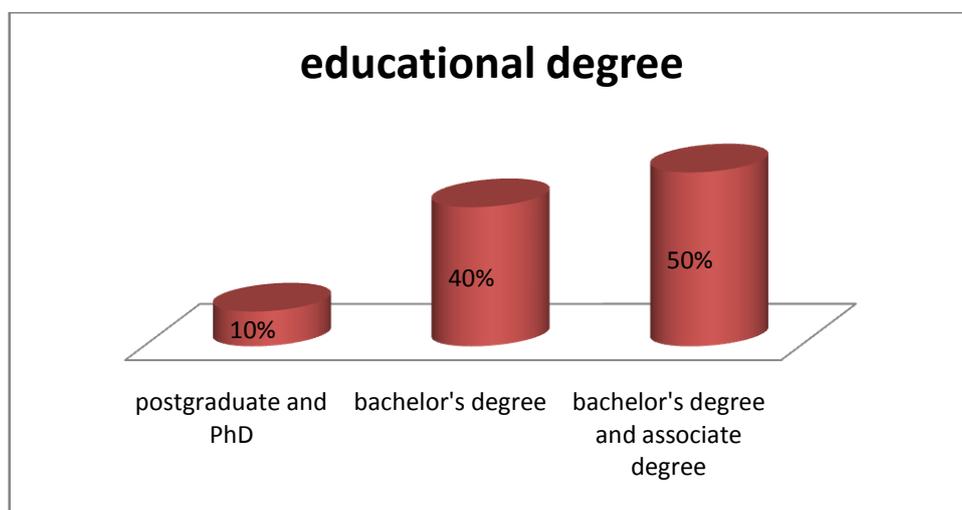


Diagram [1] experts' frequency in terms of educational degree

Table [1] statistical results related to the relationship between managers' communication skills and managerial skills

variable	Statistical factors	Management skill
Communication skill	Pearson coefficient	0.767
	P value	0.047
	number	127

Based on the results, there is a significant relationship between communication skills and managerial skills [$p < 0.05$].

Table [2] statistical results related to the relationship between managers' communication skills and organizational culture

variable	Statistical factors	Organizational culture
Management skill	Pearson coefficient	0.851
	P value	0.039
	number	127

Based on the results, there is a significant relationship between communication skills and organizational culture [$p < 0.05$].

Proposed Model

Figure [1] shows the model of measuring communication skills, managerial skills and organizational culture at the time of standard estimation. The estimation results of bottom of the figure indicate the model fairness. Regarding Lisrel's output, the Chi-Square value is 26.70 which is a relatively high one. Low amount of the index shows the small difference between the conceptual model of the study and the observed data. Also, RMSEA shows the output [0.000] for the model. The smaller the index is, the more fair the model is fitted. On the other hand, the model has so

good fitness indicating the approval of the path analysis of communication skills, managerial skills and organizational culture.

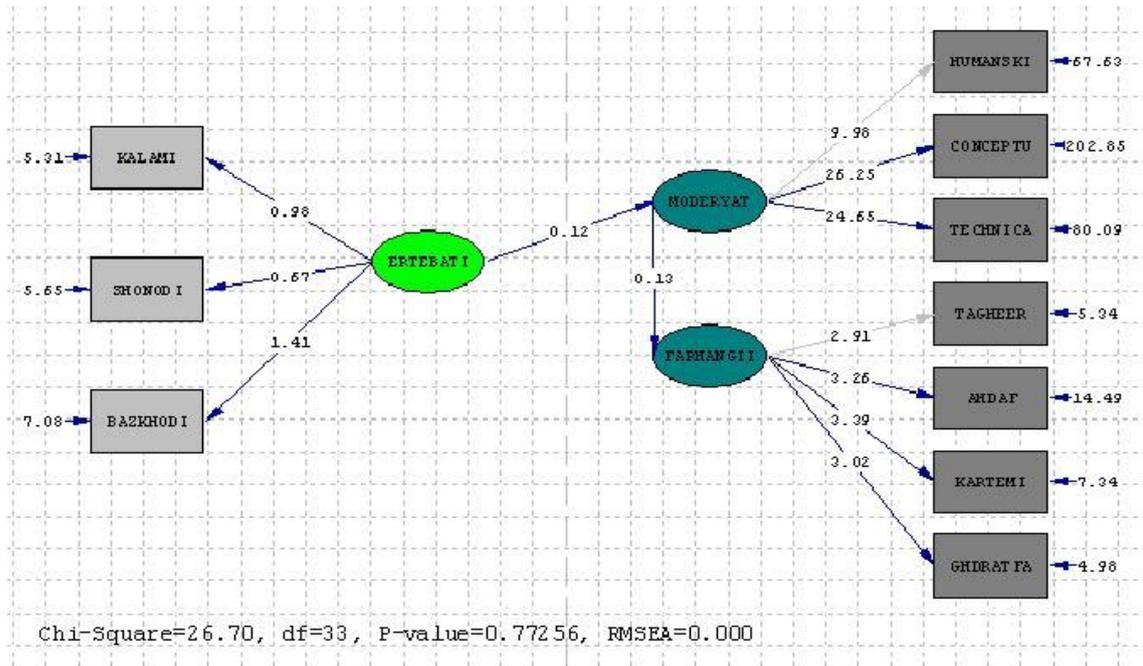


Figure [1] [T-value] communication skills path, managerial skills and organizational culture

DISCUSSION AND CONCLUSION

Of the issues with which organizations face for selecting managers is to choose competent managers regarding the measures and components required for occupying this important position. Today, with the developing organizations and current competitive environment, having communication and managerial skills is considered to be a must for their designation. The managers of physical education organization are no exceptions, and their proper performance in accomplishing the sport objectives of the country relies on having the managerial skills required for effective and efficient management. Results demonstrated that there is significant relationship between communication skills and managerial skills. Based on the results from Roldich's [1994] study, it can be concluded that communication plays the main role in managers' performance. Lack of communication skills leads to the reduction of the manager's success and finally the organization's success. Brunetto [2004] considers communication as a way to practice human resources on one hand and a key concern for enhancing organizational commitments on the other. In addition, this is consistent with Gudarzi, Nazari, and Ehsani Nazari [2012] who indicate the existence of direct, positive, and effective relationship between communication skills and managerial skills.

Since the soul dominated over sports organization which is indeed regarded as the organization's organizational culture, this must extensively try for its dynamicity and survival and increasing success. With respect to the fact that each specific sport organization's success mainly depends on the adaption between the individuals and the organization's culture, results of this study showed that there is significant relationship between managerial skills and organizational culture which is consistent with the views of Gudarzi et al [2012]. The emphasis is on the factors of organization leadership contributes to the organizational coherence, hence, the focus on coherence organizational culture is a mission which has positive significant effect on the organizational efficiency and consequently positive effect on leadership trade-offs via organizational culture.

Regarding the results, the model derived from Lisrel's information and outputs gained based on t-score in the sub-fields of each variable of the study and reported in Figure [2].

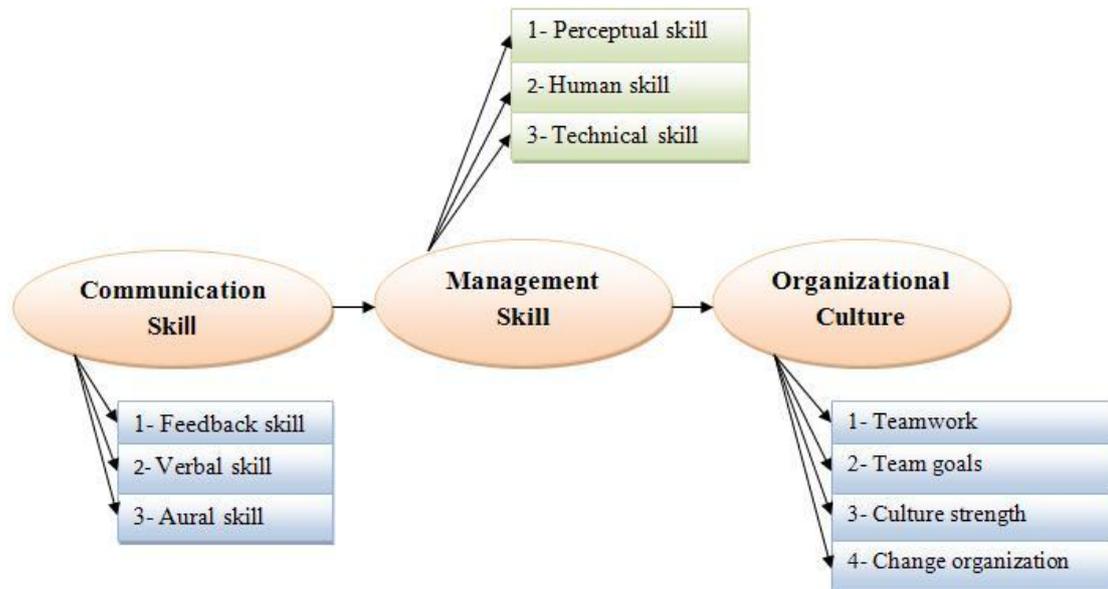


Figure [2] proposed model of communication skills on managerial skills and its role on organizational culture

The model indicates that in communication skills factor of the model the domain of respective skills is respectively includes feedback, verbal and aural skills. The skills have respectively gained more share of the communication. Results of this part of the model are consistent with Nazari et al [2012]. In managerial skills, effective domains are respectively perceptual skills, technical skills and human skills among which the last ones have the least effect. Results are not consistent with Gudarzi et al [2012] who have reported the sequence of the effective skills on managerial skills respectively as technical, perceptual, and human. However, the variables' T-scores are very close. In the part of organizational culture if the model, the effective domains are respectively teamwork, organizational objectives, cultural power, organizational change out of which the last one has the last of priority and the least effect. Results of this part are totally consistent with the results of Sukshin [2001] model because this researcher also considers the effective domains on organizational culture as teamwork, organizational objectives, cultural power, and organizational change. Hence, it is proposed that regarding the problems and obstacles existing in sports organizations, proper planning in these organizations is essential for enhancing the sports managers' communication skills and managerial skills – as influential individuals; because the sports organizations managers can be effective in the construction of a strong organizational culture and finally lead to the enhancement of the organization by founding shared culture in the organization based on the basic principles of communication and managerial skills.

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