

**Research Article**

**THE RELATIONSHIP BETWEEN TRIPLE SKILLS MANAGEMENT  
(PERCEPTUAL, HUMAN & TECHNICAL) & MANAGERS’  
DEMOGRAPHIC CHARACTERISTIC OF KHUZESTAN  
YOUTH & SPORT**

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**ABSTRACT**

Management is one of the most important human efforts in historical society. Human societies include with the group of organizations with different goals which each of them do different duties. When a society obtains the goals that all organization does their duties. “Management” is the basic of organization to obtain goals. Method for describing the relationship between triple skills management (perceptual, human & technical) & managers’ demographic characteristics in Khuzestan youth & sport administrations was used describing & correlation methods. The population was included 100 managers of sport clubs. 60 managers were selected as sample randomly. Statistical sample of the population was considered based on the nature of the investigation, according to the census. For surveying on the face & content validity were used the points of view of 15 professors of physical & management collages. The face validity of questionnaire was obtained  $KMO=0.749$  by structure validity & its durability was obtained  $\alpha=0.898$  by Cronbache’s Alpha. Regarding to the results the questionnaire has high durability & validity. For data analysis was used description statistic; frequencies, percentage frequency, cumulative frequency, mean & standard deviation. Also for surveying the relationship between demographic characteristics & management triple skills was used Spearman correlation coefficient & Pearson correlation coefficient & for analyzing the data was used SPSS 21 (the p-value is considered as  $P\leq 0.05$ ). Results The results of table (4) showed that there is significant relationship between management triple skills (perceptual, human & technical). There is not significant relationship between personal characteristics (age, years of experience, management experience, education level, sport experience, education fields & gender) & managers’ (perceptual, human & technical) skill in Khuzestan youth & sport regarding to the level of correlation coefficient & p-value

**Keywords:** *Triple Skills, Perceptual, Human, Technical, Demographic Characteristic*

**INTRODUCTION**

Management is one of the most important human efforts in historical society. Human societies include with the group of organizations with different goals which each of them do different duties. When a society obtains the goals that all organization does their duties. “Management” is the basic of organization to obtain goals. Manager is as official agent in each organization to create coordination & increase the effectiveness & an organization is successful, if an organization will be obtained goals & the methods of managers’ functions (Naderiyan, 2002). If the head of organizations are effective managers, competent, skilled, experienced & fully aware of the principles and techniques of management, the success of organizations will be ensured. For this reason, the management is considered as the most fundamental phenomenon in societies & organizations & also the managers is considered as strategic capital (Minter, 2008). The managers need to the special skills for doing the managements’ duties & activities. Robert al Kats showed that needs three basic skills; perceptual, human & technical in first 70th decade. The success of any organization depends to the manager/s’ skills (Alagheband, 2007). Unfortunately in our country, the management science cannot find it position & status in physical education & it is way from the developed world, because of lack of effective & capable persons (Sajadi, 2001).

The variety of sports, cultures, tastes & sport facilities due to the sport management will be complex & cause to create new types of qualifications & skills in the field of sport management. Most of the

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managers imagine their skills & abilities completely. While they don't know these skills & abilities cause to be efficient managers' activities in their job & also out of their work places & then they will be successful (Gidarzi *et al.*, 2003). Obtaining skills & competences determination among sport & educational planning managers will cause to increase efficient & effectiveness in their activities in sport clubs. The researchers showed that the unfortunately in our country, the management science cannot find its position & status in physical education & it is way from the developed world, because of lack of effective & capable persons (Sajadi, 2001).

In recent research, try to determine the level of triple skills management (perceptual, human & technical) among managers in Khuzestan Physical Education & also evaluate the relationship & correlation between managers' skills & demographic characteristics (age, years of experience, management experience, education level, sport experience, education fields & gender).

The main question is; how the level of managers' triple skills management in Khuzestan towns? Is there relationship between managers' skills job (technical, human & perceptual) & their demographical characteristics (age, gender, education level, education field, years of experience, management experience & sport experience)?

The meaning of perceptual skill is the ability of organization understands as a unit. The manager who has perceptual skill can specify how organization's duty depends to other organization & change in each of parts causes to change in other parts, surely. Perceptual skill can be expended to existence the relationship between relationship between organization & society's status, economic, social & political factors. By recognizing these relations & factor understanding (managers' characteristics) can be provided organization development in all. Perceptual skills regard to ability of organization's complexes & its auto operation (Heresy & Blanchard, 1998).

The perceptual skill pays attention to the ability of thinking in model fundamentals & frames & relations (such as long term plans) that they are so important in the high level of organization. Perceptual skill deals with ideas. Perceptual skill suggests the main case that Chester Barbard wrote (in "managers' duties") "the most important managers' abilities are perceptual the organization as total unit & also circumstances" (Asemi, 2013).

Human skill means the ability of doing work includes understanding motivation & using the effective leadership. Human skill suggests the managers' ability in create environment that other persons feel security & freedom to express their opinions. Managers often relate to others. Human skill is about the manager's ability in providing the effective work & making understanding & cooperation between groups which are leaded & guided by them (Ezaiyan, 2002). Parkz *et al.*, (1998) stated that; managers use the skills between employees (human) for interact with others and coordinate the efforts of individual team & organizational goals. Specially, the manager can work with domestic & foreign parts of organization. If you as a director, with a minority of students dissatisfied with the office facilities at the hostel face, your ability to use the skills of staff to deal constructively with such criticism plays an important role (Parkz *et al.*, 1998).

It means as; specific information, tools, technology & sources that are used to obtain the organization's goals. Using the parts of technical skills by managers & also the ability of education to employees & also using their skills is so important. For example, if you are the marketing manager of national shoe athletes, your report of budget in marketing part is so important. Also it is important that you can teach your staff how to compile these reports (Parkz, *et al.*, 1998). Technical skill means the ability of technical, methods, processes, procedures knowledge utilization for doing a duty that can be obtained based on experience & education (Heresy & Blanchard, 1998). Technical skill is same as technical ability that Faiol stated it, too. This kind of skills need to work with tools & your supervisor must have educational ability to learn his/her skills. Chang (2012) stated in article "which skills need to successful?" that two public & professional skills, both of them, need to be successful. Professional skills need because we stay in the universal competition. Public skills need because we need people for some of works & need them to interlocution & their emotional support; we must keeping pace with changes, fast. Kolar (2010) stated in article "the best leaders"; fact skills that a leader needs are personal participant promotion, support the

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growth & staffs' development. He said that leaders must create the leadership skills based on competence. Leaders' creativity (& provide their staffs' feedbacks) is so effective for leaders' success.

- Salimi *et al.*, (2015), studied on “the relationship between personal characteristics & career success among senior managers of a government agency” & showed that there is no significant difference between demographic characteristics (age,, education, the responsibilities job experience) & career success. Mohammad (2014) found the following results in his research “relationship between managers' human skills & their schools' efficiency based on the teachers' views in high schools”; the managers' human skills were evaluated in Sofian high school. Their amount of efficiency was evaluated, too. There was significant & positive relationship between managers' human skills & their school efficiency. Ahmadi (2013) determined the relationship between managers' triple skills (technical, human & perceptual) & the effectiveness in male & female high schools in first area in Shiraz & found that there is no significant relationship between them. By increasing the managers' human skills, the organization's effectiveness will be increase. By increasing the managers' perceptual skills, the amount of organization's effectiveness will be increased, too. There is no significant difference between managers' & teachers' triple skills management. Naderian & Amir (2007), surveyed on the “relationship between sport managers' personal & demographic skills & their career skills” & showed that there was no significant relationship between managers' demographic changes; age, gender, job experience, management experience, marital status & their sport experience. But there was significant relationship between their education level, management experience & perceptual skills & sport experience & education filed variables & technical skills. Najafabadi (2007) studied on “A needs assessment of middle managers Isfahan Steel Company” & showed that their need to more human skill of perceptual skill & need to more perceptual skill of technical skill. Also the education filed & experience don't affect on determining to perceptual & human skills, deputies and middle managers' experiences & the level of education don't affect on the determining the need of technical skill but the level of supervisors' education affect on their technical needs. Hosseini (2006) surveyed on “the benefit managers modernization, development & equip schools in management triple skills (technical, human, and conceptual) & their impact on the effectiveness of their staff look & found that technical skill has positive effective among managers & human, perceptual skill & experience are the prevention factors. Also specified that there were different among the respondents' higher & lower education, it means persons with high education responded technical better than persons with lower education (Diploma & associated degree).

## **MATERIALS AND METHODS**

### **Methods**

For describing the relationship between triple skills management (perceptual, human & technical) & managers' demographic characteristics in Khuzestan youth & sport administrations was used describing & correlation methods. The population was included 100 managers of sport clubs. 60 managers were selected as sample randomly. Statistical sample of the population was considered based on the nature of the investigation, according to the census. The collection tools was researcher made questionnaire which included two parts;

A) The demographical characteristic questions included seven indexes

B) Managers' skills questionnaires included 41 questions in 3 subsets of human skill, perceptual skill with 10 indexes & technical skill with 18 indexes

For surveying on the face & content validity were used the points of view of 15 professors of physical & management collages. The face validity of questionnaire was obtained  $KMO=0.749$  by structure validity & its durability was obtained  $\alpha=0.898$  by Cornbach's alpha. Regarding to the results the questionnaire has high durability & validity. For data analysis was used description statistic; frequencies, percentage frequency, cumulative frequency, mean & standard deviation. Also for surveying the relationship between demographic characteristics & management triple skills was used Spearman correlation coefficient & Pearson correlation coefficient & for analyzing the data was used SPSS 21 (the p-value is considered as  $P\leq 0.05$ ).

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**RESULTS AND DISCUSSION**

**Results**

In the following table showed the relationship between personal characteristics (age, years of experience, management experience, education level, sport experience, education fields & gender) & managers' perceptual skill in Khuzestan youth & sport.

**Table 1: The results of correlation analysis among personal characteristics & perceptual skill**

Personal characteristics	Spearman correlation coefficient	P-value
Age	0.028	0.385
Years of experience	-0.063	0.251
Management experience	0.012	0.447
Education level	-0.102	0.141
Sport experience	0.107	0.128
Education field	-0.078	0.204
Gender	-0.100	0.144

As seen in the table 1, there is not significant relationship between personal characteristics (age, years of experience, management experience, education level, sport experience, education fields & gender) & managers' perceptual skill in Khuzestan youth & sport regarding to the level of correlation coefficient & p-value.

There is significant relationship between demographic characteristics (age, years of experience, management experience, education level, sport experience, education fields & gender) & managers' human skill in Khuzestan youth & sport.

**Table 2: The results of correlation analysis among personal characteristics & human skill**

Personal characteristics	Spearman correlation coefficient	P-value
Age	-0.061	0.261
Years of experience	-0.131	0.083
Management experience	-0.034	0.360
Education level	0.106	0.131
Sport experience	0.061	0.260
Education field	0.031	0.370
Gender	-0.005	0.479

As seen in table 2, there is not significant relationship between personal characteristics (age, years of experience, management experience, education level, sport experience, education fields & gender) & managers' human skill in Khuzestan youth & sport regarding to the level of correlation coefficient & p-value. There is significant relationship between demographic characteristics (age, years of experience, management experience, education level, sport experience, education fields & gender) & managers' technical skill in Khuzestan youth & sport.

**Table 3: Results of correlation analysis among personal characteristics & technical skill**

Personal characteristics	Spearman correlation coefficient	P-value
Age	-0.029	0.381
Years of experience	-0.055	0.280
Management experience	-0.211	*0.012
Education level	0.018	0.425
Sport experience	0.099	0.147
Education field	0.028	0.385
Gender	-0.068	0.235

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As seen in table 3, there is not significant relationship between personal characteristics (age, years of experience, management experience, education level, sport experience, education fields & gender) & managers’ technical skill in Khuzestan youth & sport regarding to the level of correlation coefficient & p-value. But there is negative significant relationship between management experience demographic characteristics & their technical skills, regarding to p-value ( $p=0.012$ ) & obtained correlation ( $r=-0.211$ ). There is relationship between management triple skills (perceptual, human & technical) among physical education managers in Khuzestan.

**Table 4: Correlation coefficient results among triple skills with others**

Variables	Perceptual skills	Human skills	Technical skills
Perceptual skills		*0.787	*0.488
*0.457 Human skills	0.787*		
Technical skills	0.488*	*0.457	

The results of table 4, showed that there is significant relationship between management triple skills (perceptual, human & technical).

**Discussion and Conclusion**

The findings showed that there is no significant relationship between gender & management triple skills (perceptual, human & technical). These findings are same as findings Naderiyan & Amirhosseini (2007), Shoja (2006), Abdelahi (2005) & Yuni (1993) & they found that the gender don’t affect on managers’ success, unless Yuni stated that gender affected just on career decisions. These findings showed that there is not significant relationship between age & managers’ triple skills (perceptual, human & technical). This finding is same as Naderiyan & Amirhosseini (2007), Salimi *et al.*, (2006), Shoja (2006), Abdelahi (2006) & Rokhbakhsh (1994). They resulted that age demographic characteristics didn’t have significant relationship with managers’ career skills, success & functional ways But Farvardin (2005) showed that there was relationship between age & career skills because his population was coaches in premier league, so age has the most important effect & relations & also using coaching knowledge & experience. Findings showed that there is no significant relationship between the level of education & management triple skills (perceptual, human & technical).

The findings are same as Naderiyan & Amirhosseini (2007), Shoja (2006), Abdelahi (2005) in the part of relationship education level, human & technical skills (Salimi *et al.*, 2006; Rokhbakhsh, 1994). But they are not same as Najaf (2007), Rismanchiyan (1999). It is because of his research was in about industry & managers’ educational levels affect in determining managers’ technical needs. Rismanchiyan did his research among school managers & results that there is significant relationship between managers’ functions & education.

The findings of research showed that there is significant relationship between management triple skills (perceptual, human & technical). The finding is same as Abdelahi (2005) & Farvardin (2005) & Mozafari (2002).

They showed that there is significant relationship between management triple skills (perceptual, human & technical). This subject showed that managers need to all skills to be successful. In other words, they need each other & the absence of one of them will be other defects.

Also we had seen in the results. Comparison of department of physical education & sports management skills required city in the province to more technical skills & human skills cognitive skills are more than human. According to the sport managers are in the functional level. So they are same as Godarzi (2003), Mozafari (2002), Naderiyan (2002), Ahmadi (1997), Zahli (1997). Some of them showed that each manager needs more skills than other & said their need to triple skills are different based on their level of management.

Godarzi (2003) showed that there is significant difference between managers’ perceptual, human & technical in the physical education organization. Operations managers need technical skills than other skills. Mozafari (2002) showed that there is significant difference between technical skill & triple levels

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& operation managers need to technical skills more than other managers (senior & middle). Since the technical skill is worked with things (in sports organizations, facilities, premises, equipment & operations plans & sport), these are mainly operational staff & operational managers in collaboration with technical experts are doing. Therefore, operations managers need more technical skill. In addition, many management scholars believe that the operational director is still among the staff & only because of the ineptitude of his colleagues is excellent.

Naderiyan (2002) showed that operational-level managers to be more effective in tasks requiring technical skills. Ahmadi (1997), Zali (1997) showed that managers need the skills to advance their organizational goals, which are based on local levels of the organization & where they are, these skills become different & also their needs are increased or decreased. Yazdi (1997) showed that operational managers need more technical skills for better effectiveness.

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