



A Survey about Job Conscience and Humanistic Skills of Managers A Case Study on the Banks of Gilan, Iran

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ABSTRACT

This survey focuses on the relationship between the job conscience and human skills of managers in the banks of Gilan province in 2013. The data of the research is obtained from the completing the questionnaires by the employees and managers in the banks of Gilan. The SPSS software is used to do this study. This paper explains the relationship between the job conscience and human skills of managers in the banks of Gilan province in 2013. The results are shown a meaningful relationship between in the job conscience and human skills of managers in the banks of Gilan. A liner function between these variables is obtained using the OLS method. The findings of the paper would be useful who like to involve in the human resource management specially who make decision in the bank system in Iran.

KEY WORDS: Management, Human Skills, Human Resource Management, Job Conscience and Gilan Province

INTRODUCTION

Required skills of managers can be classified into three categories such as technical, humanistic and cognitive skills. The skills are ability of applying of knowledge and personal experience. They provide effective action in changing conditions. Management triple Skills are defined as follows:

Technical skills are called the knowledge and ability to perform specific tasks which requires special tools and experience in the application of techniques and practical competence in behavior and activity. Technical skills obtain through education, internship and experience.

Human skill of managers means to have some abilities of managers such as to create an environment of mutual understanding and cooperation, doing things by others, work effectively as a member of the group, understanding the motivations of individuals and influencing their behavior.

Having human skills requires that manager knows himself more than anything and aware of their strengths and weaknesses and he has self-confidence, rely to others, also he respect to their beliefs, values and feelings, he knows the effects of her words and deeds on others. He also can provides a safe environment and acceptable to secure the cooperation of others. Ability to understand the intricacies of the organization and imagine all the elements and components of organizational work as a whole or a system is called Cognitive skills.

This study is constructed as follows. First, it reviews the relevant literature on human skills, human resource management, and job conscience and so on. In the new economy, knowledge is a valuable asset to the appearance in order to develop in each society and it directly is a competitive advantage for the firms. On the other hand it certainly is the main resources and it is considered as the only competitive advantage of sustainable. Knowledge is interpreted as the ability to maintain the harmonization of deployment of functionality and in a way which assists firm to reach its objectives [1-5]. To state of organization of knowledge is explained as something the people consider about customers, goods and services, processes of product, successes and failures in the organization literature. There isn't any agreed definition for knowledge management even in the midst experts. One of the most reasons for this absence of compromise derives from this fact that people working in the knowledge management concepts come from a wide range of experts, such as management science, economists, psychology, sociology, production engineering, organizational science and so on. However, most definitions are similarly on one spot as they get so much practical approach to knowledge, means that how science can help to organizational effectiveness [1, 6-10].

Knowledge management pays people issues and how they gain, as with information technology, interchange and publication knowledge, which is why it has become important field for experts of human resource, who are in an excellent position to act influence in this people management Perspective. Knowledge management is about giving

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knowledge to those who need it from those who have it to improve the organizational effectiveness. Nowadays, knowledge rather than financial or physical assets is a tool to competitiveness [1, 11-16].

Knowledge management is describing as ‘a try by managers to actively make, communicate and utilize knowledge as a resource of organization. According to view the parts of Knowledge management are as follows[1, 17-23]:

- Knowledge management, in technical terms, uses Knowledge-based which is scattered throughout the organization and compilation implicit form of knowledge now.
- Knowledge management, in political and social science terms involves shared knowledge so it isn’t another unique feature of individuals or groups.
- Knowledge management, in economic terms, is a reply to the need to increase their making and knowledge exploitation by organizations.

Knowledge management is a philosophy of management that is the relationships in different ways in different organizations. Applying Knowledge management, superior performance can be obtained by interactivity between individuals or groups.

In addition, to be efficient, Knowledge management needs storage for data and knowledge, that is open to the member of organization to search critical data, knowledge or the best actions. Thus, Knowledge management is the learned the way of knowledge interaction and sharing and so on, knowledge management it is clear which method to act. Knowledge management must be considered as the process of organization, which is applied to gain superior performance owing to effective learning of organization and sharing of knowledge, firms of recognizing and developing, and acquiring from separately various knowledge and skills [1, 24-26].

If human resource management is about management of people effectively, and, the most valuable resource of people is knowledge, hence human resource management and knowledge management are carefully interrelated. In fact, the human resource management is to apply of human resources to achieve the organizational goals and includes activities such as staffing and recruiting, training, payroll and organizational relationships.[1, 21-23, 27-29]. Department of Human Resources is responsible of the developing and communicating the total quality management vision, of the organization details preparation for the implementation of total quality management suppliers, the actual providing and implementation required provide to keep the passion about total quality management. The Department of Human Resources can operate as a key factor in the process of change with needs comparative analyzes of the firms. It may develop and provide the programs of training which reflect the mission of long-term and the firm vision[20, 23, 27, 28, 30-33].Management of Human resource can operate as a means with a main role in the implemented of total quality management in two methods:

- With a molding the total quality management principles and philosophy at operational surface in the department, the department of human resources can act as a starting point for the total quality management throughout the company.
- The department of human resources, with assist from the enterprise management team, can transfer the process from the surface of the department to company surface by creating a culture of the organization required for the development and adoption of total quality management[5].

Nowadays, information technology has changed the most important factors in the development of bank system. Users of the electronic banking do at least one of the transactions online which are as follows[11, 18]:

- Pay bills,
- Check their account balance and the history of transaction,
- Transferring funds between accounts,
- Application of the advances credit card,
- The management of the investments and stock trading,
- Ordering of the current account.

The major question in the paper is as follows:

1. Is there a significant relationship between the job conscience and human skills of managers in the banks of Gilan province in 2013?

So, the main hypothesis is as follows:

1. There is a significant relationship between the job conscience and human skills of managers in the banks of Gilan province in 2013.

MATERIALS AND METHODS

Descriptive and analytical method is used in this survey. To obtain to aim of theoretical discussions and empirical studies was conducted by library methods. The information of required about the related background on the studiers of empirical and literature review was collected by internet and library methods. The paper uses two

types questionnaire which one of them has 19 questions to know the human skills of managers and another is about the job conscience which has 8 questions. These questionnaires are designed based on a five-item Likert scale. It has the ratings of too little until very much high as you can see the following table:

Tabl.1: the model of the Options each question

point 1	point 2	point 3	point 4	point 5
Too little	Low	Somewhat	Much high	Very much high

These questionnaires were released among 75 employees and managers of banks of Gilan province as a result, were collected 68 responses. The survey uses the SPSS software to evaluate the information. The population of survey statistical included all employees and managers of banks of Gilan province in 2013. The sample side of study is a simple random sampling. To review of the inferential statistics, the paper uses the correlation, Cronbach's alpha, linear regression and ANOVA analysis.

The linear model of study is as follows:

$$JC = f(MHS)$$

Where:

JC = the job conscience of employees of banks of Gilan province.

MHS = the human skills of managers of banks of Gilan province.

So, the linear model can be written as follows:

$$JC = \alpha_0 + \alpha_1 MHS$$

RESULTS AND DISCUSSION

Cronbach's alpha is a test that shows reliability of the questionnaires which it uses a coefficient is called Cronbach's alpha coefficient. If it be more than 80%, the questionnaires are reliability. In this case, the Cronbach's alpha coefficient is 83%, so the reliability in the test is good because it is more than 80%. To evaluate the data using descriptive statistics, the study applies some indicators such as mean, median, mode, standard errors and frequency.

Tabl.2: the results based on the descriptive statistics

	job conscience of employees	human skills of banks managers
N	Valid	68
	Missing	0
Mean	3.51	3.59
Median	3.50	4.00
Mode	3	4
Std. Deviation	1.139	1.011

Hence, the histograms of the job conscience of employees of banks of Gilan province are as follows:

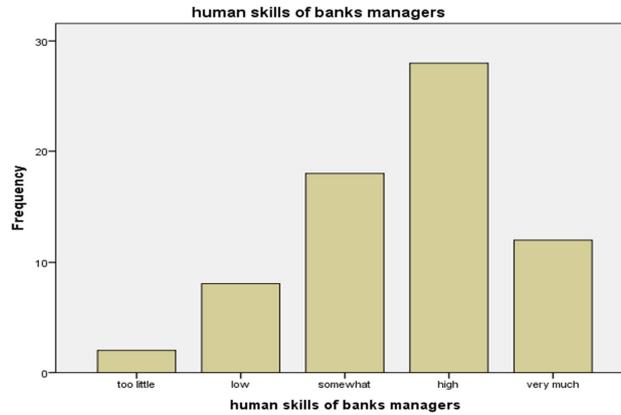
Figure.1: the frequency of job conscience of employees



Sources: Author's Estimation

The histograms of the human skills of managers of banks of Gilan province are as follows:

Figure.2: the frequency of human of banks managers



Sources: Author's Estimation

The correlation shows there is a significant relationship between the job conscience and human skills of managers in the banks of Gilan province in 2013. The amount of this correlation is 0.718.

Tabl.3: Correlations

	job conscience of employees	human skills of banks managers
Pearson Correlation		
job conscience of employees	1.000	.718
human skills of banks managers	.718	1.000
Sig. (1-tailed)		
job conscience of employees	.	.000
human skills of banks managers	.000	.
N		
job conscience of employees	68	68
human skills of banks managers	68	68

In order to evaluate the relationship between the job conscience and human skills of managers in the banks of Gilan province is uses the linear regression. The coefficients of variables are shown in the following table:

Table4: Coefficients of Model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.611	.360		1.698	.094	-.108	1.329
	human skills of banks managers	.809	.097	.718	8.380	.000	.616	1.002

a. Dependent Variable: job conscience of employees

Hence, the equation for this method is written as follows:

Substituted Coefficients:

$$JC = 0.611 + 0.809 * MHS$$

According to the ANOVA test, the coefficient of the independent variable is also statistically significant (see the ANOVA table as the follow):

Table 5. ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.844	1	44.844	70.231	.000 ^b
	Residual	42.142	66	.639		
	Total	86.985	67			
a. Dependent Variable: job conscience of employees						
b. Predictors: (Constant), human skills of banks managers						

According to the ANOVA test in the table 5, the Sig is approximately zero so the correlations are significant between the job conscience and human skills of managers in the banks of Gilan province also the t-test statistic confirms it and also the value of R-Square is enough big which indicates the contribution of the human skills of managers on the job conscience is 0.45%.

So, the hypothesis is accepted means that:

There is a significant relationship between the job conscience and human skills of managers in the banks of Gilan province in 2013.

Conclusions

This paper determines the relationship between the job conscience and human skills of managers in the banks of Gilan province in 2013 using linear method and correlation by applying SPSS Software. On the other hand, the survey explains the roles of human skills of managers in the job conscience in the banks of Gilan province in 2013. The paper uses two types questionnaire which one of them has 19 questions to know the human skills of managers and another is about the job conscience which has 8 questions. According to the findings is a significant relationship between the job conscience and human skills of managers in the banks of Gilan province in 2013. Therefore the results of the study would be useful for the decision makers of bank system to make a good decision to manage banks. On the other hand, the efficiency of banks goes up if the human skills of managers rise in the banks.

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