RELATIONSHIP BETWEEN MENTAL HEALTH WITH MANAGERIAL SKILLS AT SPORTS MANAGERS AND EXPERTS OF IRAN

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Abstract- The main purpose of present research is to determine the relationship between mental health with managerial skills at sports managers and experts' of Iran. From objective point of view, the present research type is operational and from strategic point of view is correlational which is performed in the form of field study. Statistical population of this research concludes sport managers and experts of Iran. The sample was consisting of 112 people from population of research. The method of sampling in this research was accidental of clustering. Research tool consist of two questionnaires: Goldberg and Hiller mental health questionnaire (1979), Afshari managerial skills questionnaire (2011). I order to describe research variables, from descriptive statistic indexes has been used. In addition, to determine the relationship between mental health with managerial skills and among with their components, Pierson correlational coefficient was used. Results showed that there is no significant relationship between sport managers and experts' mental health of Iran and managerial skills and its components. And also there is no meaningful relationship between managerial skills and component of sport managers and experts' technical and human proficiencies and their organizational effectiveness, but there is a meaningful correlation between their cognitive proficiencies and organizational effectiveness.

Key words- Mental health, managerial skills, effectiveness, sport managers and experts

I. INTRODUCTION

The modern world today is exposed to evolution with an incredible speed. Organizations as one of the most evident features of present societies are also changing and the manpower role in these evolutions is undeniable. Manpower role is beyond the role of the other parts of the organization because without manpower there won't be any organization (Apple bam and et.al, 2004).In modern system, promotion of individual and organizational performance is one of the main purposes of any live and active organization. If we know manpower as one of the most important principles of performance promotion, it is obvious that to what extent investigating effective variables on their performance can guide managers to improve organization's performance (Robins, 2001).

It should be noted that development, improvement, effectiveness and efficacy of any organization is pawned to promotion and group working of its personnel (saat chi, 2001). In addition to this factor, there are other components that result in organizational effectiveness. One of the most important ones is mental health of managers and personnel. Importance of this factor is originated from this fact that an individual, who is healthy from mental point of view, can face problems logically and be pleasant with his life (Salimi and et.al. 2011). Also, those who benefit from mental health have characteristics and feelings such as: mental comfort, self-effectiveness perception, independence and autonomy, capability and competency, intergenerational dependency, inflorescence and intellectual capability (Health Worldwide Organization report, 2001).
These factors impact on efficacy and proficiency of their lives and career. One of the variables that make human beings expends time and cost, is their mental health. Mental health is something beyond absence or inexistence of disease.

Positive aspect of mental health that health worldwide organization emphasized on, is concerned in health definition ("health" is physical, mental and social welfare and is not just absence or inexistence of disease)(Maria and et.al. 2007). All the specialists are in agreement that mental health has a substantial role in personality evolution (Ganji, 1998). Work environment has an important role in health improvement because workingmen spend more than 60 percent of their awaking time in their work environments. Importance of personnel mental health improvement in work environment is obvious in production and profit category and considering individuals, who are the main source of profit increment, seems essential (Hosseini, 1996). Therefore managers should try to plan for providing a working environment that doesn't bring anxiety. Instead, personnel feel safety and happy and do their tasks with interest, enthusiasm and motivation and far-off anger and futile struggle (Milanifar, 2006).

With this belief that management is an extensive subject, some people prefer to define management with the phrase of: "whatever managers do", but what do managers really do? A manager is responsible for successful accomplishing of managerial skills. A good manager should be duty bound to management principals and exhibiting managerial skills in their personality and behavior (Saat chi, 2000). Skill comprise of capability to transform knowledge to practice in the way to result in desirable functions (Alagheband, 2008). In other words, competence and quality of managers' tasks from managerial skills point of view, is one of the important factors in successful continuity of organizations. Managers need fundamental skills to perform effective and competent (Jasbi, 2oo1).

List of skills and capabilities required for good performance of managers is evolving and completing all the time. Those managers who seek for obtaining knowledge and learn modern skills can endure in present modern technical world (Robins, 2001).Skill approach for management first generated by Katz who categorized three fold skills. He concerns these three skills necessary for managerial tasks: technical skills, human skills, and cognitive skills. In addition to skills mentioned by Katz, a manager should posses planning skill (Konts and Virich, 1998). Based on conducted researches, Robinz states those successful managers' posses' four skills. These skills consist of technical, human, cognitive and political skills (Robinz, 2000). Managerial skills comprise of correct decision making and performing them via proper personnel, therefore managerial skills are all of the functions that should be done by "a professional impressive management" (Al Deft, 2008). Thus, when a skillful manager makes his organization barren of any kind of mental harm, then can be said we have an effective organization.

Finally, in this paper, we try to find out whether or not there is any relationship between mental health of personnel in an organization and managers' skills?

II. METHODOLOGY

From objective point of view, the present research type is operational and from strategic point of view is correlational which is performed in the form of a field study. Statistical population of this research concludes sport managers and experts of Iran. The sample was consisting of 112 people (42 managers and 52 experts) from population of research. The method of sampling in this research was accidental of clustering. Statistical population of this research concludes all of the sport managers (42 persons) and experts (52 persons) of the Iran. To test mental health variable, mental health questionnaire of Goldberg and Hiler (1797) was used that includes 4 parts: physical signs (questions 1 to 7), anxiety and sleeplessness (questions 8 to 14), social performance confusion (questions 15 to 21) and depression (questions 21 to 28). In different studies, Alfa coefficient has estimated for its fractional measures, which is 0/7 to 0/9 (Amin Khandaghi and Pakmehr, 2012). Additionally, reliability of this questionnaire in the current researching society was 0/84 by applying Cronbach's alpha coefficient. To examine managerial skills variable, managerial skills questionnaire of Afshari(2011) was used that consists of 3 components: cognitive skills (questions 1 to 15), human skills (questions 16 to 32), technical skills (questions 33 to 44). Cronbach's alpha coefficient in Afshari's research has calculated 0/91. I order to describe research variables, descriptive statistic indexes such as average, standard deviation, minimum, maximum, frequency, frequency rate and diagraming has been used. In addition, to determine the normal or abnormal state of data distribution, Kolmogorov and Smirnoff test was applied. To determine the relationship between mental health with managerial skills and their components, Pierson correlational coefficient was used. Meanwhile, analyzing the research founding was executed by SPSS software.

III. RESULTS AND DISCUSSION

3.1. RESULTS

Descriptive analysis of objective variables (individual specifications) in the society under investigation was as follows:

Description of the individual characteristics of under investigating samples showed that 42/6% of the samples were women and 57/4% were men. Samples who are 35 to 39 years old have the most frequency rate and those who are under 25 years, have the least frequency rate. The samples who possess bachelor's degree have the most frequency rate and those who posses junior college diploma have the least frequency rate.

Descriptive statistics index of managerial skills' variable and its components demonstrated that the average amount of technical skill is 2/90, cognitive skill is 2/98, human skill is 2/98 and managerial skill is 2/94. Therefore, considering the 5 aspects of questionnaire, sample under investigation was placed in middle-low level from managerial skills point of view and its components. Descriptive statistics index of mental health variable demonstrated that the average amount of managers and personnel mental health is 3/5. Considering the 4 main aspects of mental health questionnaire, managers and personnel status was good. Kolmogorov- Smirnoff (K-S) test was used to evaluate normal distribution of research variables. Results indicated that all the variables had normal distribution ($p<0/05$).

Considering normal distribution of data, Pierson correlational test was used to evaluate the relationship between Iran sports managers and experts' mental health and managerial skills. Results can be observed in table (1).

Table (1): results obtained from Pierson correlational test about relationship between managers' mental health and managerial skills

variable	Number of samples	Correlational coefficient	Significant number
Mental health with managerial skills	94	0/03	0/76

Considering results showed in table (1), there was no significant relationship between Iran managers and experts' mental health and managerial skills. Thus, there aren't enough reasons to refuse zero assumption.

Table (2): results obtained from Pierson correlational test about relationship between managers' mental health and technical skills

variable	Number of samples	Correlational coefficient	Significant number
Mental health with technical skills	94	-0/09	0/37

Considering results showed in table (2), there was no significant relationship between Iran sports managers and experts (male-female) mental health and technical skills. Thus, there aren't enough reasons to refuse zero assumption.

Table (3): results obtained from Pierson correlational test about relationship between managers' mental health and cognitive skills

Variable	Number of samples	Correlational coefficient	Significant number
Mental health with cognitive skills	94	0/09	0/37

Considering results showed in table (3), there was no significant relationship between Iran sports managers and experts mental health and cognitive skills. Thus, there aren't enough reasons to refuse zero assumption.

Table (4): results obtained from Pierson correlational test about relationship between managers' mental health and human skills

variable	Number of samples	Correlational coefficient	Significant number
Mental health with human skills	94	0/07	0/49

Considering results showed in table (4), there was no significant relationship between Iran sports managers and experts' mental health and human skills. Thus, there aren't enough reasons to refuse zero assumption.

3.2. DISCUSSION

Results demonstrated that there was no significant relationship between Iran sports managers and experts' mental health and managerial skills. Thus, there aren't enough reasons to refuse zero assumption. This result is in agreement with Alvani and Ladjevardi research (2006) but seems different from research literatures of Khodadadi (2005), Mohammadi (1999) and Flangen (1996).Considering this result that there is no meaningful relationship between mental health and effectiveness, it can be said that the government offices have efficacy but suffer from effectiveness and competency. It means that they approach their goals but by spending exorbitant expenditure. This can be accomplished by doing wrong functions in a correct manner. For example, several universities have been remarkable effectiveness in educating their students. Administrators of these universities may decrease educational expenses by using computer in learning activities, correspondence learning programs or part-time education. Some of these universities have confronted criticism by students, educated people or sponsoring institutes for their failure in providing appropriate trainings. Of course, high effectiveness generally goes with high efficacy. Weak management often arises from lack of efficacy and incompetency results from incapability and lack of effectiveness. So, we conclude that a qualified management is to fulfill goals (efficacy) with maximum effectiveness. In other hand, many factors involve in mental health of employees in an organization because from under investigated society, we found out that mental health and effectiveness don't have any meaningful relationship. Mental control of employees is an important issue. Mental natures of working environment and impact of managers' behaviors on employees' mental health are undeniable affaires in working environment welfare. Nowadays, many researchers believe that welfare and employees' health depend on managers' behaviors in a great deal. Meanwhile, manager's behavior is a model to learn how to behave befitting in an organization. Up to now, many roles have been characterized for managers but the one that haven't seen good, is manager's role in providing mental health in working environments.

Results indicated that there is no meaningful relationship between Iran sports managers and experts' mental health and human skills. This result is not in agreement with Mohammadi (1999) and Flangen (1996). In the under investigating society, no meaningful relationship between mental health and human skills was seen and this is not only because of that managers and personnel who have high human skills don't posses good mental health but it means

that mental health is obtained from several factors. One of these factors is human skill but this relationship is not meaningful from statistical point of view.

Results showed that there was a meaningful relationship between Iran sports managers and experts cognitive skills and organizational effectiveness. This result is in agreement with research literatures of Roghani and et. Al. (2010) but and Khoayrmandi and et.al. (2013). In the under investigating society, no meaningful relationship between cognitive skills of mangers and experts and organizational effectiveness was seen and this is not only because of that managers and personnel who have high cognitive skills don't posses proper organizational efficacy but it means that organizational effectiveness is obtained from several factors. One of these factors is cognitive skill but this relationship is not meaningful from statistical point of view. Considering that most of the management decision making and activities arising from manager's thoughts and wise decisions leads the growing continuity of organization, cognitive and intellectual skills of managers is very important.

When managers performs well by adopting certain managerial skills, respect his personnel and honors them, it is unlikely to be any trouble in such a working environment or having mental distresses among employees. In other words, weak management performance can result in occupational discontent. For example, if personnel think that they are not treated respectful and rightful, probably come down with mental distresses. Manager of an organization should concern everything, satisfies motivations and provide a mental and intellectual background in which all the personnel feel responsible for all the affairs and their consequences. In such circumstances, individuals' innovations increase. Thus, when a skillful manager makes his organization barren of any kind of mental harm, then can be said we have an effective organization.

CONCLUSION

Nowadays, organizations have a remarkable place in social and cultural structures of societies. In order to gain efficacy and effectiveness in organizations, training manpower, possessing technical, cognitive and organizational relations is necessary. It is noteworthy to mention that knowledge acquisition in the field of different aspects of human behavior such as motivating employees, occupational consent and all of the other behavioral processes are the key factors of management success. Managers should try to reform organization, society and their own activities by creating occupational consent. In such situation, employees benefit from intellectual and mental health. Therefore, by fulfill personnel occupational needs and evaluating different situations, managers can take steps to success.

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Todays, managers need to acquire correct cognition of the dynamics of challenging environments and benefit posses' necessary knowledge and managerial skills to cope with up to date needs. In other words, competency and effectiveness of managers' functions demand applying managerial skills to guarantee mental health of employees who are under the supervision of him and finally experience effectiveness.

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