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### The relationship between managerial skills with organizational climate in managers and staff in national Olympic committee of Iran

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#### ABSTRACT

The purpose of this research is studying the relation between managerial skills with organizational environments among managers and employees of national Olympic committee. Research methodology is descriptive-correlative. Research sample consists of the entire employees and managers of Iran National Olympic Committee of which 80 people are selected. Measurement tool of the research is Sosmen & Sam Dip Organizational Environment Questionnaire (1999) and Moghimi Questionnaire(1390). For analyzing data from two descriptive and conceptual aspects Spearman Correlation Method was result. Research results indicated that there is no significant difference between managerial skills with respect to male and female employees of national Olympic committee but between bonus satisfaction elements and agreement and satisfaction on procedures elements which are a part of organizational environment elements there is a significant difference according to the viewpoint of male and female employees of national Olympic committee and considering the positive relation between managerial skills elements and organizational environment the more the managers would have managerial skills the organizational environment governing the organization will be more appropriate.

**Keywords:** Employees of National Olympic Committee, Managerial Skills, Organizational Environment

#### INTRODUCTION

Today one of the relatively important and fundamental advantages of organizations in competitive and insecure environment is their management factor. Considering that in the present world behind any large economic machine there is a competent manager without any doubt implementing effective management guarantees organization's success in obtaining its goals and strategies .Among this, requiring management specially in national Olympic committee is of a great importance because of the very important role of this center with respect to man power education [1].

Organizational environment is a view of apparent specifications of culture which is resulted from viewpoints and understanding of employees. In fact organizational environment is the observable part and organizational culture is the unobservable part of the organization. Despite the fact that intellectuals have presented different definition of environmental environemtn but considering its specifications it can be said that organizational environment is understanding of employees from their working environment [4].

Organizational environment points to internal environment of the organization. In other words organization consists of a group of specifications which are observed by members of the organization which: 1. Describe the organization. 2. Separate one organization from other organizations and institutes. 3. During time is quite endurable. 4. People are affected and leaded by it. In several research quitting jobs or occupational dissatisfaction has a meaningful relation with organizational environment [6].

Competence of managers considering managerial skills is one of the main factors of success in any organization. Effectiveness of managers requires having managerial skills that by applying them in different organizational occasion these goals can be obtained [7]. Peterson believes that managerial skills will result in improvement of management and using it the organization will be able to obtain its goals. According to the suggestions of Gising and Guyster (2008) managers for obtaining continuous successes and obtaining new opportunities must look for research and information. Katz (1991) considers having managerial skills (conceptual, human and technical) as a necessity for successful management. Also claims that defect in any of these skills will decrease the chance of manager's success and consequently organization's success and any of these skills are required for fulfilling the five managerial duties (planning, organizing, leading, controlling and evaluating). Generally it is hard to imagine a successful manager in new organizations without having fundamental skills.

Organizational behavior is considered as a subjective concept that has brought several disputes and the one whom are interested in this concept consider organizational environment as a group of descriptive understanding of specifications of organization including leadership, organizational strategies, occupational specifications, etc. They consider understandings as a result of real specifications of organizations and self-conceptualized specifications. From this point of view organizational environment is a dependant variable that its area is subjected to organizational systems to some extent [8].

Hosseini (2009) has studied he relation between organizational environment with the level of entrepreneurship in the field of management in sport federations of the country and the obtained results indicate that there is a positive and meaningful relation between organizational environment and level of entrepreneurship.

Mohammad (2012) has determined relation, organizational structure and environment by publishing information technology in selected sport organizations of Iran and the obtained results indicated that there is a positive and meaningful relation between organizational view, structure and environment and its elements from the viewpoint of managers, physical education experts, sport federations and department general of physical education in schools by publishing information technology.

Anthonia Adenika (2011) in a research under the title of relation between organizational environment and occupational satisfaction among faculty members of some of the selected university branches of Open Universities in western south part of Nigeria concluded that there is a positive and meaningful relation between organizational environment and occupational satisfaction.

Human skills, working ability with individuals and understanding and encouraging others are both in individual and group levels. Managers must have strong managerial skills for creating a relation and encouraging individuals and pointing tasks.

Boum (2001) divided managerial skills to two different general and specialized categories. General skills included the ability of making decision, understanding abilities, effective information processing abilities, strategic abilities, offering abilities, using concepts and power also specialized skills included technical and industrial skills.

Montel et al (2004) also categorized managerial skills in six fields of communication, organizational, team making, leading, compatibility and specialized skills.

Supervising and operational managers require a great amount of technical skills. In contrast high level managers of the organization do not require significant technical skills but they require decision making, planning, organizing and leading techniques thus they require a significant amount of conceptual skills.

Huusko (2000) claims that appropriate team work requires managerial skills that will be achieved by appointing responsibilities to team members by the managers. Manager and leaders will encourage team members to accept their duties having human relations skills.

Afshari et al (2009) in his thesis under the title of studying triple managerial skills (conceptual, human, technical) in managers of physical education departments of universities of the country obtained the following results: There is a significant difference between triple managerial skills (conceptual, human, technical) in physical education department. Priorities of triple skills for managers are determined as follows: human skills, conceptual skills and finally technical skills. In most of previous researches mostly manager's skills and their relation with another variable are studied. Despite this, till now no research is required for determining necessary indexes for selecting and appointing national Olympic committee managers and also determining organizational environment of national Olympic committee. On this basis the present research is along with prioritizing triple managerial skills of national Olympic committee managers and in this respect viewpoints of employees of national Olympic committee are used and organizational environment of the committee is studied so that in case of necessity for improvement and achieving appropriate organization environment necessary acts would be taken into consideration.

It is hoped that the present research would be an effective step toward improvement of national Olympic committee managers selection and appropriate organization environment by answering the following question:

Is there a meaningful difference between triple managerial skills of national Olympic committee managers from the viewpoint of male and female employees of national Olympic committee or is there a meaningful relation with organizational environment?

#### *Research Methodology*

The present research is a descriptive-correlative research and is made using field method.

#### *Society & Statistical Sample*

Consists of all employees of national Olympic committee whom are totally 80 individuals.

#### *Information Collection Tool*

##### *Managerial skills questionnaire:*

The used instrument in this research is Moghimi Questionnaire (2011) which has 20 questions of which questions 15, 12, 9, 6, 3 and 1 are related to conceptual skills, 2, 5, 8, 10, 14 and 17 human skills and 4, 7, 11, 13, 16 and 18 technical skills.

Measurement scale of all the questions of the questionnaire was a 5-choice questionnaire and the choices are as follows respectively: I am always like this (5), I am often like this (2), I am sometimes like this (3), I am rarely like his (2) and I am never like this (1).

Points specified for questions 6, 10, 14 and 17 are calculated vice versa.

I am always like this (1), I am often like this (2), I am sometimes like this (3), I am rarely like his (4) and I am never like this (5).

At the first part of the questionnaire some questions will be made with respect to individual specifications and records including: sex, age, level of education, service record, etc.

#### **Organizational Environment Questionnaire**

The questionnaire used in this research is innovated by Sosmen and Sam Dip (1999) and consists of 20 questions and 5 dimensions.

Clarity and agreement of purpose(1-4), clarity and agreement of role(5-8), bonus satisfaction(9-12), procedures satisfaction and agreement(13-16), effectiveness of communications(17-20).

Measurement scale of the entire questionnaire was 5 choices as follows: Completely Agreed (5), Agreed (4), No Opinion (3), Opposed (2), and Completely Opposed (1).

## MATERIALS AND METHODS

In this research descriptive statistics is used for categorization and description of results, average, standard deviation and Kolmogorov Smirnov issued fro normalizing the variables. Spearman correlation coefficient and Yuman Whitney test was used for measuring the relation and difference between the groups.

## RESULTS

### According to Descriptive findings

**Table 1: Employees studied according to their sex**

Sex	Rate	Percentage
Female	28	35
Male	48	60
Not Answered	4	5
Total	80	100

Data of the above table indicate that 60% of the studied group were men and 35% were women. This sexual difference in number is not affected by researcher but is because of decrease of women and men working in the studied region.

**Table 2: Employees Studied according to their Educational Degree**

Educational Degree	Rate	Percentage
Student	1	1.25
Diploma	10	12.5
Associate's Degree	10	12.5
Bachelor's Degree	31	38.75
Master's Degree	16	20
Doctorate Degree	3	3.75
Under High School Diploma	1	1.25
Not Answered	8	10
Total	80	100

According to the above tables the highest level of samples group volume with a number of 31 belongs to the owners of Bachelor's Degree which are placed in the next rank considering the number of holders of Master's Degree which specify

**Table 3: Employees studied according to their sex, age and service record**

Sex	Indexes	Age (Year)	Service Record (Year)
Female	Average	34.63	10.86
	Standard Deviation	5.46	5.71
	Number	27	28
Male	Average	37.59	12.30
	Standard Deviation	8.58	8.62
	Number	46	46

Average age of sample women was equal to 34.63 years and this average was 37.59 year for men. Standard deviation of age variable for women was 5.46 and for men was 8.58. Number of women of sample group was 27 and number of men of the sample group was 46. difference of sample numbers according to the sex is mostly because of more significant presence of men in this field.

### Cognitive Results

First Phenomenon: Between triple managerial skills elements in national Olympic committee managers there is a meaningful difference with respect to male and female employees of national Olympic committee and there is a meaningful relation with organizational environment.

**Table 4: First Phenomenon Test**

	Conceptual Skills	Human Skills	Technical Skills
Yuman Whitney Test	579	583.5	585
Z Value	-0.941	-0.961	-1.007
Meaningfulness Level	0.314	0.336	0.347

In the above table for comparing viewpoint of men and women in the research sample in conceptual skills element Yuman Whitney test results was calculated as 579, Z value as -1.007 and meaningfulness level as 0.314 which indicate that there is no meaningful difference between conceptual skills viewpoint of men and women studied in this research. In comparing two studied groups in human skills element Yuman Whitney test result was equal to 583.5, Z value as 0.961 and meaningfulness level as 0.336 that indicates no significant difference between men and women studied in the research sample. In technical skills element Yuman Whitney test result was equal to 585, Z value -0.941 and meaningfulness level was 0.347 which indicates that there is no meaningful difference between technical elements in two men and women groups of research samples.

**Table 5: Second Phenomenon Test**

Spearman Correlation Coefficient	Number	Meaningfulness Level	Result
0.261	80	0.19	P < 5%

Spearman correlation coefficient for two studied variables was equal to 0.261 and meaningfulness level was calculated 0.19 which points to the relation between two variables with P < 5%. Thus the phenomenon of the research will be accepted.

## DISCUSSION AND CONCLUION

According to the obtained information in this research it must be said that there is no meaningful difference between triple managerial skills elements from the viewpoint of male and female employees of national Olympic committee. All the employees believe that a manager must have managerial skills because appropriate team work requires having the necessary managerial skills which will be resulted by managers by appointing responsibility to the team members. Managers and leaders encourage them to accept responsibilities by having effective human skills and communicating with team members and individuals will obtain the necessary skills during their team work. Of course this issue requires having a flexible structure under an organization in which managers help increasing team skills and empowering them by assigning responsibility (Catz, 1991). The result of the first phenomenon is in conformation with the results obtained by Hosseini (1996), Entesari (1999), Bigdeli (2001), Fartash (2004), Pent & Barvandi (2008) and is in contrast with the results achieved from researches made by Goudarzi (2002), Ahmadi (2002), El Saba (2001) and Afshari (2010) which can be related to differences in the studied societies and has director relation with technical skills, level of knowledge and education of the sample group.

According to the information obtained from this research there is a positive and meaningful relation between triple managerial elements and organizational environment of national Olympic committee. By reviewing suggestions and different research in the field of organizational environment and its relation with different variables it can be seen that organizational environment is a phenomenon that is affected by different variables and is effective on several variables in an organization. The present result is in conformation with some of the results including results obtained by Zahedi, 2011, Jahromi et al, 2010, Heidari et al, 2010, Hashemi Taredi (2009), Mirdeh et al, 2007, Samadi et al (2006), Michel C J Davidson (2003), Kevin et al (2002), Roderick Gray (2001), Arina (2011), Peterson (2004). Organizational environmental indicates method of acting toward members and when member would not have a good feeling toward the organization they will create an appropriate organizational environment. A manager who has necessary and sufficient managerial skills, conceptual skills (discipline, innovation and future forecasting), human skills (morality, relations, organization, etc.) and technical skills (knowledge and experience) has an appropriate and effective role in creating organizational environment (Afshari, 2010). On the basis of other results of the research total scores of aspects of organizational environment in this research is equal to 47.74 which is equal to 46.19. Despite that average scores of organizational environment aspects of women are more than men but on the basis of general categorization sample group of this research are in conform to some of the results of researches made by marateb (1990), Moghaddasi (2000), Goudarzi (1996), Adin (2000), Talebpour (2002), Mehralizadeh (2005), Gholamian (2007) and Hosseini (2009). But results of Farhadi research (1998), Heidar Zadegan (1996),

Jamshidi (1996), Doshman ziadi (1995) and Koufani (1995), Ahanchian and Manidari (2006) are in contrast with the results. The reason of this issue can be because of differences in statistical samples, culture and organization.

In a general conclusion it can be said that there is a positive and meaningful relation between organizational environment and managerial skills of managers which are the most rare and at the same time the most valuable capital of the organizations and are of the major and effective factors in/ the society that has fundamental and vital role in flourishing and development of human beings (Draker 1945). Considering the present organizational environment in national Olympic committee managers must have special specifications and using the results and studies about management issues appropriate methods must be implemented according to organizations status and also try to tend the environment of the committee to an appropriate environment so that an appropriate pattern would be prepared with respect to organizational environment for other organizations and in that case the preliminaries for obtaining the organization's goals will be provided and also because of the fact that there is no meaningful difference in viewpoint of male and female employees with managerial skills it is necessary that managers would be educated for managerial skills. Anyway organizations tend to benefit from managers that have the ability of proper use of human relations. Thus by investment for educating their managers they emphasize on education of their managers, nurturing leadership capabilities, interaction ability and increasing knowledge and preparedness.

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