Relationship between Awareness of Human Relationships (Motivational) Skills and Managers and Educational Assistance Employees’ Performance of Sabzevar University of Medical Sciences

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ABSTRACT

The study aimed to examine the relationship between awareness of the human relationships (motivational) skills and managers and educational assistance employees’ performance of Sabzevar university of medical sciences and the influential factors on it and wished for taking an effective step for removing these shortcomings. The study was a mixed one (survey, correlational, documentary, …). In order to gather the required information, two questionnaires consisting of 27 items and 10 items were used for employees and managers, respectively. Random sampling method was used to select the participants of the study. The total number of the employees and managers was 140 and 28 ones, respectively. According to Krejcie and Morgan’s table, the sample size was 102 employees and 28 managers, respectively. The analysis of the data and testing the hypotheses was run using SPSS. The findings were examined using Pearson correlational test. 13 diagrams were set based on 10 questions. The results indicated that the extent of the managers’ performance in human relationships skills and performance was moderate to high. The analysis of variance showed that independent variables could account for %63 of changes in dependent variables. In this regard, participation and motivation variables had the highest and lowest role in accounting for the dependant variables, respectively. Most employees of the educational assistance employees of Sabzevar university of medical sciences were satisfied with the influence of human relationships skills on the managers’ satisfaction while in some areas, dissatisfaction was identified which needs more attention in making accurate plans.

KEYWORDS

Human relationships, Managers’ performance, Sabzevar university of medical sciences, motivational

INTRODUCTION

Studying an individual and identifying the social characteristics and the environmental influences have been always highlighted in human relationship knowledge. Managers are always confronted with complicated issues in individuals’ relationship and try to find solutions for overcoming these problems. Since executive and preparatory operations constitute a large part of the educational managers’ time, they rarely deal with the educational and behavioral issues and human and behavioral relationships among educational employees. Managers should keep in mind that the extent of their respect for the job personality, emotions, opinions, and rights of the employees would determine the employees’ attempt grow, to be educated and to develop their personality. If human relationships are emptied of the attempts and activities of an organization, the only thing remained would be fatigue, disappointment, slavery, and Madit.

In other words, we are the slaves of our technological development; we changed our environment so radically that we should change ourselves to live in our environment. If human beings take the pattern of ants’ colony and everybody fulfils their duties and are assigned certain tasks, they would not be good ants, let alone be a good human being. This is considered as an insult to the human and humanity. In this sense, life would be separated from the occupational environments and reaching the organizational goals would be for the other life. Human relationships knowledge in management can partly address these issues.
This chapter presents a theoretical background and provides the studies conducted regarding the significance and importance of human relationships in management.

**LITERATURE**

**Local literature:**

Fahimnia (2000) conducted a study entitled “Comparing the influences of relationship-oriented management method and job-oriented management on the spirit of the teachers in area 3 of Mashhad” and concluded that managers in schools were more job-oriented and paid particular attention to the regulations and guidelines and schools rather than human factors and employees’ spirit[1].

Ajdarifam (2000) conducted a study entitled “Relationship between guidance school principals’ performance and human relationships theories” and concluded that none of the principals had expertise in the field of educational management. Only one of them was educated in the field of behavioral sciences. They also concluded that the principals’ performance were not consistent with the human relationships theories in management. The study was conducted in Maraghe.

**Foreign literature:**

Medoffe (1995) conducted a study entitled “Human resources and production performance: organizational logic and production system flexibility in automobile industry” and concluded that there was a significant relationship between human resources and performance. Human resources would influence the performance; however, the influence was not exclusive. It was related as an internal compatible principle. Human resources would contribute to the production quality and productivity.

Herzberg et al. carried out several studies on human motivations and their influence in organizational environment from the viewpoint of identifying the level of satisfaction, dissatisfaction and intellectual growth of organizational individuals. They conducted their study on 200 engineers and supreme auditors of industrial and commercial organizations in Petersburg in Philadelphia, U.S.A. in order to identify the satisfaction and dissatisfaction factors in the organization environment. The results indicated that motivation would influence individuals’ satisfaction, performance, intellectual growth and efficiency. Hence, management requires creating and keeping an environment in which individuals attempt to reach their common goals together. A manager would not be successful unless s/he knows what underlies an individual’s attempt to reach a goal.

**RESEARCH HYPOTHESES**

**Major hypothesis:**

There is a significant relationship between human relationships skills and managers’ and educational assistance employees’ performance in Sabzevar university of medical sciences.

**Minor hypothesis:**

There is a significant relationship between awareness of the motivational skill and managers’ and educational assistance employees’ performance in Sabzevar university of medical sciences.

**METHOD**

The study was an applied one. With regard to its nature and method, it was a descriptive survey and correlational. Field research method was used to examine the relationship among variables. Most studies in the field of psychology and behavioral sciences try to establish a link among variables. The correlational studies examine the relationship among variables. Hence, the correlational study tries to describe, explore and determine the relationship between two or more quantitative variables using correlation coefficient [2].

**STATISTICAL POPULATION**

Population is conceived as a set of individuals or units with a common characteristic. It is said that population consists of all the individuals and cases in which the researcher is interested and the results are generalized to them [3]. Considering the temporal and spatial domain of the study, the statistical population consisted of all the employees and manager of the educational assistance in Sabzevar University of medical sciences, who were working in 2012. The employees and managers were 140 and 28 ones.

**DATA GATHERING METHOD**

In order to gather the required information, the following methods were used:

Library method: It was used to examine and study the theoretical underpinnings of the study, literature and accessing the primary information using books, theses, national and international journals and the Internet.

Field method: It was used through distributing a questionnaire and in order to gather the required information.

**TESTING RESEARCH HYPOTHESES**

The study had one major and one minor hypothesis. To test the hypotheses, Pearson correlation tests were used.

**Testing minor hypothesis:**

The first research hypothesis addressed the relationship between awareness of the motivational skill and managers’ and employees’ performance. In order to test this hypothesis, this hypothesis was changed into H1 (directional hypothesis) and H0 (null hypothesis).

H0: There is no significant relationship between awareness of the motivational skill and managers’ and educational assistance employees’ performance in Sabzevar university of medical sciences.

H1: There is a significant relationship between awareness of the motivational skill and managers’ and educational assistance employees’ performance in Sabzevar university of medical sciences.
H0: $H_0$: $\rho = 0$

H1: $H_1$: $\rho \neq 0$

In order to test this hypothesis, items 1 to 5 and items 20 to 27 of the questionnaire were used to examine awareness of the motivational skill and managers’ and employees’ performance. This hypothesis was examined using Pearson correlational test. The results are presented in Table 1.

Tab. 1. Results of Pearson correlation test for minor hypothesis

<table>
<thead>
<tr>
<th>Variable</th>
<th>Correlation</th>
<th>Significance level</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness of motivational skill</td>
<td>0.306</td>
<td>0.11</td>
<td>0.13</td>
</tr>
</tbody>
</table>

Taking into account the estimated significance level (0.11), at %95 level of certainty, it might be said that the null hypothesis was confirmed and directional hypothesis was rejected. Accordingly, H0 was confirmed and there was no significant relationship between awareness of the motivational skill and managers’ and educational assistance employees’ performance in Sabzevar university of medical sciences.

**CONCLUSION**

Minor research hypothesis indicated that there was a significant relationship between awareness of the motivational skill and managers’ and educational assistance employees’ performance. This hypothesis was rejected using Pearson correlation test. Taking into the estimated significance level (0.11), it might be said that the null hypothesis was confirmed and directional hypothesis was rejected. Hence, there was no significant relationship between awareness of the motivational skill and managers’ and educational assistance employees’ performance in Sabzevar university of medical sciences. The results of the study were at odd with those of Hawthorn’s. According to his study, motivation would increase the production and performance level and efficiency in organizations. One of the managers’ responsibilities is setting the scene for increasing the employees’ motivation at higher levels of performance, i.e. the manager should ensure that individuals are working, attending their workplace regularly, and have a positive role in an organization.

Occupational performance has been related to the ability, environment and motivation. The results of several studies (Wooler & Em Sivi, 2012; Jolne et al., 1998; Herzberg et al., 2009; Toorani & Milajerdi, 2009; Keshavarzi & Tale’pasand, 2008) were in line with those of Hawthorn’s. Herzberg et al. study on the human motivation showed that motivation would influence individuals’ satisfaction, performance, intellectual growth and efficiency. Hence, managers are required to create and keep an environment in which individuals are working for reaching their common goals together. A manager would not be successful unless s/he knows what motivates individuals to make tremendous attempts.

The contrast between the results of the current study and previous studies might relies on the fact that managers and educational assistance employees in Sabzevar university of medical sciences might have inadequate degree of motivational skill and lacked the required motivation to fulfill their duties. Hence, no significant relationship was found between motivational skill and their performance.

**Suggestions:**

1. Managers can guarantee their success through understanding individuals’ needs, beliefs, expectations, and occupational motivations. Hence, they are recommended to pay particular attention to the employees’ needs and wants in order to meet their needs and expectations in order to increase their satisfaction and performance and productivity.

2. Knowledge, skill, and ability of individuals are the most important factors for increasing the productivity of activities. Moreover, taking into account the significance of human relationships skills for the managers, it is recommended to hold in-service educational classes and programs for increasing and enhancing the managers’ skills.

3. Providing an appropriate psychological setting in order to enhance the skills and mobilizing the potential talents, some sessions should be set to promote the human relationships skills and human relationships performance of the managers and employees and numerous strategies should be presented by the managers and employees to increase the extent of creativity and performance.

**REFERENCES**

