

## The Role of Basic Skills of Middle Level Managers on Implementing Successful and Strategic Planning

Dr. Mohammad Reza Bagherzadeh<sup>1</sup>, Jalil Abbasi<sup>2</sup>

<sup>1</sup>Assistant Professor, Department of Public Management, Islamic Azad University (IAU), Qaemshahr Branch, Iran

<sup>2</sup>The public administration Ph. D student (human resource administration) in Azad University of Qaemshahr branch, Iran

\*Corresponding Author

Jalil Abbasi

Email: jalilabbasi52@ yahoo.com

**Abstract:** The aim for doing this study is analyzing the relationship between the basic skills of middle level managers and running the strategic plans in Center of Social affairs organization in North Khorasan Province in 2013. The basic skills in this study are: Interaction skill, Allocating skill, Monitoringskill and Organizing skill. The population sample was X person who were chosen from middle level managers of Center of Social affairs organization in North Khorasan Province. The method was used was for sampling the population and were asked to fill out a questionnaire to analyze them. The SPSS software was used to analyze the data. Using the statistic of coordinate samples and tests and variance, the alternative hypothesis was confirmed 99 percent. And it was proved that between basic skills of middle level managers and running strategic plans successfully is a significance relationship, and it is a significance relationship among gender, age, academic degree, marital status and years of experiences with doing strategic plans successfully. The results of data analysis shows that in main hypothesis between basic skills of middle level managers and doing strategic plans there is a positive and significance relationship and the results from peripheral hypothesis shows that among under study variables in all peripheral hypothesis i.e. interaction variables, allocation, organization, supervising and running strategic programs of middle level manager has a positive and significant relationship. Based on incapability of some of these middle aged managers in running strategic programs was one of important reasons of not doing efficiently the strategic programs in the central organization of social affairs. Helping these managers to increase their skills and following the scientific obligations which are necessary for having these responsibilities we can enhance our success in running strategic programs.

**Keywords:** Basic Skills, Strategic programs, Strategic management, Interaction skill, Allocating skill, Monitoring skill and organizing skill.

### INTRODUCTION

In a unstable world nowadays which environmental changes accelerates and amazing progresses of science and technology happen every day, effective management on organization is possible only when we understand the situation and condition of time. One of the results of understanding situation and changing of environment is this fact that managing organization in future face with challenges which our old and previous experience cannot answer them [1].

The researcher believes in this complicated world managers to acquire the goals of their systems and making improvement in this conditions needs special characteristic and skills. Basic skills for managers (Interaction skill, Allocating skill, monitoring skill and organizing skill) are important factors that middle level managers should have so with receiving deep knowledge and appropriate experiences for required

skills and implementing strategic plans could bring success for their organizations in these conditions.

Medical services organizations are one of complicated, essential and vital organizations and leading and managing them is one of organization success factors. If an organization has a proper manager with required skills can be perfect but without such a person can fail its duty.

Implementing strategic plans is one of the major steps of getting to the goals. While implementing strategic plans has essential role in getting goals and strategic programs so middle level managers can prepare the ground for these plans and their basic skills and abilities is a very important factor to be considered.

This paper first tries to introduce basic skills as one of the important factors for an organization success and magnify this factor as a scientific one. Second with

finding a relationship between basic skills of middle level managers and implementing strategic plans, use the basic skills of middle level managers as criteria for selecting practical and concrete managers. So because of the importance of these two factors this question come to researcher's mind that is there a relationship between basic skills of middle level managers and implementing strategic plans in Social affairs organization in North Khorasan Province?

Goals and strategic plans with their tools can help managers to coordinate with inside and outside environmental changes. When managers are stuck in unpredictable and unstable situation double their effort to get the best solution. Nowadays line of work is completely unstable.

Nowadays managers are the biggest investment of each organization and their mental and behavior skills has the most important role for success and acquiring their pointed goals. Investing on developing managers' skills and ability is continues and vital issue [2].

Researcher believes having basic skills help middle level managers make least mistake in making decisions about interaction, specialty, organizing and supervising factors. And also they can understand the difficulties and delicacy of management and make adequate balance among organization factors.

Top executives always mentioned implementing strategies as most challenging issue in management. Studies and analysis about high level performance organization shows succession in implementing strategies via using special frame for management to clarify these strategies and relating that to personnel, tactics and technology [3].

Researcher thinks the value and importance of basic skills for implementing successful strategies is not considered enough in his country. Meanwhile one of the reasons for failure of each system is not considering these factors for choosing middle level managers.

If the required skills for successful programming of strategic plans are explained well for middle level managers and they have good planning for increasing these skills can increase the quality, efficiency, growth and challenging ability and also decrease the expenses.

We can define strategic planning as regular and organized effort for making decision about basic actions so it would be obvious that what is an organization and what it does. Strategic planning can facilitate communication and partnership. It also can

adopt heterogeneous values and interests and make regular decision and successful implementing.

### **Interaction skill**

The ability of handling people while strategies are running is interaction. It means practicing for leading strategies. The key responsibilities of managers are leading, securing, directing, managing conflicts and forming norms and excitements. Here leading strategic managers whether it is obvious or not is a vital executive leverage for making capable organization. There is no doubt that even all the plans and actions were designed in a best way but there is no effective management, all of them are doomed to be failed [4].

The managers who understand fear and depression of others for implementing these strategies are ready to be best executives. Their emphasis is on employees and discussing for finding best solutions. It is possible that one union does not like change that it cause economic loss, discomfort, decreasing trust and change the common model so employees resist it. Strategic management process can do big changes on employees and actions. Strategic point of view shows that it is not easy to change the strategies and habits of companies' employees.

Proper communication skills are prerequisite for satisfied actions in all level of management. It is estimated that more that % 50 of mangers time spends on communicating with others. They should connect well with others to be successful, when they make connection, they earn their trust. Trust can improve the spirit and increase the efficiency of union and the trust of clients [5]. Interaction and communication are important factors for managers because data can inter a system because of effective communication and when it entered it needs to be process well to be used inside union [6].

### **Allocating skill**

It means preparing organizational resources for implementing and strategy. Successful managers of strategies have many talents for programming affairs budgeting and allocating time and resources.

Allocating skill means that managers should understand when and where allocate sources and it contains using main sources of system beyond financial sources like (factory, facilities, place and getting raw material) human sources (training, experience, judgment, intelligent, communication and insight of managers and employees)organizational sources (formal reporting system, informal communication inside and outside system). Implementing each type of programs, allocating sources is one of basic factors [4].

Allocating process is vital element for planning strategies and required sources. Allocating sources to strategic program contains preparing employees, money, materials and being sure of successful actions [7].

### **Monitoring skill**

It is using information to find out is there obstacles for implementing strategic plans or not. Strategy managers could be successful just when they have feedback data and regular status reports. Successful monitoring strategies are based on this fact that the result of operations presents on appointed time and in a proper way. Monitoring strategy process is a delicate and complicated action and a process of strategic management could leads to decision with important and long-term results [4].

### **Organizing skill**

The ability of making a human network all over the organization that can help when strategies face problems. Successful managers design this network in a way that contains people who can solve predictable problems [8].

Organizing skill means building strategic culture in a system. Organizational culture is completely related to strategic implementing. Culture is defined as a system of common values (determining important factors, attitude and appropriate behavior). While organizational culture is unique in each system. Generally it could be variety of different cultures in an organization. A- Inside culture that is based on success in operations. B) Engineering culture that runs the main technology. C) Executing culture which makes managers' commitment and employees [4].

Via organizing process members are put into groups in formed instructions and relations so with adequate abilities do effective performance to acquire determined goals. The member of each group, individually are different based on their intelligence, talent, ability, professional experience and emotional attraction and can be used properly based on their abilities and capability.

Organizing skill is rearrangement of component that is done based on one or some rules. In management, organizing is a process that dividing responsibilities among groups and members and coordinating among them for reaching the goals. Organizing is a process that is continues and a life of system is dependent on trust of existing an instruction that is effective and efficient. In fact organizer contains responsibilities that should be done, finding people should do them and grouping responsibilities and people should make reports or give reports [9].

Generally the aim of organizing is finishing affairs that are mentioned in an institute in a way determined boarder among all partitions of mentioned institute. In conclusion in a worthy organizing all the members of a union should have determined place and duties. So successful strategic planning needs efficient management, allocating required sources, monitoring executing process and solving problems and removing obstacles. Experience proved that knowing which member with which abilities and skills can solve problems as they raise is important necessity.

### **METHODS**

This study is analyzing the relationship between the basic skills of middle level managers and running the strategic plans in Center of Social affairs organization in North Khorasan Province in 2013. Statistic population contains all middle level managers of Social affairs organization in North Khorasan in 2014 that are 58 people. But the sampling model based on KOKERAN formula is 50 persons of middle level managers of Social affairs organization in North Khorasan.

The questionnaire that is used for collecting data about the effect of middle level managers' basic skills on implementing strategies was prepared by the researcher. In this study for measuring the reliability of the questionnaire a pretest was done, first 25 questionnaires were distributed and then collected and after entering data using version 18 of SPSS software and reliability coefficient was measured. (Alpha-Kronbach rate was 0.8909)

In this study both describing and deductive statistics were used. Analyzing and grouping data were done by SPSS software. Analyzing information and data was used by descriptive statistic method such as frequency tables, descriptive diagrams, central indexes (mean, mode and index) and dispersion indexes (standard deviation and variance) for explaining and showing personal characteristic of test givers. Also for investigating and studying main and secondary theories the researcher used deductive statistic methods with Pearson correlation coefficient and analysis of variance (ANOVA).

### **RESULTS**

In this study the main goal was to determine is there a relation between basic skills of middle level managers and implementing strategies plans in Center of Social affairs organization in North Khorasan Province? If it does what is the measure and amount? Research theories of appropriate statistic method were tested by SPSS software and statistic population were

all middle level managers with degree higher than diploma which are working in Center of Social affairs organization in North Khorasan Province (permanent, temporary and contracted staff ). Statistic population was 58 people that %26 was women and %74 was men. 30 of them have Bachelor degree, 18 have Master degree and 10 have Ph.D. degree.

### Main theory

There is a significant relationship between basic skills of middle level managers of Center of Social affairs organization in North Khorasan Province and successful implementing strategies. Based on result this amount is 0.05 that is the least level of difference and confirm the hypothesis. Between two variables of managers and successful implementing strategies correlation is 0.787 so there is a significant relationship between basic skills of middle level managers of Center of Social affairs organization in North Khorasan Province and successful implementing strategies.

### First theory

There is a significant relationship between interaction skill of middle level managers and successful implementing strategies of Center of Social affairs organization in North Khorasan Province. Based on result this amount is 0.05 that is the least level of difference and confirm the hypothesis. Between two variables of managers' interaction and successful implementing strategies correlation is 0.693.

### Second theory

There is a significant relationship between allocating skill of middle level managers and successful implementing strategies of Center of Social affairs organization in North Khorasan Province. Based on result this amount is 0.05 that is the least level of difference and confirm the hypothesis. Between two variables of allocating skill and successful implementing strategies correlation is 0.702.

### Third theory

There is a significant relationship between monitoring skill of middle level managers and successful implementing strategies of Center of Social affairs organization in North Khorasan Province. Based on result this amount is 0.05 that is the least level of difference and confirm the hypothesis. Between two variables of monitoring skill and successful implementing strategies correlation is 0.752.

### Fourth theory

There is a significant relationship between organizing skill of middle level managers and successful implementing strategies of Center of Social affairs organization in North Khorasan Province. Based

on result this amount is 0.05 that is the least level of difference and confirm the hypothesis. Between two variables of organizing skill and successful implementing strategies correlation is 0.775.

### Recommendation

1. Categorizing scientific and basic strategic plans according to capacities, abilities inside and environmental conditions and effective participation of middle level managers in organizing strategic plans and helping middle level managers to have better understanding of goals and plans.
2. Categorizing scientific and basic methods and instructions for determining middle level managers according to characteristic and conditions and special needs of each department of an organization and abilities and traits of each individual without accepting any suggestion and connections from other.
3. Holding special training classes according to need of departments to improve basic skill and operation of middle level managers.
4. Categorizing scientific methods for monitoring, controlling and evaluating the middle level managers operation for reaching their strategic goals and giving scientific feedbacks at right time and intervening by top executive in an honest and frank ways.

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