

Survey the Relationship between Managers' Behavioral Skills with their Effectiveness and Efficiency at the University of Guilan, Iran

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Abstract

The main purpose of this research is survey the relationship between managers' behavioral skills of with their effectiveness and efficiency at the University of Guilan and its secondary purpose was awareness of relationship between managers' rational decision making, managers' motivating, managers' creativity, managers' support and managers' attention to informal organization with their effectiveness and efficiency. Statistical population of the research was all the managers, deputies and experts (nearly 350) in the 2010-2011 academic year and the samples 122 have been selected through a random sampling method. For analyzing the data, Pearson correlation coefficient and T test has been used. The research findings showed that there are a relationship between managers' rational decision making, motivating the managers, managers' creativity, and managers' support, managers' attention to informal groups and their effectiveness and efficiency.

Keywords: Behavioral skill, Effectiveness, Efficiency.

1. Introduction

Nowadays, management effectiveness is one of the elements of development in the world system. According to Sharif et.al (2006) efficient and capable management can create an appropriate place for permanent and multi-lateral development through applying potentials, virtual and capable facilities of organization. Organizational effectiveness as the most important purpose of every organization is a destination which all the efforts of organizational are made to reach it. Vaezi et al (2009) implied that the intellectuals of readership and management believe that various factors (organizational, peripheral, personal) have a relationship with organization effectiveness. In this case, behavioral characteristics of manager can have an important role in increasing and decreasing of organizational effectiveness.

An efficient manager will achieve to long-term purpose or perpetual success. It is not enough a working unity has a high performance in a day, but it should be able to achieve this performance every day. Researchers know the effectiveness subject to agreement and compatibility of behavior with organizational expectations (Sayyed Javadin, R, 2006).

Although for several years researchers work on higher education environment, consider many changes in university staff morale and in some cases, saw how through attention to experience and academic specialization of managers , their attachment to work in staff and academic level is improved, and have got positive influence. On the contrary for the sake of academic capability of some managers and inappropriate use of some individuals in management position in higher education, efficiency and effectiveness have been reduced. Because with regard to above-mentioned points, the effort is made to consider major factors which are related to psychological behaviors of managers and academically survey the relationship with their effectiveness and efficiency.

Luthans and Peterson (2002) emphasized that role of human resource and management of these resources in organizations has got much attention. They believe that managerial effectiveness facilitates the relationship between staff association and managerial effectiveness. In their viewpoints, both staff cooperation and managerial effectiveness influence on managerial effectiveness. Herman and Rena (2004) believe that organizational effectiveness of uncritical organization is evaluated and judged at different times by different persons and different methods. Analoui and Hosseini (2001) implied that managerial knowledge and skills in three cases depending on task, individuals and self has a role in their increase of effectiveness and a mixture of these three cases will able the managers to do their managerial tasks more effectively.

Moghimi et al (2006) pointed out that days in employing and using human resource it necessitates mental and personality traits of applied job with refer to position and job .Among personality models, four styles were selected which include activist, rational, friend group and creative. Research results confirmed the relationship between certain types of personality styles and management effectiveness. In another research they found that the most effective personality style in superior managers is observational –rational (activist). Khosravizadeh et al (2008) found that there is a significant relationship between managerial emotional commitment and type of organization, organization, ability and managerial academic major, emotional commitment and work experience, emotional commitment and management experience and organizational support and management experience with managerial motivation.

Osanloo et al (2006) showed that personal traits (age, gender, sportive experience, work experience, education degree, and academic discipline) have no effect on the extent of creativity and type of management of under study organizations managers.

Monafi (2003) concluded that there is not significant relationship between personal traits (age, work experience, organizational position) and creativity. Khoshbakhti et al (2006) found that there is a significant difference between styles so of managerial selective leadership and the effectiveness, but a tangible difference which is not managerial motivation and type of meaningful mist between leadership styles and quality of staff work life. Also, there is a significant relationship between quality of staff work life and managerial effectiveness. Hamidi et al (2006) found that essential skills of managers are the sake of effectiveness in quality management performance, enabling creating effective group, giving authority, attracting staff cooperation, honesty and justice, staff and leadership style selection. Omidi et al (2007) Concluded that there is a significant relationship between organizational structure and staff managers creativity, but there is no significant relationship between complexity and creativity of staff managers. According to research findings, the most important factors related to decrease of staff managers creativity in physical education organizations include focusing on the personal decision making instead of cooperation in decision making and disporting between job with academic major and education degree. Shaabani et al (2004) found that there is no relationship between personality traits (introversion- extroversion) of managers with their effectiveness, but to some extent extroversion managers have suitable effectiveness which there is a meaningful relationship between personality traits (stable and unstable) of managers with their effectiveness, that is stable managers have better effectiveness, there a meaningful relationship between extroversion personality trait and managerial stability with their effectiveness, there is a significant relationship between educational degree and managerial effectiveness and work experience of sport coaches and finally there is a significant relationship between management experience of managers and their effectiveness. Tavakoli & Etemadi (2007) found that cooperation in budgeting has a considerable role in managerial access to job related information and results in increase of their efficiency. Sharifi et al (2006) showed that there is a significant correlation between position powers, task structure and leader-member relation with managerial effectiveness Multi- variance Regression showed a meaningful correlation between leader-member relation and task structure with managerial effectiveness.

2. Materials and Methods

1.2. Hypotheses

- 1- There is a relationship between managerial rational decision making and amount of their effectiveness and efficiency at University of Guilan
- 2- There is a relationship between managerial motivating and amount of their effectiveness and efficiency at University of Guilan.
- 3- There is a relationship between managerial creativity and amount of their effectiveness and efficiency at University of Guilan.
- 4- There is a relationship between managerial support and amount of their effectiveness and efficiency at University of Guilan.
- 5- There is a relationship between managerial attention to informal groups and amount of their effectiveness and efficiency at University of Guilan.

2.2. Questions

- 1- Is there any difference between managers from gender view point?
- 2- Is there any difference between managers from academic degree viewpoint?
- 3- Is there any difference between managers from work experience view point?

2.2. Research Methodology

The method of this research is descriptive-analytical. Statistical population of the research was all the managers, deputies and experts of University of Guilan (nearly 350) in the 2010-2011 academic year and the samples 122 have been selected through a random sampling method. For gathering data, research made questionnaire with Likert scale has been used.

Also, for permanent assessment, secondary study was done among 30 persons, which Cronbach alpha coefficient 78% was obtained for reliability and also validity of the questionnaire was considered through three experts of psychology, social science and management viewpoints. Also, for analyzing data, T test, Leven Test, ANOVAs Test, Pearson correlation Coefficient have been used.

3. Results

3.1. Research Hypothesis

Hypothesis 1: There is a relationship between managerial rational decision making and amount of their effectiveness and efficiency at University of Guilan.

Table (1): Effectiveness and Efficiency with Rational decision making

17%	Pearson correlation coefficient	Rational decision making
415/0	Sig. level	
167	Number	

Table 1 shows in 95% significant level, there was no relationship between managerial rational decision making and amount of their effectiveness and efficiency.

Hypothesis 2: There is a relationship between managerial motivating and amount of their effectiveness and efficiency at University of Guilan.

Table (2): Effectiveness and Efficiency with Motivation

Effectiveness and Efficiency		
142/0	Pearson correlation coefficient	<i>motivation</i>
33%	Sig. level	
167	Number	

Table 2 shows in 95% significant level, that there was a relationship between managerial motivate and their effectiveness and efficiency.

Hypothesis 3: There is a relationship between managerial creativity and amount of their effectiveness and efficiency at University of Guilan.

Table (3): Effectiveness and Efficiency with Creativity

Effectiveness and Efficiency		
25%	Pearson correlation coefficient	Creativity
374/0	Sig level	
167	Number	

Table 3 shows in 95% significant level; there is no relationship between managerial creativity and their effectiveness and efficiency at University of Guilan.

Hypothesis (4): There is a relationship between managerial support and amount of their effectiveness and efficiency at University of Guilan.

Table (4): Effectiveness and Efficiency with Support

Effectiveness and Efficiency		
27%	Pearson correlation coefficient	Support
366/0	Sig. level	
167	Number	

Table 4 shows in 95% significant level; there is no relationship between support and their effectiveness and efficiency.

Hypothesis (5): There is a relationship between managerial attention to informal groups and amount of their effectiveness and efficiency at University of Guilan.

Table (5): Effectiveness and Efficiency with Informal Organization

Effectiveness and Efficiency		
20%	Pearson correlation coefficient	Informal organization
399/0	Sig. level	
167	Number	

Table 5 shows in 95% significant level; there is no relationship between managerial attention to informal groups and their effectiveness and efficiency.

A. Research Questions

Research Questions (1): Is there any difference between managers from gender viewpoint?

Table (6): Managers split to Gender

Median error of standard	Standard deviation	Mean	Number	Gender	
1311%	10489/0	3/5566	64	Female	Effectiveness and Efficiency
1225%	12435/0	3/5190	103	Male	

Table (7): Leven Test

Leven Test		
Sig. level	F	
179/0	1/823	Equal variances Effectiveness unequal variances

Table (8): T Test

T-test				
	Sig. level	DF	T	
376%	45%	165	2/016	Equal variances Effectiveness unequal variances
376%	38%	150/291	2/098	

Above tables show that in an equal variance, there is significant differences between male and female managers.

Research Questions (2): Is there any difference between managers from academic degree viewpoint?

Table (9): Managers split to Academic Degree

Meaningful level	F	Squares Mean	DF	Sum of squares	
		0/007	2	14%	Between groups
603/0	507/0	14%	164	2/312	Within groups
			166	2/326	Total

According to table 9, there is no significant difference between managers' attitude from academic degree viewpoint about their intent of effectiveness and efficiency.

Research Question (3): Is there any difference between managers from work experience view point?

Table (10): Managers split to Academic Degree

Meaningful level	F	Squares Median	Freedom degree	Sum of squares	
		11%	5	54%	Between groups
578/0	763/0	14%	161	2/272	Within groups
			166	2/326	Total

According to table 9, there is no significant difference between managers' attitude from work experience viewpoint about their intent of effectiveness and efficiency.

4. Discussion and Conclusions

Table (11): Pearson correlation coefficient among managerial behaviors

		Pearson correlation coefficient
1	Between managerial rational decision making and intent of their effectiveness and efficiency	17%
2	Between managerial motivate and intent of their effectiveness and efficiency	1428
3	Between managers creativity and intent of their effectiveness and efficiency	25%
4	Between managerial support and intent of their effectiveness and efficiency	27%
5	Between managerial attention to informal organization and intent of their effectiveness and efficiency	20%

According to the results of the research, in the hypothesis 1, there is a relationship between managerial rational decision making and intent of their effectiveness and efficiency. For surveying above mentioned hypothesis which in questionnaire include 1 to 4 items. The relationship between these two cases is Pearson correlation coefficient and it showed

correlation coefficient 17% which is indicator of low correlation intensity between them .so , it becomes clear that there is no relationship in this case.

In the hypothesis 2, there is a relationship between managerial motivation and their effectiveness and efficiency at university of Guilan .According to research which is done through Pearson correlation coefficient, obtained result showed 142/0 which shows normal correlation intensity between them. So, there is a relationship and hypothesis will be proved which is related to 5 to 7 items of questionnaire.

Hypothesis 3 has been confirmed because; there is a relationship between managerial creativity and their effectiveness and efficiency at university of Guilan. The calculation was done through Pearson correlation coefficient formula which showed correlation 25%, that is indicator of low correlation intensity and it is concluded that there is no relationship in this hypothesis which is related to 8 to 10 items of questionnaire.

Also, in hypothesis 4, there is a relationship between managerial support and their effectiveness and efficiency at university of Guilan. In this hypothesis according to done researches 11 to 14 items of questionnaire and Pearson correlation coefficient, obtained result is 27% which is indicator of low correlation intensity that is there is no relationship.

In hypothesis 5, there is a relationship between managerial attentions to informal organization with their effectiveness and efficiency at university of Guilan. For surveying above – mentioned hypothesis include 15 to 17 items in questionnaire. The relationship between them was used and researched through Pearson correlation coefficient which has shown correlation coefficient 20% and indicates low correlation intensity. So, it becomes clear that there is no relationship between them.

Finally, according to the research results of first question showed that male managers' attitude is different from female managers. There is no meaningful relationship between managers from academic degree viewpoint. There is no significant relationship between managers from work experience viewpoint.

5. Discussion

This research surveyed the relationship between managerial behavioral skills and their efficiency at University level and following results are obtained. In spite of managerial rational decision making and intent of their effectiveness and efficiency, this research shows that correlation coefficient of these two cases shows 17% which is indicator of low correlation intensity. In the case of managerial motivation with their effectiveness and efficiency, correlation coefficient of them shows 142/0 that is, indicator of normal correlation intensity. In spite of managerial creativity with their effectiveness and efficiency, correlation coefficient of them shows 25% which is indicator of low correlation intensity. In the case of managerial morale with their effectiveness and efficiency correlation coefficient of them shows 27% which is indicator of low correlation intensity. In the case of managerial attention to informal organization with their effectiveness and efficiency, correlation coefficient of them shows 20% which is indicator of low correlation intensity. According to Seif, Seddiqi (2009) there are major factors which help a person to grow up as a leader and have a high effectiveness and efficiency. This observable collection of abilities cowed be congenital, innate or an acquisitive. These factors are different from one person to person, for this reason under equal environmental conditions; some managers may show more efficiency and effectiveness toward others. Peter Gloor et al (2009) recommended a new method for managers to increase creativity in their groups by evaluation of certain personal traits. They evaluated interpersonal interactions with equipped signs to sensor which is hanged to body. In a research project with 22 persons under study which they hanged medals for one month during work period, they predicted introversion, neurosis, freedom and compatibility on the basis of world analysis of small society. It seems, management is frequently used as descriptive category for performance outputs (for example failure and success). This process can support or weaken management support, because of their efficiencies , managers may lose or get subject support

with providing management social personality analysis , they assumed that management group sample and performance information alternatively influence on prediction of subjects understandings from management effectiveness. Because eminent (out standing) leaders are reliable to their subjects, they assumed that eminent leaders in groups will be evaluated more effective after creation of incorrect information from non-sample leaders. Frokjær et al (2000) have done an empirical research about correlation among effectiveness, efficiency and job satisfaction and they found that because of complicated organizational tasks these correlations are not achieved very well and applying these organizational three-dimensions will create harmony and compatibility between them.

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