

Original Article



Examining the Relationship between Managers' Managerial Skills and Job Satisfaction

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ABSTRACT

The present study investigated the relationship between managers' managerial skills and job satisfaction. Management skills in managerial communication are very sensitive to obtain the job satisfaction of colleagues and customers in all stages of work. Various factors such as individual characteristics, type of work environment, and management skills are effective in the performance of employees. Management in the general sense is defined from different perspectives. Marie Parker Falt says: "Management is the art of getting things done by others". In this sense, anyone who can do things using the power of others is a manager. In other words, the manager is the coordinator and controller of collective activities to achieve the desired goal of the organization with maximum efficiency. In a more comprehensive definition, management is said to be the coordination of human and material resources in order to achieve organizational goals. The results of the present study showed that dynamic and efficient managers, in addition to tasks such as planning, organizing, and monitoring, making effective and applying science, should also put organizational change at the forefront of their affairs. Fundamental changes are usually impossible without the support and willingness of employees. If people are not satisfied with the current situation, they are not willing to make sacrifices, unless they see benefits in it and believe that change is possible. Organizational productivity cannot be considered without effective communication. Competent managers know how to communicate effectively with employees.

Introduction

Manpower is a complex factor that has different motivations and attitudes. Human resources are very important in organizations [1]. One of the important issues to be considered in any organization is the satisfaction and job

satisfaction of its employees, which is considered one of the essential elements of life satisfaction and one of the most important variables of organizational behavior [2]. The subject of managerial skills is one of the issues that has been of interest since the beginning of the development of management and has been addressed in different ways. The skills that are

necessary for managers are divided into three categories: technical, human, and perceptive. Technical, human and perceptive skills are: abilities that are not necessarily inherent and can be cultivated and are reflected in the performance of a specific task and not in the manager's potential ability [3]. Management improvement is a current management issue that provides specific principles and framework to transform and transform organizations in terms of structure, workflow, identification of main and secondary processes, as well as organization culture, so that by using it, the organization can be applied in the world. Turbulent and uncertain today made it efficient and effective. Management skills in managerial communication are very sensitive to obtain the satisfaction of stakeholders in all stages of work [4]. Various factors such as individual characteristics, type of work environment, and management skills are effective in the performance of employees. Management in the general sense is defined from different perspectives. Marie Parker Falt says: "Management is the art of getting things done by others". In this sense, anyone who can do things using the power of others is a manager. In other words, the manager is the coordinator and controller of collective activities to achieve the desired goal of the organization with maximum efficiency [5].

The skills of managers are: the ability of managers to move the components of a set to move all components towards the set goals, and the skills of managers are subject to the tastes or behaviors that are not defined by the habits of people. The meaning of skill is the ability to effectively use the personal knowledge and experience of managers so that every manager can have technical skill (that is, knowledge and ability to perform a specific task, which requires the ability to use special techniques and tools), human skill (ability and power to work with people and doing work through them), and perceptive skills (the ability to understand the complexities of the organization and imagine all its constituent elements) to apply themselves effectively in the organization [6].

The inability of managers to use their skills and communicate with employees and other colleagues causes a decrease in people's morale and causes things like anxiety, absenteeism, late work, leaving service, and early retirement [7]. Dissatisfaction and lack of feeling of belonging and loyalty of the employees to the organization brings delay, mental and physical absence, and leaving the organization, which besides many costs, affects the morale of other employees. Absence of employees and their lack of useful and continuous presence in the organization in addition to service is one of the important issues, which is the result of dissatisfaction with the job or organization and lack of organizational commitment and commitment to its foundations, and is considered as a negative behavioral reaction [8], motivation, morale, satisfaction, and it endangers the efficiency of the individual as well as the productivity and effectiveness of the organization. Employee satisfaction affects their presence and absence.

When employees are not satisfied with their jobs, they do not show up at work for various reasons [9], or they try to find another organization. In contrast, when employees are satisfied, they show up at their workplace more regularly. El Saba believes that the human skills of project managers have the greatest impact on their management style. Managers of supervisory and operational levels do not have technical skills, but they need the tasks of decision-making [10], planning, organizing, setting goals, and setting the policies of the organization, so in this sense, they require a lot of perceptive skills. Job satisfaction leads to an increase in productivity, organizational commitment, as well as physical and mental health of a person, and as a result, a person's morale rises and he is satisfied with his life, and he tries to acquire new job skills, and finally his performance is improved. This will increase the organizational productivity. Therefore, the researcher intends to determine the impact of management skills on employee satisfaction and to identify dynamic and effective skills on employee satisfaction, an important step should be taken in the direction of organizational productivity [11].

Hasko (2006) suggested that the skills needed for leadership as one of the main requirements of teamwork. He believes that proper team work requires the necessary skills that managers acquire by delegating responsibility to team members and subordinates [12].

Fatemeh Khodadadi has conducted research on "*Investigating the three skills (technical, human, perceptual) of managers with their effectiveness among female teachers in Sari City in the academic year 1382-1383*", the result of which confirms the theory of Robert Katz and shows that technical skills, humane, and perceptive is necessary for managers to perform better tasks in order to achieve the effectiveness of high schools [13].

Mahmoud Guderzi (2012), has done a thesis entitled: "*Designing and explaining the model of three management skills, managers of the physical training organization of the Republic of Iran*". The purpose of this study is to design and explain the triple management model for high and middle level managers and the operations of physical education organizations. There is a significant relationship. Therefore, the necessity of having skills for managers of middle and operational levels of physical training organization of the Islamic Republic of Iran has been confirmed [14].

Gholamreza Mohammadi (1998), investigated the skills of Iran's central insurance managers and its effect on the productivity of that organization, and the research results indicate that there is a significant relationship between the management skills of Iran's central insurance managers and their productivity [15].

Mehdi Zadeh conducted research in 1996 entitled: "*Examination of human skills of managers and their effectiveness from the point of view of teachers in middle schools of Birjand City*". The results of this research are summarized as follows:

1- There is a relationship between managers' human skills and their effectiveness.

2- There was no difference between the attitude of teachers and managers towards human skills.

3- There was no difference in human skills between men and women.

Saifullah Yazdi (1997), evaluated the management skills needed by the managers of the electric power industry in Mazandaran Province. It has been done to improve the managerial skills of managers and to provide guidelines for the selection of managers. In this study, the theories of behavioral science thinkers about management skills have been examined and according to the mentioned theories, Robert Katz's model has been chosen regarding the technical, human, and cognitive skills of senior, middle, and operational level managers [16]. The mentioned model has stated that managers of three levels need different skills to be productive. Therefore, managers at senior levels need more cognitive skills to be productive, and managers at operational levels need more technical skills to be productive, and the need for human skills is the same for managers at all three levels. The findings of the research show that the managers of the three levels in all three levels of the organization believe that the managers of senior levels need more perceptive skills to be productive, and these same managers have considered the technical skills of the managers of the three levels to be the most needed for the managers of the operational level. In the case of human skills, which were assumed to be equally needed in all three organizational levels, the findings show that the managers of the three levels believe that middle level managers have the greatest need for human skills [17].

Sharfi (2010) has suggested that organizational commitments have a positive relationship with job satisfaction, that is, he considers organizational commitments to be one of the factors that increase job satisfaction.

In 2016, Saedi *et al.* conducted research entitled: "*Investigating the factors related to the job satisfaction of social security organization employees based on the JDI model*", which

confirmed the assumptions indicating that the five factors of the JDI model (supervisor, promotion, job nature, colleagues, and salaries) in the organization social security is related to job satisfaction of employees. He identified supervisors as the most effective factor in job satisfaction, promotions as the second most effective factor in job satisfaction, job nature as the third most effective factor in job satisfaction, colleagues as the fourth most effective factor in job satisfaction, and salary as the least effective factor. It has introduced the most effective factor in job satisfaction [18].

Discussion

Satisfaction with job elements from a point of view is sometimes called as attitude towards issues. Because it is assumed that satisfaction with job elements actually consists of different attitudes about various job components and elements, so it can be mentioned that employees have certain attitudes about their salaries and wages, superior managers, the type of work they do, and the environment and working conditions. They have that all these should be considered as things that a person in the organization has special attention and inference from them. Some of these attitudes may be positive and others negative, and all of them do not have the same importance [19].

Important Characteristics of Successful Managers in the Workplace

Here are some important qualities that all managers should have in the workplace:

Good Communication

Managers, like all roles in the workplace, should be able to communicate with others in the best way. In many ways, they are the pulse of any company. Therefore, the ability to communicate effectively with the team is essential for people in *management positions*.

Empathy

Managers should show a lot of empathy. This includes understanding the wants, needs and

concerns of other people in the company. This not only brings harmony among all the people in the teams and the company, but showing empathy creates respect and trust between the employees and the manager, as well as the employees with each other [20].

Positivity: Positive thinking can help to a great extent to strengthen morale and guide the work environment towards a healthy work environment. Managers should have a good attitude and be positive in doing their daily work. When employees see that they have a positive mindset, they are more likely to become positive themselves. In fact, the goal of managers with this positive thinking is to inspire all employees [21].

Confidence: As a manager, it is important to believe in your abilities. When you show the right confidence, you can motivate others and show the employees their bright future in the company.

Foresight: To drive any company towards profitability, successful managers and leaders must be forward-looking. This means they must be motivated and able to think beyond the present and plan strategically for the future [22].

Responsible: Since managers have various duties that they should perform, it is important that they are responsible at work. This means prioritizing their tasks and focusing on what needs to be done for the company.

Transparency: Managers should also be transparent about the status of the company, its goals and other matters in the sense that they should put honesty at the top of their work in the company. With more transparency as manager, your employees will more trust you.

Motivation: As a manager, you will not only be responsible for leading your team, but you must make the team perform at its best [23].

Delegation of Duties: As a successful manager, you should be able to divide the work in the

company and teams correctly and explain each person's work well.

Humility: Successful managers should be humble about their work and activities. It is important for employees to see that their superiors can also make mistakes [24].

Overall Job Satisfaction: Another perspective about the concept of job satisfaction is to be concerned as an internal and general state of individual satisfaction. Accordingly, it is assumed that the employee has an internal feeling of overall satisfaction or dissatisfaction. As a result, positive experiences such as having close colleagues, good salaries, decent, and considerate superiors and an interesting job create a positive inner feeling in a person [25]. On the other hand, the negative experiences that are caused by low, exhausting, or annoying salaries and the objectionable situation create a negative inner feeling. The overall feeling of satisfaction or dissatisfaction is a complex feeling that is provided by the intensity and abundance of positive and negative experiences. The viewpoint about internal state is based on the assumption that job satisfaction can be measured by asking employees about various components and elements related to their jobs and then obtaining the average of their attitudes and achieving an overall satisfaction index. The first viewpoint, which was called attitude towards subjects, is based on the assumption that different subjects should not be mixed together, but they should be measured and analyzed separately [26].

The conducted research confirms both views. Job satisfaction questionnaires have specified various specific attitudes about job elements. The feeling of satisfaction or lack of job satisfaction has fluctuated with each of the mentioned elements. Empirical studies have provided evidence of the internal state, such as, for example, changes in salaries affect satisfaction with salaries, as well as other attitudes related to salaries, such as attitudes and feelings towards superiors who have suggested salary increases [27]. The internal state can be conditioned by positive and negative experiences, research has shown that

a positive internal state or feeling is created by a suitable and favorable environment, and this probably explains why some employees have a positive orientation towards work.

Effective Communication and Job Satisfaction

Communication process occurs when information, ideas, and feelings are transferred from one person, group, or source to another person, group, or source to change their knowledge, attitude, or behavior. One of the problems of the communication process is that people are rarely able to fully convey their true intentions to others. Often the messages sent do not state their real intentions. Managers use communication to coordinate tasks and actions within the organization, effective communication creates effective organizations. In recent years, many researches have been conducted regarding job satisfaction and its relationship with effective communication and other factors affecting job satisfaction [28].

Robbins has conducted research on the relationship between employers and their subordinates in the state of New Jersey, USA. He realized that managers' communication skills and organizational behavior can play an important role in employees' job satisfaction.

In his research, Hastings came to the conclusion that the manager can increase the motivation and job desire of the employees by creating an environment of effective relationships in the organization [29].

Moon notes in his studies that managers with appropriate and correct communication can help employees achieve organizational goals and make rational decisions. In the research conducted on the power of influence and communication of managers, Cox found that one of the manager's skills is communication. Managers can have more influence on employees by using communication skills and as a result cause more motivation in employees.

Studies show that the manager's relationship with the employees is a main component of management. The manager can communicate

with the employees in different ways. By creating effective communication with employees, the manager can play a significant role in increasing group morale and job satisfaction [30]. Expression and tone of voice is another skill requirement of a successful manager in the field of personal skills. The manager should know that the initial impression he has on the other side is always the way of expressing concepts and the technique of talking about topics. If there is a proper expression and the audience feels the presence of logic, rationality, and politeness in the manager's speech, it is unlikely that the words will not affect him. Managers who rely more on the lever of eloquent and gentle expression, logical and reasoned speech, are much more successful than managers who try to impose their words and opinions by commanding and forbidding [31].

Decisiveness is necessary, but respecting the principles of respect for the audience. In general, politics in expression and performance is one of the characteristics of successful managers. Besides the individual skills, a manager needs technical and perceptive skills to guide the group under his management to success. Technical and perceptive skills are actually all that the manager experiences when facing the technical issues of their company. The high scientific ability of the manager in the category on which the company is based is one of the foundations of the company's durability and consistency. The manager should be able to interact with different departments and vice-presidents and understand their words and performance technically [32].

Managers who understand the affairs of the company from the bottom to the top and if necessary, visit the different departments of the company several times a month and are in close contact with the work process, they are always aware of what is happening in the company and the quality of the departments' activities will be different. In this collection, the employees of all departments will be encouraged to perform tasks more accurately and achieve better results by seeing the seriousness and follow-up of the management [33].

Furthermore, successful managers always keep their legal information up to date, so that if necessary, they can defend the correctness of the group's positions in the courts of law suits. When the company's activities expand and the manager does not have enough time to deal with legal matters personally, it is necessary to form a legal deputy consisting of qualified lawyers who have sufficient knowledge of the company's legal cases, to follow up on legal matters and the claims of the company to provide the necessary advice to the management at the required time.

The category of deputy can be created for other departments of the company [34], which depends on the management discretion and the expansion of the company's activities. In fact, the existence of vices is a kind of delegation of authority to manage different departments of the company from the manager to the deputies. With this practice, the management of the department entrusts the process of different departments to the vice-presidents and periodically reports the work process from the vice-presidents [35].

Accordingly, the manager gets an opportunity to take care of the macro affairs of the group, such as the design of annual and long-term policies. Another manifestation of management skill is the ability to interact with managers of competitors and other companies. Insisting on interaction in the relationships between companies while competing to attract more customers is one of the points always considered by forward-looking managers [36]. Successful managers know that it is impossible to advance the lofty goals of the company without being present in the space between companies and getting to know their achievements and management methods, especially in the international arena.

In the same vein, some managers who think about national or coalition successes are always looking for extensive cooperation with competitors to expand the company's activities and promote their brand as much as possible [37]. Therefore, they try to achieve greater economic profits by doing joint projects with

them in addition to raising the name of their collection in the market. Through these interactions, the group can get closer to the path of excellence step by step and achieve all the goals set in the long-term planning. The skills needed by managers to organize a growing group show that a manager is a consultant, a psychologist, an economist, a legal expert, an analyst of financial issues and even a politician in addition to be skilled in his work expertise. Top managers are like this and they always believe in a bright future. Because they look at the upcoming issues from all dimensions, so their analysis is comprehensive and their prediction of the future of the market is close to reality [38].

Conclusion

Considering that management skills are one of the main factors in the formation and promotion of the mission and goals of any organization, the identification and analysis of these skills is more and more important. Management developments in the last two decades and the presence of organizations in today's competitive and complex world remind us that management, like other sciences, requires special skills and expertise. In recent years, many researches have been conducted regarding job satisfaction and its relationship with effective communication and other factors affecting job satisfaction. Managers' skills and organizational behavior can play an important role in employee job satisfaction. The manager can increase the motivation and desire of employees by creating effective relationships in the organization. Job satisfaction leads to an increase in productivity, organizational commitment, physical and mental health of a person, and as a result, a person's morale rises and he is satisfied with his life, and he tries to acquire new job skills, and finally his performance is also improved. This will increase the productivity of the organization. Therefore, the researcher intends to determine the impact of management skills on employee satisfaction and to identify dynamic and effective skills on employee satisfaction, an important step should be taken in the direction of organizational productivity. In brief, it can be

mentioned that in this study, according to the purpose of the above study, based on the relationship between managerial skills of managers and job satisfaction of employees, the findings of the research indicate that managerial skills in the field of managerial activities of managers are considered as one of the most important parameters. It can measure the job satisfaction of employees. The new approach to management issues requires that managers do not simply ignore the impactful role of the three (human, perceptive, and technical) management skills in their field of activity in business.

The skills of managers are: the ability of managers to move the components of a set to move all components towards the set goals, and the skills of managers are not subject to the tastes or behaviors that define the habits of their people. The meaning of skill is the ability to effectively use the knowledge and personal experience of managers so that every manager can use his technical skills, human skills, and perceptive skills in an efficient way in the organization.

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