



**COMPARE FEATURES AND PERSONAL STAFF MANAGEMENT
COMMUNICATION SKILLS AND MEASURING PRODUCTIVITY IN RELATION TO
THE DEPARTMENT OF YOUTH AND SPORT IN KERMAN**

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ABSTRACT

Physical education organization as an administrator of sport matters in country and training a healthy generation which is structure of country development should try to achieve a high rate of productivity within the framework of its main goals. Since these kind of organization are human-defined it is necessary for managers of these organizations to have required skills Such of Communicative Skills. This research also has done for the purpose of surveying the relation between manager's Communicative Skills and rate of Productivity in Kerman Physical Offices and done for Comparison Communicative Skills and rate of productivity among of managers and clerks with different of sex, age, engagement, education and record of service. The research method was descriptive Correlation and causal after occurring. Statistical population includes managers (30 person) , and clerks (136 person) which managers`s statistical universe was a kind of total counting. The clerks` statistical universe is 100 person which was chosen in Kocran

Formula and as a sample in a random variable method. Validity of booty questionnaires was measured with the discretion of sport management and management, and Reliability was measure by Coron banch`Alpha which was 0.90 for communicative skills and 0.91 for productivity research shows that:

Communicative Skills among of different of sex, age, education and record of service is similar and with different engagement is not similar, also rate of organization productivity among of different clerks of sex,age, engagement and record of service is similar and different of education is not similar.

Keywords: managers communicative skills, Organization`s productivity, Managers, Clerks.

INTRODUCTION

Each organization is a group of network communication why there are linkage & cohesiveness between its different components. In other words, if there are not relationship & communication in system, the organization is considered as group of scattered components that there is not any correlation between them & cannot obtain any goals (Eghtedari, Alimohammadi (2001)). As Falk said “the success organization depends to its managers’ communications each other.” The studies showed that most of staff knows the role of communication skills more important than their technical skills (Hamilton, Churchill, Karol & Packer (2009). The manager’s communication ability can be helped to the manager’s works & personalities & it is the key of issues & problems in information (Moghim, Mohammad (2001). The manager’s communication skills are one of

the most important components that unfortunately, the most of them don’t do any attempt to obtain it (Shikdar, A, A&Sawaqed, N ,M (2005). Today organizations are known that they need communicate people, but what remains is still a lack of understanding and awareness of how and what communications as well as the role that communications plays within the organization (Kovel, Cress (1997). The useful communication among various components of an organization is the key elements off managers’ successful. The managers who know the mangers have effects on the organization, they understand how & when do it by their listening and speaking communication skills& has power feedbacks & know when they used them& in carrying out their job duties are much more successful and dynamic and advance their corporate objectives play a more proactive

role. The managers' behavioral communications depend to their communication skills & they can coordinate themselves to various situations. So the managers' communication skills caused to obtain goals such as development, the mean of communication skills are; language skills, listening and feedback skills (Moghimi, Mohammad (2001). Language skills: known language signs usage, to persuade the people to doing works or skills. Listening skills: the ability to be good listener that includes; listening, paying attention, interpretation & also remembering the audio signals (Robins, Stephan (2000). Feedback skills: back scored the message to the sender of the message, so the sender of the message and understand the status messages and how to get informed (Alvani, Mehdi (2000). A studying showed that the effective managers who can use their emotional abilities & make effective & useful communication (Babayee, Mahmud & Momeni, Naser (2005). In a fact, managers focus on improving their communication skills, which reflects the importance of communication skills for managers and functional improvement in efficiency as organizations in other research had suggested that communication behavior is learned behavior totally (Farhangi, Ali Akbar (2001). So the managers can be developed their

communication skills by increasing their educational level, all of the managers can be leant the essential skills by various characteristics such as; gender, age, experiences for regeneration & effectiveness their communications. Robins' (2000) believed that the effectiveness of organizations depends to their managers' communications. Today, efficiency is transferred as priority national economies in all developed or developing countries. Efficiency is a kind of factors that guarantees the durability & efficiency of the factors that will ensure the survival of organizations in the current competitive world, productivity dominant culture makes optimal use of all the facilities SPIRITUAL organizations & constant power, the talent & potential of the organization flourishes (Rabi Zadeh, Ismaeel (2009). In the competitive world, efficiency is considered as a philosophy & vision based on development strategy, & also is a most important goal of each organization that it includes all populations' activities chains, improve the efficiency of thinking & worldview that is based on the creation & raising the people's power & the ability to adapt and integrate society organizations with economic development, scientific & technical world. Efficiency means to achieve organizational goals & generate the

maximum goods & services with the least human and material resources to help advanced technology & better management practices in general usage. The 2 components of efficiency are effectiveness & performance. Performance is doing the work correct & effectiveness is doing correct work (Harchi, Pole, Richard Bechlard (2001), in the other words, performance is the ratio of amount of works to total of works must be done & effectiveness is the degree of achievement of predetermined targets and indicates the extent of the efforts achieved the desired results (Abtahi, Hossein (1999). For a while it is trying to promote efficiency in the country's culture, but the reality is that the productivity of our society from daily activities to the activities of economic family is lower than in many developing countries. Generally, there are cross-sectional encounter (which not only, caused to productivity but also caused to misunderstanding), because of falsenotions, definitions & practical complexity efficiency. Since, physical education is essential conditions for population same as health, so the managers' must not be ignore it because help the productivity in their organizations.

The recent research tried to answer this question; whether there is relationship between managers' communication skills &

measuring productivity in relation to the Youth and Sport Department in Kerman& whether there is relationship between managers' gender, age, education, the kind of hire & their staff experiences in Youth and Sport Department in Kerman? Of course, analyzing the factors that affect communication skills managers can identify & address issues related to management & effective organization.

METHODOLOGY OF RESEARCH

The method of recent research is correlation description & the results after that, the tools of it are two kinds of questionnaires which are closed ones; Brton J-A communication skills questionnaire" taken form "research approach organizational & management" book (Moghimi, 2001), & organizational efficiency questionnaire which the researcher wrote it. The justifiability of questionnaire are measured by sport management, management professors & for determining the durability of questionnaires are used Cronbach Alpha coefficient & they were 0.87 & 0.89 & the productivity of organization was 0.80, 0.91. Sampling census method is used in this research because of the less number of participants. So 30 managers are surveyed, but in about staffs are used Cochran' sampling volume & selected 100 persons of them & the questionnaires are

distributed among 110 staffs randomly & 100 questionnaires are collected.

FINDINGS OF RESEARCH

Analyzing the data based on the Pearson test showed that there was relationship between managers' communication skills & organization productivity, $P=0.002$, $r_{xy}=0.55$, also the determination coefficient among two variables were 0.3025 , $R^2=0.3025$ & showed that about 30% of changes among variables are common between managers'

communication skills & organization productivity.

Regarding to the results of t-tests can be concluded that the managers' communication skills are not same as each other among their gender.

The results showed that the managers' communication skills among managers with different employment are not same with their different age, level of education degree & their level of experiences.

Table (1): Staffs & managers' employment status

Managers' characteristics		Frequency percentage		Employees' characteristics		Staffs' characteristics	
Gender	Woman Man	3 27	10 90	Gender	Woman Man	31 69	31 69
Age	26-36 37-47 48-58	16 13 1	53.4 43.3 3.3	Age	24-34 35-45 46-55 More than 56	33 56 7 14	33 56 7 14
Employment status	Official Contract treaty Contract Corporative	10 16 3 1	33.3 53.3 10 3.3	Employment status	Official Contract treaty Contract Corporative	28 17 39 16	28 17 39 16
Educational degree	Bachelor degree Associated degree Diploma	17 10 3	56.7 33.3 10	Educational degree	Bachelor degree Associated degree Diploma Degree	1 45 11 28 15	1 45 11 28 15
Work experiences	1-10 11-20 More than 20years	17 8 5	56.7 26.7 16.6	Work experiences	1-10 11-20 More than 20years	66 24 10	66 24 10

Table (2): Pearson correlation coefficient between managers' communication skills & organizations' efficiency

Variable	Correlation coefficient	Number	Determined coefficient	P
Communication skills	0.5	30	0.3025	*0.002
Organization productivity				

$P \leq 0.05$

Table (3): t-tests comparison among managers' communication skills among managers with different gender

Scores (communication skills, productivity)		t	df	p-value
Gender (managers' communication skills)	Assuming the same variance	0.52	3.402	0.60
	Assuming the unequal variance	1.34	15.48	0.19

$P \leq 0.05$

Table (4): the results of variance analyzing, comparison the managers' communication skills & their age, education degree, kind of their employment & level of experiences.

Scores (managers' communication skills)		Total squares	df	Mean of squares	F	P-value
Age 26-36 37-47 48-58	Intragroup	49.19	2	24.597	1.337	0.27
	Inter-group	496.67	27	18.395		
	Total	545.86	29			
The level of education degree Bachelor Degree Associated Degree Diploma	Intragroup	165.24	2	82.62	2.66	0.06
	Inter-group	3802.62	27	14.09		
	Total	545.89	29			
The kinds of employment Official Contract treaty Contract Corporative	Intragroup	128.36	3	42.78	5.86	*0.008
	Inter-group	417.5	26	16.05		
	Total	545.86	29			
Level of work experiences 1-10 11-20 More than 20 years	Intragroup	108.93	2	5.46	0.27	0.7
	Inter-group	534.93	27	19.81		
	Total	29	29			

*p<0.05

DISCUSSION & CONCLUSION

The importance of managers' effective communications in Youth & Sport Department is more than other organizations why more than the effects of sport on the population' health, is considered as "national unification" factor in social & political dimensions in each system & also play an important role in them (Razavi, Mohammad (2005). Since the managers' useful & effective communications caused to success in organization, so most of managers who have powerful communication skills & know when use it & they play more effective role to obtain the organizations' goals than others. So for further development of the current organizations, the need to improve the communication skills of managers,

undeniable necessity & communication is very significant element in decision-making, leadership, discipline, training people & increasing productivity, so need to moreover, surveying on the status among variables; managers' communication skills & organization productivity must be surveyed on the status among staffs & managers too, that can do efficient works for organizations. The results of research showed that there was significant relationship between managers' communication skills & Youth & Sport Department of Kerman productivity & by developing the managers' communication skills caused to increasing the productivity of organization. Ismaeel pour (1995), Shikdar (2005), Cestari (2009), determined this research. The results showed that the

managers' communication skills among woman & man & also different age, education level & level of experiences were same each other but there is not same as in them with the different various employment. Farhangi (2001) stated that the behavioral communication is the behavior that can learn, so the managers can develop with increasing their level of educations. All managers with different characteristics such as gender, age, work experience can learn the skills necessary to improve the effectiveness and relevance, it seems kind of hiring managers can influence the organizational commitment to improve the communication skills of this factor in the promotion or managers can be effective.

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