



Study the Relationship between Principals' Management Skills and their Effectiveness in Karaj 4th District Primary Schools

Maryam Hosseinpour¹, Leila Tamimi¹, Neda Hosseinpour², Katayon Hashami¹ and Somayeh Jafarzadeh¹

1. MA, Ministry of Teaching and Training, Alborz Province, Iran

2. Islamic Azad University-Tabriz Branch, Iran

* Corresponding author's Email: sahel_mh_2006@yahoo.com

ABSTRACT: It is aimed to clarify the relationship between management skills of principals and their effectiveness in Karaj 4th district primary schools. Management skills were discussed due to Robert Katz including three technical, human and perceptual skills. It is a descriptive survey. The population consisted of 1300 elementary schools' teachers of district 4 in Karaj city in 2013-2014 academic year. The sample of the study was a group of 297 male and female teachers calculated by means of sample size H.S. Bola formula and selected by adapting the multi stage randomized cluster sampling method. The assessment tool of the research is a questionnaire involving management skills questionnaire and effectiveness Questionnaire included 30-item questionnaire of Alagheband. Reliability of the management skills and the effectiveness questionnaires calculated using Cronbach's alpha coefficient are (95%) and (94%), respectively. In the study, the validity of the both assessment tools obtained using face validity approved by five professionals. To describe the data, descriptive statistics such as mean, standard deviation, frequency distribution tables and graphs are used. And for data analysis, inferential statistical methods such as Pearson correlation, independent parametric t-test and multivariable regression are utilized. The results reveal that there is a significant relationship between the three management skills (technical, human and cognitive skills) of principals and their effectiveness in Karaj 4th district primary schools. Any increase in each technical, human and cognitive skill increases the effectiveness of organization.

ORIGINAL ARTICLE
Received 13 Jan. 2014
Accepted 02 Mar. 2014

Keywords: Management Skills, Technical Skills, Human Skills, Cognitive Skills, Effectiveness

INTRODUCTION

One of the achievements of human civilization which we are witnessing nowadays, is emergence of a broad social organizations. Our society can be called corporate community due to the extent of the development and being surrounded by organizations. Because, in all stages of life from birth to death directly and continuously, we are connected with the organizations (Moshabaki, 2003). Organizations in order to effectively achieve their goals need capable managers. Leaders as the main operators of organizations, play an essential role in improving organizational activities. Nowadays, because of this important role of management, management is considered as a professional job that requires preparation and training in advance (Lewine, Minton, 2000).

Effectiveness and efficiency of managers entail acquiring management skills and any lack of the skills reduces likelihood of a manager success and ultimately, reduces the chance of the organization as a whole to be succeeded. So, every skill is important to perform management tasks. Anderson (1998) believes, skill is the ability to change knowledge into action that will lead to an optimal performance. Katz defines skill

as the abilities that are not intrinsic but can be learned. He knows a manager who controls the others actions and is responsible for gaining specific goals (Alagheband, 2007). Skill approach toward management has been started with an assortment of three skills introduced by Robert Katz (1974). He sees three skills necessary for the management, including technical skills, human skills and cognitive skills. Kontez believes that in addition to the three skills stated by Katz, manager must have the fourth skill so-called the design skill (Seng, 1999).

Schermerhorn (2002) reached to conclusion that managers in their work need skills such as self-management, critical thinking, teamwork, communication skills, leadership and professional skills. Peterson and Van Fleet (2004) also found that managers should have the following skills: diagnostic, technical, human- analytical, cognitive, communicative, interpersonal, administrative skills, decision making and flexibility skills. Although management skills are divided into different following forms (Alagheband, 2007).

Effectiveness: Success of system in achieving the goals and do the tasks is defined as effectiveness

which has a direct relationship with the manager performance. When a manager is to achieve the objectives and desired results of the organization, we say that effectiveness has been achieved (Alagehband, 2007).

Lejeune and Vas (2009) believe that effectiveness plays an important role in organizational development as a scale or unit to measure ultimate achievement goals of the organization considering some constraints. Organizational effectiveness is the degree of correlation between actual results and expected results of the organization (Hoy and Miskel, 2003).

Literature review:

A- Carmeli (2008) has evaluated the effects of management skills on the performance of city agencies and has come to the conclusion that management skills (technical - creativity and educational) have effect on the organization's performance. And in the short-term, changes in the management skills can easily create significant changes in the performance level. Because, the structural changes in addition to the high cost need to spend more time.

B- Bond (2007) has studied the relationship between management education, management style and organizational efficiency to identify a relatively new type of training based on healthy attitude of mind and organizational performance. Employees' opinions survey and assessing organizational performance showed that education has changed the behavior of managers. Managers attributed these changes to a combination of management education, effects of transformational management and changes in cultural norms which improve the working environment.

C- Carmeli and Tishler (2006) have considered the relative importance of management skills in the excellent team of managers with nine skills. These skills were provided by Yuki (2002) and include:

1- Persuade; 2- Administrative capacity; 3-Fluency in expression; 4-Teamwork knowledge; 5-Feelings expressing skills; 6-Social skills; 7-Creativity; 8-perception skills; 9-Intelligence. The purpose of study was to investigate the effect of these skills on performance of industrial firms. The results showed that the relationship between firm's performance and cognitive abilities are positive, significant and even more important than the relationship between firm's performance and the skills of human resources. The effect these skills on the performance of firms is more than the effect of the other variables such as firm's size, life and environmental uncertainty.

Hypotheses or the research questions:

The main question: is there any relationship between principals management skills and their effectiveness in Karaj city's elementary schools?

Sub-questions:

1. Is there any relationship between technical skills of managers and their effectiveness?
2. Is there any relationship between cognitive skills of managers and their effectiveness?
3. Is there a relationship between the human skills of managers and their effectiveness?

MATERIALS AND METHODS

The study is applicable, quantitative and correlational regarding the objectives, data and design respectively.

The population: The population of the study consist of 1300 teachers of Karaj 4th district primary schools.

The sample: To select a representative sample, the multi-step cluster sampling method is used. According to the method and the sample size formula ((H.S. Bula, 1970) translated by Abili, 1996), the sample size is 297 people.

Research instrument: The research instrument is questionnaires; management skills questionnaire (Nazem, 2008) as well as the effectiveness questionnaire consisted of 30 questions and prepared by Alagehband. Reliability of the management skills and the effectiveness questionnaires calculated using Cronbach's alpha coefficient are (95%) and (94%), respectively. In the study, the validity of the both assessment tools obtained using face validity approved by five professionals, supervisor and advisors.

Statistical methods

To describe the data, descriptive statistics such as mean, standard deviation, frequency distribution tables and graphs are used. And for data analysis, inferential statistical methods such as Pearson correlation, independent parametric t-test to compare two independent groups (male and female principals) are used.

RESULTS

To investigate the major and minor hypothesis, the Pearson correlation test and independent T-test were used.

The main hypothesis of the research: There is a relationship between the management skills of principals and their effectiveness in elementary schools of district no.4 of Karaj city.

According to Table 3, the main hypothesis of study, relationship between the management skills of principals and their effectiveness in Karaj 4th District primary schools, is approved. The correlation coefficient between the skills of principals and effectiveness ($r = 0.81$) with respect to significant level of 0.01 is significant. In other words, there is direct and positive relationship between the skills and

effectiveness of the principals. The coefficient of determination is 65.61%; it means that 65.61% of the distribution is shared between the skills and

effectiveness of the principals. Thus, the main hypothesis of this study is confirmed. Secondary hypotheses of the research:

Table 2: Correlation matrix of the technical, perceptual and human skills and effective Management

Variable		Managers' Skills	Technical Skill	Conceptual Skill	Human Skill	Effective Management
Technical Skill	Correlation coefficient	0.91 **				
	Determination coefficient	81%				
Conceptual Skill	Correlation coefficient	0.90 **	0.83 **			
	Determination coefficient	81%	67.24%			
Human Skill	Correlation coefficient	0.90 **	0.69 **	0.68 **		
	Determination coefficient	81%	47.61%	46.24%		
Effective Management	Correlation coefficient	81%	0.75 **	0.71 **	0.73 **	
	Determination coefficient	65.61%	56.25%	50.41%	53.29	
Work Experience	Correlation coefficient	0.23 **	0.20 **	0.16 **	0.24 **	0.19 **
	Determination coefficient	5.29%	4%	2.56%	5.76	3.61

Level 0.05 * level 0.01 **

Table 3: Relationship between the management skills and the effectiveness of school principals

Variable	Effectiveness
Management skills	0.81
Significance level	0.01
Number	300

Hypothesis 1: There is a relationship between technical skills and effectiveness of principals.

Table 4: Relationship between the technical skills and the effectiveness of principals in schools

Variable	Effectiveness
Management skills	0.75
Significance level	0.01
Number	300

Pearson correlation analysis was used to examine this hypothesis. The correlation coefficient between technical skills and effectiveness ($r = 0.75$) with respect to the significance level of 0.01 is significant. In other words, there is a direct and positive correlation between the technical skills and effectiveness. The coefficient of determination is 56 i.e., 56 percent of the distribution is shared between technical skills and effectiveness. Therefore, the first research sub-hypothesis is confirmed.

Hypothesis 2: There is a relationship between perceptual skills and effectiveness of the principals.

Table 5: The relationship between cognitive skills and the effectiveness of principals in schools

Variable	Effectiveness
Management skills	0.71
Significance level	0.01
Number	300

Pearson correlation analysis is used to examine the hypothesis. The correlation coefficient between cognitive skills and effectiveness ($r = 0.71$) with respect to the significance level of 0.01 is significant. In other words, there is direct and positive relationship between perceptual skills and effectiveness. Thus, the hypothesis 2, a sub hypothesis of the research, is confirmed.

Hypothesis 3: There is a relationship between human skills and effectiveness of the principals.

Table 6: Relationship between human skills and the effectiveness of school principals

Variable	Effectiveness
Management skills	0.73
Significance level	0.01
Number	300

Pearson correlation analysis is used to examine the hypothesis. The correlation coefficient between human skill and effectiveness ($r = 0.73$) with respect to the significance level of 0.01 is significant. In other words, there is a direct and positive relationship between human skill and effectiveness. Thus, Hypothesis 3, a sub hypothesis of the research, is confirmed.

DISCUSSION

Initial finding of the study indicates that the null hypothesis, lack of relationship between management skills and effectiveness of principals, is rejected. In other words, at the level of $\alpha = 0.01$ and freedom degree of $df = 298$, with 99% confidence can it be said that there is a significant relationship between the skills of principals (technical, human, cognitive) and their effectiveness. For the explanation for this hypothesis, it can be said that managers who have higher technical, human and cognitive skills highly contribute to organizational decisions, organizing, planning and innovation and it increases the effectiveness of the organization. Managers who have technical, human and cognitive skills possesses an organized and balanced program and also pay a lot of attention to unity and coherence of organizational forces and recruiting experts. The findings of the study are in accordance with of the researches of Katz (1974), Flangn (1996), Alagheband (2007), DelkoshKasmaee (2002), Khodayay (2004), Youssefian Najaf Abadi (2004), Roghani (2008) and NickKhoo (2009).

The second finding of the study indicates that the null hypothesis, lack of relationship between technical skills and effectiveness of principles, is rejected. In other words, at the level of $\alpha = 0.01$ and freedom degree of $df = 298$, with 99% confidence can it be said that increasing the technical skills of principals increases their effectiveness.

The third finding of the study indicates that the null hypothesis, lack of relationship between the conceptual skills and effectiveness of principles, is rejected. In other words, at the level of $\alpha = 0.01$ and freedom degree of $df = 298$, with 99% confidence, it can be said that increasing the conceptual skills of principals increases their effectiveness.

Therefore, according to the results of the study, some practical suggestions are recommended to education officials as follows:

- Training new trends of management in the world and the necessity of localization of global methods according to the local and regional culture
- Hold regional and provincial conferences to investigate comments and suggestions of principals in various fields of quality improvement, improve the

level of knowledge and attitudes of principals and establish appropriate ground in order to move toward individual and institutional goals of principals.

- Delegation power to the principals by eliminating a part of the supervisory ranks makes more sense of responsibility and promotes their self-esteem and finally helps their efforts to improve their knowledge and skills to increase their effectiveness to achieve organizational goals.

- The education authorities are recommended to recruit, hire and train the principals who have leadership ability, visionary and skills to lead teachers and other employees to goals.

- Since, training needs of managers change and diverse over time along with changing conditions, undertaking needs assessment projects continuously at various times is suggested to be used as prerequisites of planning and design of training courses.

REFERENCES

- Moshabaky, A. (2003). *Managing Organizational Behavior*, Termeh publications, second edition
- Lewin, Aric Y. & John, Minton, (2000) "Determining organizational effectiveness", another look & an agenxa for research, management science
- Anderson Carl A. (1998). *Management: skill function organization performance*, 2nd edition. McGraw-solving.
- Favorite Band, A., (2008), *General Management*, Tehran Psychiatric Publishing, printing XVI
- Katz Robert. (1974) "Skills of Effective Administrators" *Harvard Business Review*
- Seng. P. et al. (1999). *The dance of change: challenges to sustaining momentum in larning organization*. London
- Schermer horn, J. (2002). *Management*, Ed. New York: john wiley and sons, Inc.
- Peterson, O.Tim& Van fleet, DavideD. (2004.) *The ongoing legacy of RLKatz: an update typology of management skills*, journal of management decision, Vol. 42, no 10, pp. 1297 - 1308
- Wayne K. Hoy, Cecil G.Miskel (1382) *theory, research, practice, training management*, translation Mirmohamad A. Zadeh, University: University of Urmia
- Carmeli, Abraham. (2008). *The management skills and the performance of municipal organization*. Available: www.rose-net.com.ir
- Bond, C.A. (2007). *Leadership training - leadership style and organizational effectiveness*. Available: www.rose-net.ir
- Carmeli, Abraham &Tishler.Ashr. (2006). *The relative importance of the top management team*

- managerial skills, international journal of man power. Vol. 27, No 1, pp. 349-353.
- Lejeune, Christopher & Vas, Alain (2009).organizational culture and organizational effectiveness in business in business schools: jest of the accreditation impact, journal of manage ment Development, Vol. 28, No-8
- Klein James D. (2002), Empirical Research on Performance Improvement, Performance Improvement Quarterly, 15 (1), pp. 99-11.
- Katz Robert. (1974) "Skills of Effective Administrators" Harvard Business Review.
- Robins, S. P.& Coulter, M (1996).Management. London: prentice. Hall, International Inc
- DelkhooshKasmaee, A., (2002), Relationship between triple skills of managers in state boys' schools in Tehran and effectiveness of teachers in secondary education from 1999 to 2000, completed a master Teacher Training University, Tehran
- Khodayay, F., (2003) Evaluation the relationship of triple skills of principals and their effectiveness due to teachers in sari city's girls' high schools in 2003-2004, MA thesis, Islamic Azad University, Tehran Markaz branch.
- 19 - Youssefian Najaf-Abadi, Amir, (2004) Evaluation of management skills and its relationship with effectiveness of teachers in the high and middle schools of Falavarjan
- Roghani, M., (2008), examined the relationship between managment skills and effectiveness of the managers in the state organizations of Bojnourd city, Educational Research, Islamic Azad University, Bojnourd branch , No. 20
- Nikkhoo, G., (2009), studying the relationship between skills (technical, human and conceptual) and mental health of principals and their effectiveness in secondary schools of Kahnooj city, MS Thesis of Humanities, Islamic Azad University Marvdasht branch.