

INVESTIGATION OF LEVEL OF MANAGEMENT SKILLS AMONG CULTURAL MANAGERS STUDIED: CULTURAL ORGANIZATION OF ISFAHAN

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Abstract

The present study investigated of Level of management skills of cultural organizations from the city of Isfahan to managers with the survey method. The Statistical Society of all employees is one of the city's cultural organizations to count this among 250 people total 152 people with the use of a formula to calculate the Cochran and sampling simple random way. Research tool was management skills questionnaire in three dimensions in technical aspects, human and perceptual skills and was that its credibility through 0.82 cronbach's alpha coefficient was calculated. Descriptive data on two levels (average, standard deviation, frequency) and inferential level (sample t-test, analysis of variance and Friedman test). The results showed that the average score of the technical skills of managers, human and perceptual skills of cultural organizations in the city of Isfahan in order to 3.58, 3.53, 3.41, and most of the intermediate. The results also showed a 2.30 with an average technical skill rating is the highest rating and perceptual skills, with a rating average of lowest rank to 1.63 themselves.

Keywords: Management, Perceptual Skills, Technical Skills, Human Skills, Cultural Organization

1- Introduction

Today, managers for assistance in carrying out their duties should be the role of the numerous tourists and special skills for their playing needs. In order for the Director to be able to come from management duties and collective activities in order to propel the preset goals should have the skills.

This skill especially in cultural organizations is of great importance. The present article seeks to examine the cultural managers skills to human skills discovers each of the perceptual and technical, to what extent there is a cultural organization.

2- Research Statement

According to Katz shows that their development and performance of the show and rarely for potential.

He is a prerequisite to effective management skills, having a triple, human and technical, psychological transitions may know that each one can individually they progress Skills or suitability to individual psychological transitions [1]. mental ability to coordinate all relevant activities and interests of the Organization, technical skills, training and experience of entrepreneurs in making use of knowledge [2]. Human skills, in fact, the ability to communicate and work with humans set [3].

Management skills of managers in terms of competence are one of the factors that sustain success in any organization. Effectiveness and efficiency of management skills required of managers, which is using them in different positions and can be used to achieve the goals of the Organization [4]. Baum (2001) the management skills of the public and specific groups into two categories. General skills such as: the ability of decision making, effective processing of information, psychological transitions, leadership skills, presentation skills, and the use of concepts and the use of power may include specific skills; as well as technical and industrial skills [5].

Numerous other general skills, such as skills, artistic skills, which are specialized to fit and position based on the organizational structure among middle managers, operational and visible. Regarding the raised management trilogy skills (human, technical, perceptual) when a person finds the promotion to a higher level of organization to be effective to require fewer skills. Hence the more operational level in the organizational structure of the mobility of the high level technical skills and to reduce the size of the amount of human perceptual skills and ultimately being added [6].

On the importance of cultural organizations to find culture and topics related to the position of business manager of cultural organizations; requires attention to several skills that they can grow and develop the effectiveness and organizational dynamics. Grout States "the National Association of social workers," in 2001 a collection of cultural competency standards has to offer. Some of them are as follows [7]:

1. Adherence to ethics and values
2. Consciousness
3. Cross-cultural knowledge
4. Cross-cultural skills
5. Workforce diversity
6. Professional training
7. Linguistic diversity
8. Cross-cultural leadership

All cultural organizations on the condition that there is certainly a cultural interaction between culture and environment of cultural plurality and cultural diversity-filled. Hence such organizations need managers such as empowerment, transnational cultural intelligence, attitudes, emotional intelligence, familiarity with the language of the world, working with the computer and management in multicultural organizations.

Cultural organizations with regard to the importance of the community over the day and have found that a significant contribution in the production of cultural products in the form of culture and reproduce are in need of more attention, particularly at management level.

Hence the basic research question is as to what extent the managers in cultural organizations have management skills are technical skills of interpretation? This study was the use of technology and attention to process, on the other hand the purpose of human skills, according to the human relations and motivation among the organizational and individual problem solving skills also, innovation and creativity can be learned as perceptual skills. The success of many cultural institutions, to the extent of competence and professional skills of managers depends.

For successful implementation of any cultural activity, in addition to the financial resources and the means and tools to work, expert and efficient human resources will play a fundamental role. Management in the field of culture due to being driven "Human", in the category of the most complex and the most complex modern management in the world.

Today, the importance of management in sensitive organizations and anyone who is not covered in the front of the waste resulting from poor management performance is also the origin of the increasing crisis in enterprises.

Cultural organizations have taken up to modern conditions and the complex of modern leadership and management could not be effective without responding to the increasing of its responsibilities.

The main pillars of the success of the managers have the required skills in professional work.

The complex nature of cultural and professional organizations all organizational activities is that of management in organizations, intellectuals, one should know that professional expertise and by individual experts and skilled to do. In every organization, the administrator to be aware of the extent of progress and to achieve the goals defined, need to be aware of your skills. Organizations also need to understand the performance of their staff up based on that situation to improve its staffing.

3- Research Questions

1. What level of amount of technical skills to the managers of cultural organizations in the city of Isfahan?
2. What level of human skills to managers of cultural organizations in the city of Isfahan at what level?
3. What level of perceptual skills to managers of cultural organizations in the city of Isfahan at what level?

4- Research Methodology

The present research is descriptive and survey methods. The statistical population all employees was one of the city's cultural organizations to form the number of 250 people. Meanwhile, the number of 152 people using formula sampling simple random and calculated by Cochran. Research tool in three dimensions in technical, human and perceptual aspects, management skills was that its credibility through 0.82 cronbach's alpha coefficient was calculated. Descriptive data on two levels (average, standard deviation, frequency) and inferential level (t-test, analysis of variance and Friedman).

5- Findings

In response that: What level of amount of technical skills to the managers of cultural organizations in the city of Isfahan? The first question was a table 1 reflects the average, standard deviation, and t-test perceptual skills.

Table 1-mean and standard deviation are related to perceptual skills

Test Value = 3						
No	Your manager how much ...	Mean	Std.	df	t	Sig

		Deviation				
1	Compared to the consequences of their actions and decisions and a sense of responsibility.	3.7566	.85348	151	10.929	.000
2	Problems and issues associated with the terms of the Organization and the analysis of the community features.	3.5526	.95453	151	7.138	.000
3	Be the appropriate approach to different situations with individuals.	3.3816	.86839	151	5.417	.000
4	To the functions and responsibilities of rearing, their culture.	2.7500	1.03098	151	-2.990	.003
5	The ability and qualifications required for decision making and action in organization of scientific and reasonable.	3.4934	.99666	151	6.104	.000
6	Their duties and others with logic based on the fact the nose look their authority in regard to the benefit of the realization of the goals.	3.4539	1.02187	151	5.477	.000
7	In order to acquire new skills in the field of cultural management and investigation.	2.8224	.78142	151	-2.803	.006
8	Immediate issues to aim for long term relationship.	3.4539	.94791	151	5.904	.000
9	The opportunity to exchange ideas and through the employees ' ideas and experiences derived from management.	3.3553	1.02555	151	4.271	.000
10	Understand the necessity of mutual communication and organization.	3.6447	.95881	151	8.290	.000
11	In the implementation of the program of the Organization of the tools and resources available within and outside the organization use.	3.8882	.96666	151	11.328	.000
12	Be understanding of the culture and the community's norms.	3.4474	1.01505	151	5.434	.000
13	When deciding on the Affairs of the organization tries to obtain comprehensive information and consultation with partners.	3.4342	.96749	151	5.533	.000
14	Their points of view in a way different than sensitive.	3.4408	1.03408	151	5.255	.000

Table 1-findings suggest that it is the highest average in the perceptual skills, related to" the implementation of the program of the Organization of the tools and resources available within and outside the organization use" and " Compared to the consequences of their actions and decisions and a sense of responsibility" more As well as the highest average It has been.

Table 2-mean and standard deviation are related to Human skills

Test Value = 3						
No	Your manager how much ...	Mean	Std. Deviation	df	t	Sig
1	To clarify the exact dimensions of each issue and obtain the participation of all members of the UN.	3.4408	152	151	6.673	.000
2	Causes of positive competition between individuals, groups in the organization.	3.5921	152	151	7.267	.000
3	With respect to employees, a healthy space and warm environment.	3.6316	152	151	8.190	.000

4	The opinions of the staff of the Organization in the world.	3.6118	152	151	7.024	.000
5	To fix the problems and personal issues all human forces employed by know.	3.5592	152	151	7.196	.000
6	Activities going on, try to discriminate between employees and the positive mood in them thereby.	3.5724	152	151	9.959	.000
7	By virtue of participation in any more staff in making decisions and solving problems.	3.7829	152	151	4.985	.000
8	To solve personal conflicts and peaceful reconstruction of destroyed relationships in the organization.	3.3684	152	151	4.737	.000
9	Of its active role in the Organization and its impact on the behavior and performance of others is completely aware.	3.3882	152	151	7.391	.000
10	The correct and effective communication with the family establishes organization staff.	3.6382	152	151	7.566	.000
11	In dealing with others, try to make them explicit and implied behavior.	3.6118	152	151	5.476	.000
12	Twist handle, tolerance of others and listen to Pro partners with.	3.3750	152	151	4.551	.000
13	The role of informal groups in the activities of the Organization respect.	3.3618	152	151	6.076	.000
14	To upgrade their ties expected from the seriousness of the show.	3.5197	152	151	6.908	.000
15	Precision and elegance and a certain intimacy, especially in listening to complaints and opinions of subordinates and colleagues suggest.	3.5855	152	151	7.843	.000

Table -2 findings suggest that it is the highest average in the Human skills, related to "By virtue of participation in any more staff in making decisions and solving problems" and "opinions of the staff of the Organization in the world" more As well as the highest average It has been.

Table 3-mean and standard deviation are related to Technical skills

Test Value = 3						
No	Your manager how much ...	Mean	Std. Deviation	df	t	Sig
1	According to the intended purpose and objectives of the program and evaluation staff, especially from the facilities.	.98999	3.4934	151	6.145	.000
2	Detailed provisions on the implementation of the guidelines and the administrative circulars and preparing the necessary answers for them carefully.	.93476	3.4803	151	6.334	.000
3	By inviting professionals, intellectual, scientific progress by the staff.	.92964	3.7500	151	9.946	.000
4	In accordance with the regulations promulgated to encourage competent and worthy individuals and evildoer people will punish reprimand.	.88358	3.3355	151	4.682	.000
5	Extracurricular activities (cultural, artistic, sports, etc.)The importance of.	.87625	3.4803	151	6.757	.000
6	An educational process of uprightness is fairly staff to	.86080	3.3355	151	4.806	.000

	enhance the Organization's people.					
7	Try considering the talents and potentials of each Member of the technical staff in the right place to do your instability.	1.01279	3.5855	151	7.128	.000
8	Through evaluation, strengths and weaknesses of their units under the supervision of its results and acknowledges the leadership of the organization.	.85205	3.6250	151	9.043	.000
9	To have enough authority under the supervision of members in the Organization and in accordance with the responsibilities entrusted to them.	.88002	3.7697	151	10.784	.000
10	For development activities of the organization with the competent organizations and individuals contribute.	.98151	3.4408	151	5.537	.000
11	To the formation of associations, organizations and the direct supervision of the above action.	.97261	3.3158	151	4.003	.000
12	The presence of the work of the Organization and individuals view their work methods, in order to revise and promote methods of action.	.86826	3.4671	151	6.633	.000
13	In the Division of labor between partners from science and uses the experience criteria.	.97046	3.3421	151	4.346	.000
14	On Hassan and care in the administrative and cultural progress of the Organization in accordance with the approved plans.	.84959	3.9934	151	14.416	.000
15	The correct principles of correspondence in order to speed up the communication to work.	.88901	4.0658	151	14.780	.000
16	In order to help solve the problems of individual and organizational context of the Organization of people associated with the consultants	1.04074	3.8289	151	9.820	.000

Table -2 findings suggest that it is the highest average in the Technical skills, related to By virtue of participation in any more staff in making decisions and solving problems" and " opinions of the staff of the Organization in the world " more As well as the highest average It has been.

6- Discussion and Conclusion

Skills required of managers can be in the form of technical, perceptual and human classification. The skills available to the person's ability to function and survival education tasks can be reflected. So the order of skill is the ability to apply effective personal knowledge and experience.

Survey results showed that the amount of technical skills to the management of managers in cultural organizations, the city of Isfahan, more than the average level. Human skills means having the ability to distinguish in the field of power and create understanding and collaboration environment and other tools to conduct effective activities, as a member of the group, understand the motivations of people and influence their behavior. Human skills on the spot in front of the technical skills.

That is working with people in front of working with objects and things. Having human skills requires that the person more than anything, to recognize their weaknesses and their strengths, opinions and ideas are clear, the confidence, the trust others, opinions, values and respect their feelings, understand the impact of their speech and behavior to be aware of their environment and the others safe and reasonably cooperate to attract others.

Human skills are not easily obtainable and certain techniques and methods. Today the scientific knowledge in the realm of psychology, social psychology and anthropology and internship experience in terms of a social group and indirectly to human skills areas. Mutual reaction and interaction with people and sensitive to their motivations, expectations and behaviors help to allow the person to browse the server form factors and causes of human behavior the way people understand and draw the working with people and influencing their behavior learn.

Training Manager to be an effective member of the numbers in the educational environment of their cooperation under the leadership of members of the Federation and to create understanding should be enough to benefit from human skills.

Perceptual skills i.e. the ability to understand the complexity of the whole organization and imagine all the elements and components of organizational activities for a whole unit (System) in other words, the ability to understand and recognize that the various functions of the organization affiliated to one change in each of the sections, not necessarily affect other sectors.

Be aware of these relationships and understanding the important components and elements in different situations, enables the Manager to act in a way that causes the decision or the effectiveness of the Organization and its staff's satisfaction.

Managers at every level need to have certain skills. Perceptual skills needed to see excellent managers, middle managers need to have human skills and must be able to have as an organization, and should have the ability to communicate and lower managers need to have the technical skills and specialized knowledge should do the job.

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