

## Relationship between the Communicative Skills of the Managers and the Employees' Self-management

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**Abstract:** One of the most important factors of the productivity management is to proper and desirable use of the system's available resources including human resources, materials, machineries, money, technology, information, market, so on. But the missing point among these resources is self-management or management upon the self that is usually ignored or forgotten in the literature. Attention to self- management of management of the human resources' upon themselves has a critical importance for the organization. The main purpose of this research is to identify and study the relationship between the communicative skills of the managers and the self- management of the employees. This research is a case study on the Iranian Trade Promotion Organization. Regarding its objective, this research is a practical study and regarding its nature, it is a descriptive- correlative one. Statistical population of the research includes 824 persons among which, 250 persons were selected through random sampling method. After gathering and analyzing the data by Spearman's Correlation Test, it was found that there is a relationship between all indexes of managers' communicative skills and the self- management of the employees of Iranian Trade Promotion Organization.

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### 1. Introduction

In the literature of management studies, most researchers have emphasized the management over the persons who are placed on the head of a group or organization and their hierarchical relationship with their subordinates. Thus we see a top- down procedure in which the subordinates are managed and controlled by a leader. Such a model has been the dominant model in management and leadership for several years (Ozgoli, 2003). But in new approach, leadership and management is regarded as an activity that can distributed and divided among the members and groups and/ or organizations. Accordingly, a new vision on the unofficial leadership is provided in the organizations. On the basis of this new vision, all individuals are able to make decision for their own tasks and duties. Globalization process has increased the competition on the resources and market. Nowadays, the organizations compete on their intangible properties like human resources (Farhid, 2004). The competition over the sale market has increased as well by offering the products with the new quality (high performance). The individual innovation of the employees in the work space is a base for the performance promotion of ant given organization. Thus the study on the motivations and creating factors of such an innovation is vitally important (Scott and Bruce, 1994).

In this paper, we try to study and analyze the relationship between the managers' communicative skills and the self- management of the employees and to identify the effective factors of this relationship and to offer some solutions for solving the available related problems.

### 2. Literature review of the research

The existence of proper and effective communication in the organization is always an important factor for the successfulness of the management. If we have a closer look at the spent time for each managerial task, we will observe that a lot of manager's time is spent for face- to- face or telephone communication with his or her subordinates, colleagues, or the customers (Rezaeian, 1992: 223). The experiences have proved that the roots of most personal, organizational, and social problems can be found in the shortage of effective communications. In other words, if the organization misses a proper communications, the affairs of the organization will face several problems and the tasks will be interrupted (Alvani, 2001:167). Communications have an important role in all social behaviors of the human. The humans cannot have social interactions unless they communicate through some common codes and symbols (Lionel, 1992). Different analysts of the organization consider different levels of importance for the communication process in the organization. For example, Chester

Bernard (1983) believes that in the pervasive theory of the organization, the factor of communications is the focal point of the attentions because the scope and limit of the organization is usually specified by the communication methods of the organization. If we look at the issue from this point of view, we can see that the communications are the heart of the organization. Two other researcher, namely Katz and Kahn believe that the communication along with the information exchange, make the soul of the social system of the organization (Lionel, 1992).

### 2.1. Communicative skills of the managers

*Communication:* communication is a conscious or unconscious, and intentional or unintentional process through which the emotions and the opinions are expressed through verbal or non-verbal messages and then are sent, received and perceived by the receiver. This process can be sudden, emotional or it can imply some specific goals of the communicator (Eshaqi and Mavaddat, 2005).

*Verbalskills:* by verbal skills we mean all relationships that are achieved by the dialogue.

*Non-verbal skills:* non-verbal skills include all communicative modes that are not dependent on any official language. In other words, non-verbal skills are all messages that are conveyed apart from the verbal communication.

*Feedback or evaluation:* includes informing the people about their way of performance in order to help them improving their work (Seyyed Javadein, 2008).

*Environmentaladaptability:* includes the external factors of the organization that can affect the performance of the individuals (Rezaeian, 2008).

### 2.2. Self- management

The term self- management is a new concept that is recently paid special attention in discussing organizational behavior. The concept was first offered by Peter Drucker and then used by the experts and researchers of the management field of study. Peter Drucker calls the 21<sup>st</sup> century the century of self- management challenge. He believes that the management control is conducted toward the decentralization of the power and providing needed opportunities for more influence of the individuals. Self- management is an ordinal process in which the individuals and employees of the group promote and conduct themselves in order to reach a specific behavior and a desirable result (Manz and Neck, 1999). Many managers attempt to override the way of decision- making by the managers and implementation by the employees. They intend to reinforce the self- management (as a way of increasing the self- confidence of the employee and reinforcing their mental and creative potentials) and

this goal can be obtained by creating autonomous work teams (Drucker, 2001).

*Self-management skills:* There have been several researches in recent decades on the subject of self- management skills, among which one can refer to Manz (1992), Manz and Neck (1999), and Manz and Smis (2001). Self- management is an ordinal process in which the individuals and employees of the group promote and conduct themselves in order to reach a specific behavior and a desirable result. This concept roots back in the theories related to the effect on the self in which it is emphasized in self- navigation, controlling the self, and management over the self. It can be claimed that the self- management is a wide structure containing three complementary strategies to affect the consequent results. These three strategies include (1) behavioral strategy; (2) natural reward strategy; and (3) mental creating strategy. Behavioral strategy implies the increase in the self- awareness and managing the main and sometimes undesirable behaviors (Manz and Neck, 1999). This strategy includes the supervision over the self, regulating personal goals, self- motivation, asking the reply from the self, rewarding the self, and training the self.

Mental creating strategy related to the positive experiences in relation to doing a work and the process of its achievement. To be successful in completing a task is motivating on its own and it can be considered as a reward. The individuals have to regard their work as a pleasurable, desirable, and beneficial activity because such a vision will create a sense of ability, competitiveness, and control over the self that will finally lead to the improvement of the performance (Rostami, 2005:12).

On the basis of their 25 years of experience and their study on the available literature and on the basis of Robert Wood Johnson's recent report, Kate and Halsted believe that self- management contains 5 main skills including: problem solving skill, decision making skill, resources limitation skill, sample inspiring skill, and concentration skill (Kate and Halsted, 2003:2). In explaining the sample inspiring skill we can say that the eminent persons (heroes) can offer their personal traits to the others and the others can maximize their own abilities by creating the mentioned traits in themselves. If such a goal is obtained, then they would be successful. By successfulness we mean a life that is compatible with the goodness of their existence. Such persons have everything in their personality. Their traits are as follow: self- analysis, knowing the value of each individual people, a sense of compulsion, having a deep sense of personal mission, personal charisma, knowing their own status, insistence on their own way, and a sense of calmness in their behaviors (Smith, 2008:69).

### 2.2.1. Main indexes of self- management

*Capability:* capability is a set of motivational skills and technics that has been designed to improve the performance of the employees by increasing the level of their participation and self- decision making. Capability affects the persistence and creativity of the individuals. Capability makes the employees to accept the responsibility of their own actions and to be responsible for their performance (Rahnavaad, 2003: 4).

*Self- controlling:* self- controlling is a process in which the individuals do their organizational tasks and be committed to their works and use their maximal ability to fulfill the organizational goals without feeling any force or threat.

*Self- awareness:* self- awareness is the steady attention of the individual to his/ her internal modes, thinking to his/ her own personality, and concentration on the personal experiences and being aware of the individuals' own emotions and interests.

*Self- efficiency:* self- efficiency has a very important role in self- regulation and doing the challenging works successfully. Self- efficiency is the source of one's belief in his/ her own ability in controlling hard tasks (Demanson, 2008, 1122).

*Self- analysis:* self- analysis is indeed a combination of all specific gifts, abilities, skills, interests, talents, visions, and wisdom of the person. Indeed, it contains all values and abilities that are exclusively in one person and just survive in that person's existence. In fact, the self of each person gets flourished when the person lives in his happiest times and is completely satisfied with his own life (McGraw, 2008).

### 2.3. Conceptual framework of the research

The researchers intend to study the communicative skills of the managers in relation to the self- management (including capabilities, self- efficiency, self- awareness, and self- analysis) on the basis of the following conceptual model.

#### Methodology

The objective of this research is to identify and study the relationship between the communicative skills of the managers and the self- management of the employees. This research is a case study on the Iranian Trade Promotion Organization. In this regard, following hypotheses were proposed:

*Main hypothesis:* There is a relationship between the communicative skills of the managers and the self- management of the employees of the Iranian Trade Promotion Organization.

Accordingly, the following secondary hypotheses were proposed:

- There is a relationship between the verbal communicative skill and the self- management of the

employees of the Iranian Trade Promotion Organization.

- There is a relationship between the non-verbal communicative skill and the self- management of the employees of the Iranian Trade Promotion Organization.

- There is a relationship between the audio communicative skill and the self- management of the employees of the Iranian Trade Promotion Organization.

- There is a relationship between the feedback communicative skill and the self- management of the employees of the Iranian Trade Promotion Organization.

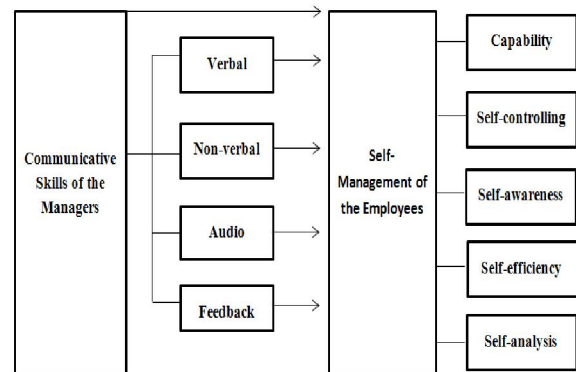


Fig. 1. Conceptual model of the research

In order to confirm or reject the hypotheses, the collected data from the theoretical foundations and the questionnaires are analyzed through standard statistical methods and technics. To have a quicker access to the opinions of the participants in the research, we used the method of data collecting by the questionnaire.

In order to specify the reliability of the questionnaire, we used Cronbach's alpha retest that the value of 0.76 was obtained, implying the reliability of the questionnaire. According to the obtained results, some revisions were applied on the questionnaire and some questions were removed or corrected and some other questions were added so that the Cronbach's alpha was calculated once more after the final collection of the questionnaire and it was equal to 0.91. This value shows the high reliability of the questionnaire. Additionally, to specify the validity of the questionnaire we used judgmental method. Moreover, to analyze the data, we used two methods: descriptive and inferential statistics. Descriptive statistics were used to assess the frequency and calculating the mean and median and standard deviation of the data. In inferential statistics, we used binominal test to study the questions of the research and Friedman's test to rank each of the questions to

specify their effectiveness on the problem at hand. Statistical population of the research contained all managers and employees of Iranian Trade Promotion Organization including 824 persons. In this research we used Krejcie & Morgan's table to select the sample size.

**3. Findings of the research**

The descriptive data of the research show that approximately 73.3% of the participants in the statistical sample are female and the remaining 26.7% are male. Approximately 10% of the participants are single and 90% are married. Around 60% of the participants are 31-45 years old, around 27% are less than 30 years old, and the remaining are higher than 45 years old. Almost 37% of the participants had less than 10 years of work experience, 37% of the participants had between 10 to 20 years of work experience, and the remaining had more than 20 years of work experience.

Additionally, almost 66.7% of the participants had a bachelor degree, almost 6.7% had a degree between the diploma and bachelor, the same percent of the participants had a master degree, and the remaining 20% of the participants had a high school diploma.

We used correlation test to determine the relationship between communicative skills and the skill of self- management. Since the variable of the research are qualitative in nature, thus the Spearman correlation test was the base for calculations. The results of the findings are as follow:

*First hypotheses:* There is a relationship between the verbal communicative skill and the self-management of the employees of the Iranian Trade Promotion Organization.

Table 1. Results for the first hypotheses

		Verbal skill
Self-management	Spearman's Correlation coefficient	0.279
	Sig. value	0.00
	Number	250

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.000 and less than 0.05, we can conclude that there is a relationship between the verbal communicative skill and the self- management of the employees of the Iranian Trade Promotion Organization. The intensity of this relationship is equal to 0.279 regarding the obtained Spearman's correlation coefficient.

*Second hypothesis:* There is a relationship between the non-verbal communicative skill and the self- management of the employees of the Iranian Trade Promotion Organization.

Table 2. Results for the second hypothesis

		Non-verbal skill
Self-management	Spearman's Correlation coefficient	0.290
	Sig. value	0.00
	Number	250

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.000 and less than 0.05, we can conclude that there is a relationship between the non-verbal communicative skill and the self- management of the employees of the Iranian Trade Promotion Organization. The intensity of this relationship is equal to 0.29 regarding the obtained Spearman's correlation coefficient.

*Third hypothesis:* There is a relationship between the audio communicative skill and the self-management of the employees of the Iranian Trade Promotion Organization.

Table 3. Results for the third hypothesis

		Audio skill
Self-management	Spearman's Correlation coefficient	0.223
	Sig. value	0.004
	Number	250

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.004 and less than 0.05, we can conclude that there is a relationship between the audio communicative skill and the self- management of the employees of the Iranian Trade Promotion Organization. The intensity of this relationship is equal to 0.233 regarding the obtained Spearman's correlation coefficient.

*Fourth hypothesis:* There is a relationship between the feedback communicative skill and the self- management of the employees of the Iranian Trade Promotion Organization.

Table 4. Results for the fourth hypothesis

		Feedback skill
Self-management	Spearman's Correlation coefficient	0.402
	Sig. value	0.000
	Number	250

Regarding the obtain value of Sig. from the Spearman's correlation test that is equal to 0.000 and less than 0.05, we can conclude that there is a relationship between the feedback communicative skill and the self- management of the employees of the Iranian Trade Promotion Organization. The

intensity of this relationship is equal to 0.402 regarding the obtained Spearman's correlation coefficient.

*Main hypothesis:* There is a relationship between the communicative skills of the managers and the self-management of the employees of the Iranian Trade Promotion Organization.

Table 5. Results for the main hypothesis

		Communicative skill
Self-management	Spearman's Correlation coefficient	0.376
	Sig. value	0.000
	Number	250

With regard to the intensity of the correlation that is 0.376 and the value of the sig. that is 0.000, we can claim that the main hypothesis of this research is confirmed at 95% level of confidence. In other words, there is a relationship between the communicative skills of the managers and the self-management of the employees of the Iranian Trade Promotion Organization.

### Conclusion and suggestions

The obtained results of the analysis of the hypotheses are presented in table 6 with regard to the findings of the research. Then some suggestions will be offered on the basis of these findings.

Table 6. Results of the data analysis

Secondary hypotheses	Verbal	Correlation	0.279	Self-management	Confirmed
		Sig.	0.000		
	Non-verbal	Correlation	0.290	Self-management	Confirmed
		Sig.	0.000		
	Audio	Correlation	0.233	Self-management	Confirmed
		Sig.	0.004		
	Feedback	Correlation	0.402	Self-management	Confirmed
		Sig.	0.000		
Main hypothesis	Correlation	0.376	Self-management	Confirmed	
	Sig.	0.000			

Every skill needs trainings to be promoted. In order to increase the level of communicative skills of the managers we need some effective training programs. Also theoretical trainings are needed as well, but the practical dimension has to be the dominant side of these programs. It is obvious that the relationship between the communicative skills of the managers and the self-efficiency of the employees is a mutual relationship. Of course the fulfillment of these skills will find its importance at the time of establishing the communication. Thus while we attempt to increase the communicative skills of the managers, we have to preserve such skills at a very high level. It is necessary to conduct regular researches as this one in order to evaluate the level of the communicative skills of the managers so that we would have a precise evaluation of the current situation of these skills at hand.

Another important point to be considered by the managers of human resources is that all managers have to have a high level of communicative skills at the very beginning of their joining to the organization. They have to be equipped to such skills prior to coming to organization and they have learned such

skills outside the organization through different ways (including academic education). Hence it seems that among the factors for employing any new staff, the managers have to consider the level of communicative skills of each applicant. Considering this factor will force the applicant of any position to know that their communicative skill will be important and they have to attempt to promote such skills and the organization will pay enough attention to this issue.

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