

A Survey on The Relationship of Managerial Roles With Expertise And Capabilities, And Their Impact on Organizations

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***Abstract:** The Purpose of This Research is to Investigate The Relationship Between Three Variables Including Skills, Capabilities Managerial Roles, And Their Impact on the Organization. The Research Method is Scaling _ Correlation. Statistical Community of This Research Includes 157 Managers in Ahvaz. Sampling Was Not Considered And all Individuals Were Studied Through Census. To Collect Data, Three Groups of Standard Questionnaires Were Used. Questionnaires Were Also Obtained According to Experts. The Obtained Data Was Investigated For Independent Group Using Statistical Methods Such as Pearson's correlation test, Multiple Regression, Single _ Way Variance Analysis, And Test (t). The Obtained Results Suggested That Investigated With Human, Technical, Communication Skills And Intellectual _ Mental, Academic Capabilities And Have a Larger Share in Success of Organizational Systems.

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Introduction

In Nowadays World That Organizations And Technological Developments, And Societies Are Facing Massive Environmental And Developments, And consequently, World Trade And Globalization in This Way What Can Ensure Thriving And Growing Life of Organizations is Regular Effective Management System. In Other Words, if There is an authoritative Powerful Element of Organization Management, Then We Can Expect Organizations To Have a Good Performance in Current Conditions. Among Active Organizations in The Society is The Organization of Education. to Achieve its Objectives And Programs. It is Necessary For All Managers in Different Levels of The Organization to be Qualified And Powerful. All Management Posts in Education _ Whether The Minister or Directors General, Assistant Directors or Principals_ Though Worked in Education And Knowing its Structure, The Should be Selected From Elites And Best Individuals That Are Really Capable of And Qualified For Managing This Organization.

Most Experts to Determine Priorities of The principles of Thriving Organizations in Education, found That Level of Education in Managers And staff could be a Significant Factor in Increasing The Staff Willingness to Learn Academic And Professional Skills. More, the Management of Schools should be Left Whose Field is Consistent With their Tasks.

The Research Background

Laimeric And Anderson (2003) Be live That The Prerequisite For The Success of managers, Especially Women Managing in Education, is to Have

Capabilities Such, Networking(Communicate With Others), Self _Management, And Professional Growth. In This Regard, Presenting Training And Retaining Courses Can be a Proper Solution in Learning These Skills And Eliminating Barriers to Accept woman in management Post in Education.

Vilkinas And Cartan (1997) Stated That Managers With More And Specialized Skills Can Play The Roles Better.

Farahi, pearson, And Caterji in The Study of Mintzberg Roles (1970), Though Confirming These Roles, Believe That The roles can be Played in Varying Degrees According to Individuals' Level of Skills. Youki (2002) in a Study on Successful Leaders, Believed That Convincing Skills, Social Skills, Intelligence Skills, Administrative Skills, Politics Skills, And Fluency Are More Significant (Carmeli And Tishler, 2002). In Addition to The Skills Mentioned, The Skill of Decision Making as Well can be of Great Importance to Our Country's Administrative managers (Farahi, 2002) Other Research as Robbins and Coulter(2001); Schermehora (2002), And Peterson (2004) Believe That in Order For Managers to Perform Tasks Effectively, They Should have Skills Such as Team Work, Critical Thinking, And Professional Skills. Also Green Bury And Baron (1997) Stated That Both Mental And Physical Capabilities Are Required By Managers.

Theoretical Basics of The Research

The Development of Science And Technology, And Consequently Increase in Requirements And the expansion of Organization Entail The Use of Effective And Skillful Managers in

Running The Organizations` Affairs, Since The Efficiency of Managers` Reasonable Performance Leads to The Survival And Growth of The Organization (Maleki And Ranjbar, 1999).

Many Studies Have Shown The Significance of a Series of characteristics For Managers. Katz (1974)is Among The First Ones Who Stated That Competent Managers Should Have Skill Such as Technical, Homan And Cognitive Skill. After Him, Other Experts Completed this Concept, And Based on These Three Categories of Skills, They Added Other Skill to Them. Usually, in Studies of The Management Field, When Discussing Merits of Management, in Addition to Skills. The Study Of The Managers` Capabilities Hos Been Widely Dealth With, And Various Researchers Have Considered Having a Series of Capabilities as Necessary For Managers to Perform Their Tasks. Dainty And Anderson (1996) in Their Study Offered a Framework Titled as ((Administrative Capabilities)). These Capabilities Are Associated With

1_Specific Behavioral Skills of The Limits of Knowledge And Cognitive Processes, And Help Individuals Have an Effective Performance as a Major Manager. They Offered Eleven Categories of Capabilities Which Are Divided Into Three General Categories of Capabilities:1- Individual Capabilities: (Cognitive_ Maturity_ Development Capability).

2_ Interpersonal Capabilities:(Influence_ Leadership_ Integration).

3_Directional Capabilities: (Specialized Capability_ external Capability_ Organizational Capability_ Functional / Structural Capability).

In Comparing Definitions Related to Skill And Capability, it Should be Noted That Capability And Skill Are Two Categories With Conceptual And Overlapping Issues, However They Have Separate Boundaries a General And Broad Feature, And Can be Expanded Outside The Boundaries of The Organization, While Skill is a Specific Professional Feature That Finds Meaning in Any Profession And its Conceptual Domain is Inside The Organization. Mangers Haring The Posted Capabilities And Skill Help Them Perform Their Task Roles better. In General, Dimensions of Managerial Work Can be Divided Into Three General Groups each of Which Encompass Several Roles:

1_Communication Roles (Ceremonial, Leading, Connector).

2_ Informational Roles(Supervisor, Data Sending, Speaker).

3_Decision Making Roles (Entrepreneurship, Problem Solver, Yeresource Allocation, And Negotiator).

According to Theoretical Discussions And Research Findings Mentioned, We Can Conclude That Performing Task Roles Better Requires Having a

Series of Skill And Capabilities. Based on This, This Research`s Main Objective is to Study The Manages` Skill And and Capabilities And its Relationship With Assigned Roles.

*in This Research, The Researcher Has Used Theoretical Framework in Three Ports of Skill, Capability, And role so as to Present His Analysis Model.in Theoretical Framework, He Poses Five Groups of Skill, Four Groups of Capabilities, And Eight Groups of Roles (Diagram 1).

Hypotheses of The Research

Most Important Hypotheses of This Research Are:1_Technical, Human Skill Are Associated With Managerial Roles in Highschool Principals in Four Areas of Ahvaz Education Organization. 2_Academic, Intellectual_ Mental Capabilities Are Associated With Managerial Roles in Highschool Principals in Four of Ahvaz Education Organization.

Research Method

This Research is Applied, Concerning its Purpose, And it is Scaling_ Correlation, With Regard to How The Required Data is Obtained. Data Needed in This Research in The Area of Skills, Capabilities, And Managerial Roles Has Been Collected Using Three Groups of Standard Questionnaires.

Sustainability of The Questionnaires in Alpha Cronbach Method For Skill, Cababilities, And Roles is:%87, %91, And %92 Respectively.in This Research, The Questionnaires Were Implemented For 32 Individuals, And Their Sustainability Obtained Using Alpha Cronbach Method as Follows: %93(Skills), %88(Capabilities), And %92 (Roles) The Obtained Data Was Studied For Independent Groups By Use of Statistical Methods as: Pearson`s Correlation Test, Multiple Regression in Step by Step Method, One _ Way Variance Analysis, And The Questionnaire of Skills Has 72 Questions, The Questionnaire of Capabilities Has 58 Questions And The Questionnaire of Roles Has 40 Questiotions. The Three Questionnaires Have Been Used in a Five Option Likert Format. Statistical Community Studied in This Research Includes 162 Highschool Principals in Ahvaz. Given That The Statistical Community of The Research is Limited, Sampling has Not Been Regarded, And All Principals Have Been Studied Via Census. The Method of Distributing And Collecting Questionnaires Was in_ Place Visiting And it Was performed in One Stage.Out of 162 Distributed Questionnaires, 126 Ones were completed,All of Which Were Usable And 36 Ones Were Unusable. Out of These Numbers, 10 Were Diplomas, 48 Were Bachelors And 68 Were Mas.

The Finding of The Research

In This Research, to Analyze Collected Data, The statistical Software Of social Sciences is Used.as Table 1 Shows, among Manager`s Five Skills.

Communication Skills Have The Largest Average (X=48/8).

Therefore, Among Five Skill is The Strongest Skill Among Managers (Principals).

Among Four Capabilities of The Principals, Intellectual Capability Has The Largest Average (x=133/5). Thus, Among 4 Capabilities, Intellectual Capability is The Most Powerful One Among

Principals. Furthermore The Average of Role Criterion Variable is (x=155/7). Also, to Investigate The Correlation Between Variables, Pearson's Correlation Coefficient is Used, And The Following Correlation Matrix Which is an Indicator of an Association Between The Dimensions of Skill, Capabilities, And Roles, Was Obtained (Table 2).

Table 1 Descriptive Statistics Indicators of The Research Continuous Variables

Variables	Average	Higest Score	Lowest Score	Standard Deviation
Technical	45/6	60	34	5/5
Human Skill	36/9	57	22	5/2
Cognitive Skill	38/1	49	26	4/8
Communication Skill	40/4	58	30	5/7
Decision Making Skill	48/4	121	33	8/5
Intellectual Capability	133/5	252	73	17/5
Physical Capability	23/9	30	13	2/9
Mental Capability	21/3	28	9	3/4
Academic Capability	29/7	38	13	3/8
Capability	208/6	324	113	23/5
Role	165/7	184	110	14/01

Table 2_bCorrelation Matrix of The Variables Of The Research:

Variables	1	2	3	4	5	6	7	8	9	10	11	12
1_Technical Skill	1	/.465	/.533	/.529	/.210	/.722	/.33	-./.6	-./.63	-./.65	-./.5	
2_Human Skill	/.465	1	/.366	/.472	/.156	/.624	-/1.54	-/1.12	-/158	-/1.72	-/1.36	/.488
3_Cognitive Skill	/.533	/.366	1	/.396	/.136	/.67	-/1157	-/1.47	-/112	/.48	-/144	/.51
4_Decision Making Skill	/.529	/.472	/.396	1.00	/.522	/.8.5	/.129	/.58	/.41	/.10	/.16	/.328
5_Communication Skill	/.210/	/.156	/.136	/.522	1	/.658		/.1.8	/.128	/.195	/.583	/.515
6_Skill	/.722	/.624	/.67	/.8.5	/.658	1	/.7.7	/.61	/.12	/.75	/.222	/.36.
7_Intellectual Capability	/.33	-/1.54	-/1157	/.129	/.7.7	/.284	/.284	/.412	/.5.3	/.6.2	/.695	/.588
8_Physical Capability	-/1.6	-/1.12	-/1.47	/.58	/.108	/.61	1	1	/.378	/.495	/.562	/.464
9_Mental Skill	-/1.63	-/158	-/112	/.41	/.128	/.12	/.412	/.378	1	/.520	/.645	/.358
10_Practical Capability	-/1.65	-/1.72	/.48	/.1.	/.195	/.75	/.5.3	/.495	/.520	1	/.743	/.350
11_Capability	-/1.5	-/076	-/144	/.1.6	/.583	/.222	/.6.2	/.562	/.645	/.743	1	/.4.6
12_Role	488	%507	%328	%515	%360	%588	%965	%358	%350	%406	%520	%520

Next, in order to Predict Managerial Roles Based on Various Components of Managerial Skill, Multiple Regression Has Been Used, And The Involvement of Predictor Variables in The Analysis of Regression is Through a Step to Step Method (Table3)

Table 3_A Summary of Regression Analysis of Hypothesis 1:

Steps	Estimation Standard Error	Explained Variance	Multiple Correlation Coefficient	Explained, Modified Variance
Decision Making Skill	11/39	/.274	/.524	/.268
Human Skill	10/8	/.358	/.598	/.347
Technical Skill	10/5	/.399	/.631	/.382
Communication Skill	10/3	/.421	/.649	/.400
Cognitive Skill	10/4	/.407	/.638	392

Also we Can See in Table (4) That Eventually Three Standard Skills Including Human Skill, Technical Skill,And Communication Skill Are Involved And Both Cognitive And Decision Making Skill Got Out of The Final Regression Equation. Finally, We Can Write The Equation of Managerial Role Predictions Based on Three Skill Including Human, Technical, Communication Skill as Follows:

Table 4_ Regression Coefficients of Hypothesis 1:

Steps	Variables	Standardized Coefficient Of Regression		Unstandardized Coefficient	T	Significance Level
		b	Estimation Standard Error	b		
1	Constant		7/6	1.7/.1	13/13	/...
	Decision Making Skill	/.524	/.185	1/22	6/56	/...
2	Constant		8/4	9/.4	10/8	/...
	Decision Making Skill	/.371	/.198	/.862	4/37	/...
	Human Skill	/.327	/.217	/.836	4/84	/...
3	Constant	/.273	9/11	79/.9	8.68	/...
	Decision Making Skill	/.256	/.209	/.633	3/2	/.3
	Human Skill	/.248	/.221	/.654	2/74	/.4
	Technical Skill		/.218	/.598	2/74	/.7
4	Constant		9/5	72/9	7/7	/...
	Decision Making Skill	/.167	/.238	/.387	1/62	/.7
	Human Skill	/.274	/.219	/.7..	3/19	/.2
	Technical Skill	/.259	/.215	/.623	2/89	/.5
	Communication Skill	/.178	/.131	/.274	2/.8	/.39
5	Constant		9/52	73/5	7/71	/...
	Human Skill	/.316	/.211	/.8.5	3/82	/...
	Technical Skill	/.313	/.201	/.754	3/75	/...
	Communication Skill	/.247	/.115	/.380	3/12	/.1

*Managerial Roles= 73/45 +.32 (Human Skill)+ 131 (Technical Skill)+.25(Communication Skill)

Also in Order to Predict Managerial Roles Based on Various Components of Managerial Capabilities, Multiple Regression in an Step by step Way Has Been Used(Table 5)

Table 5 Summary of Hypothesis (2) Regression Analysis:

Steps	Explained, Modified Variance	Explained Variance	Multiple Correlation Coefficient (r)	Estimation Standard Error
Intellectual_Mental Capability	/.209	/.216	/.464	12/.5
Academic Capability	/.255	/.268	/.517	11/69

In Addition, We Can See in Table (6) That Eventually The Two Capabilities, That is Intellectual_Mental And Academic Capabilities, Obtained The Criterion to Get Involved, And Because of The Lack of Significance of Other Capabilities Contribution, Regression Equation Has Been Stopped.

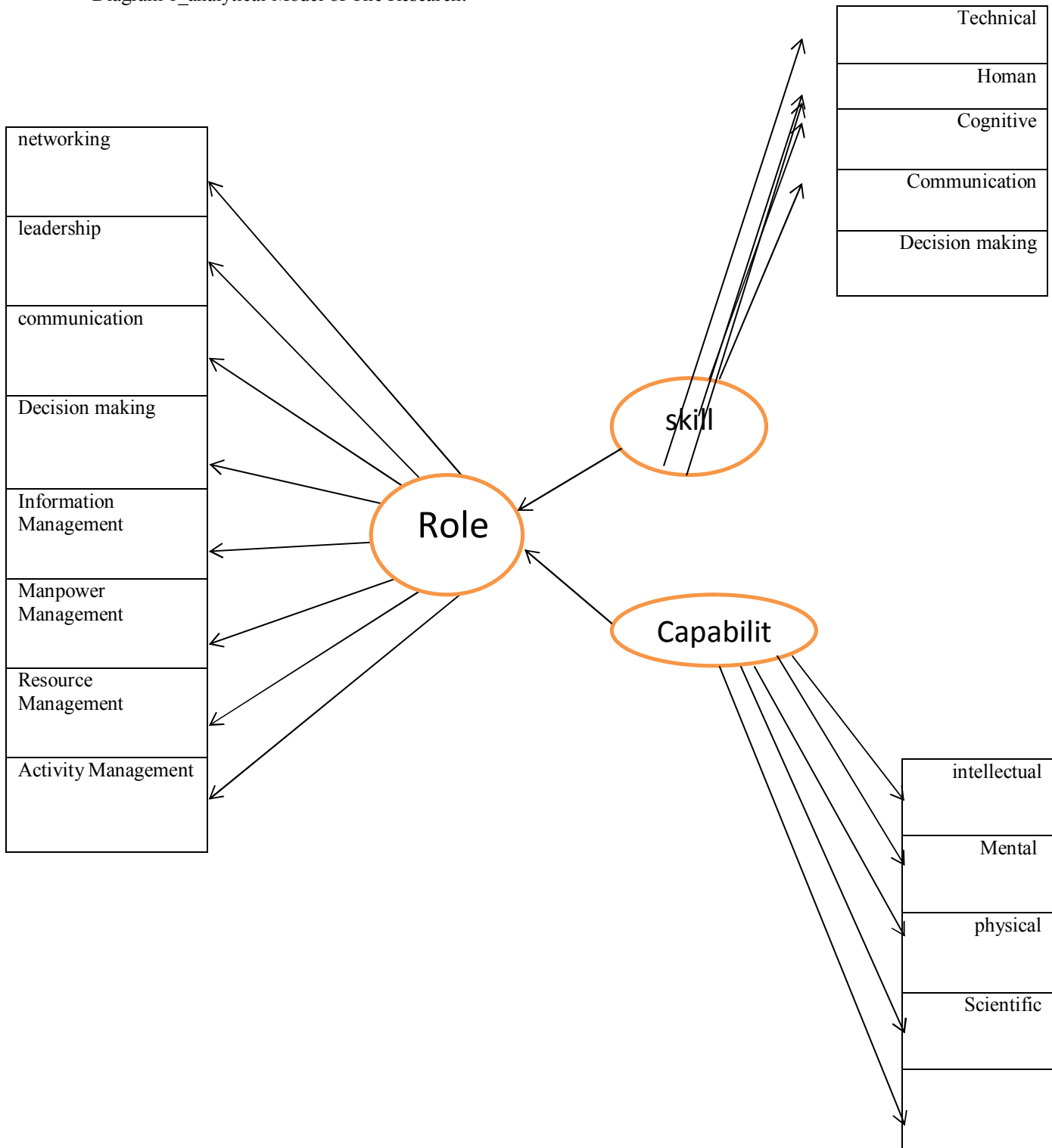
Table 6 Regression Coefficients of Hypothesis 2:

Steps	Variables	Standardized Coefficient Of Regression		Unstandardized Coefficient	T	Significance Level
		B	Estimation Standard Error	b		
1	Constant		8/68	1.7/99		/...
	Intellectual Mental Capability	/.464	/.64	/.359	57/5	/...

*Table(6) Continued:

2	constant		9/5	95/54	10/.5	/...
	Intellectual Mental Capability	/.292	/.78	/.225	2/87	/.5
	Academic Skill	/.286	/.361	1/.2	2/82	/.6

Diagram 1_analytical Model of The Research:



If You Look at Table (1), You Will Find Out That According to High School Principals, Communication Skill Including Rhetoric, Correspondence, Ovation, Cooperation, Delegating Authority to Others, And etc Are Secondary Priorities. Also, in The View Of These Principals, intellectual _ mental Capability. Such as Creating Ideas, Critical Thinking, Mental Focus, Capability to Develop Mind, Memory Power, Etc Are Most Important And Other Capabili Are Secondary Priorities. Given That Them Main Purpose of This Research Was to Study The Association Between Skill Capabilities, And Managerial Roles, Looking at Table 2, We Can See that All Demensions of Skill And Capabilities Are Significantly Associated With Managerial Roles. Among Various Components of Skill, Decision Making, Human, Technical, Communication, And Cognitive Skill _ Respectively _ Have The Highest correlation With Managerial Roles. These Coefficients, in The Order of Skill Mentioned, Are: %54, %51, %48, %38, And %31 All of Which Are Significant in Level /.1 And With %99 Confidence.

Also, Among Managerial Capabilities _ Respectively _ Intellectual, Academic, Physical And Mental Capabilities Have The Highest Correlation With Managerial Roles. The volues of these Coefficients _ in The Order Of Mentioned Capabilities _ Are %48, %42, %37, %35, All of Which Are Significant in Level /.1 And Wich %99 Confidence. Table (4) Shows Regression Coefficient And Test (t) For Testing The Coefficients And The Significance Level of Each. Given That in This Table, in Find Step Only Three Skills Including Human, Technical, And Communication Skill Remained in Regression Equation, Column Indicates That as One Standard Deviation in Human Skill Changes, %33 of Standard Deviation Occurs in Managerial roles. Similarly, Per One Standard Deviation Change in Technical, Communicative Skill, /33 And, /26 of Standard Deviation Occur in Managerial Roles, Respectively. Next, if we Look at Table (6), we can See Regression Coefficients And Test(t) For Testing The Coefficients And The Level of Each Ones Significance. Column (p) Indicates That With Changing One Standard Deviation, in Intellectual _ Mental Capabilities, %28 Standard Deviation Would Occur in Managerial Roles.

More, Per Changing in one Standard Deviation, %29 Standard Deviation Occurs in Managerial Roles.

Discussions And Conclusions

The Purpose of This Research Was to Investigate The Relationship of Skill And Capabilities With Managerial Roles in High School Principals in Four Areas of Ahwaz Education. The Results Related to Hypotheses Showed That Skill And Capabilities Are

Able to Predict Roles. In Other Words, Principals With The Skills And Capabilities Mentioned Can Best Perform Their Assigned Roles, And Any improvements or deficiencies in Skill And Capabilities Will Affect the Roles. In General, the Results Showed That From The Studied High School Principals' Point of View, Respectively, Human skill (Team Work, Team making Understanding Others, Creating Motivation), Technical Skills (Presenting Feedback, Organizing And coordination, Computer Knowledge, Professional Skill), And Communication Skill (Rhetoric, Ovations, Cooperation With Others) Have More Prediction Power Than The Roles, And Are More Significant, Too Also, Results Suggested That Intellectual _ Mental Capabilities (College Education, Scientific Research, Job Experience, Computer Knowledge) Have more Prediction Power Than The Roles, And They Are Also More Significant. These Finding Are Consistent With The Research By Taghi et al, 2009 ; Farahi, 2002; Greenburg And Baron, 1997 ; Hund And Baruch, 2003.

Other Results of The Research Included The Confirmation of The Importance of The Effects of Principals' Education Level And Background On The Way They Perform Their Roles. Results Showed That Principals With Higher level of Education Whose fields of study Are Relevent to Management, Can better Perform Their Assigned roles. The Importance Of This Issue Also Has Been Reported in the Research By taghi zadeh Et All, 2009; Kojoroy, 2004. In Addition, it Should Be Noted That Considering The Overlap Between The Definitions of Capability And Skill Researchers May Use Definitions of These Two Variables As Substitutions. Moreover, in Order to Identify Skill And Capabilities Required BY Principals More, First There Should Be a Pricise Definition Definition of Their Tasks. Second, The Research Has Proved That Presenting Training And Retraining Courses Can be a Suitable Solution in Teaching The Skills And Capabilities.

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