

# The Relationship between Individual Competences of the Managers and Organization Capitals (Kerman Statistical Community)

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## ABSTRACT

Today organizations are guided by the persons who are deserving differently. Everyone is a different manager and will be effective in using resources and organization capitals. This survey object is to study individual competences of the managers& org. capitals at state organizations of Kerman city. The research method is analytic and statistical society state organizations of Kerman city. The results showed that increasing individual competences of the manager about skills causes manager's attention to the social capital. Moreover, increasing individual competences of the manager about attitude& insight, professional knowledge& information, personality traits doesn't increase his(her) attention to the cultural, economical, natural and human capitals.

**KEYWORDS:** competence, individual competence, social capital, cultural capital, economical& natural capitals, human capital.

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## INTRODUCTION

There are capitals in every org. like society supplement each other. The org. development is contingent on these capitals. The org. will be developed when capitals are used well and managers pay attention to them. In other words, because of today's developments, the managers should have special abilities and skills for management. The organizations productivity& efficiency is dependent on the way of management and also his(her) management traits. Therefore, managers in every rank of management or org. should have the ability to manage their organizations with enough knowledge, insight& skills. The success of managers& employees who perform their duties in the best way indicates their competences. The managers couldn't decide like each other and have a similar method because of their individual competences. We humans are different from each other and according to this every manager of each org. acts in a different manner and doesn't use his (her) personal competences in all fields equally. With their knowledge, insight, skills and personality traits, the org. managers can use capitals inside it for growth& development of the org. under their management. Using the managers' personal competences, their attention to the org. capitals will be examined and act in each case. On the other hand, if the relationship between personal competences of managers and org. capitals exists, persons who have individual competence will be chosen in order to use the org. capitals correctly and help to growth& success of org...

### Theoretical principles of research:

#### 1-Understanding the concept of competence

Today only who are among the elite or worthy persons can manage organizations& institutions based on legality with knowledge, insight, moral commitment& proficiency in order to provide physical& spiritual requirements of society inside the country and also encounter the changes outside the country (Entesarian& etc., 4:2004). There are many factors in competence of worthy persons. We can observe competence of a person in his(her) behavior and it is a part of strategic objects of human resources. All humans believe that it is the best thing for them and follow it in their life (Rahimi, 20:1382) . It is an attribute for employees imply a kind of human capital or resource and can cause productivity (Virtin, 25: 2005). The org. and members encounter the way of doing worthy affairs and doing them correctly more than ever (Rezaeian, 1:1991). Because competence is the main center of persons' abilities& aptitudes for working (Shermerhon, 75: 1999), a collection of traits he(he) has and cause to do what expects him(her) safely as standards of persons(Abolalaei, 11:2004). Some believe that development of management competences provides many advantages for organizations. The managers' competences are traits& behaviors influence job environment(Ghaffarian, 71:2000)

#### 2- We have different kinds of competence describe some of them.

1)Recognition competence: It is a kind of skill in which a manager can recognize situations& environment and make a correct decision.

2) Adaptation competence: It means that when a manager recognize environment correctly, he(he) must adapt himself(herself) with the new situation according to facilities& resources and use it correctly.

3) Competence of communicating: Ability of communicating means that one should make a situation to communicate easily and the subordinates accept it (Rahmani& Baghi Nasrabadi, 99:2000).

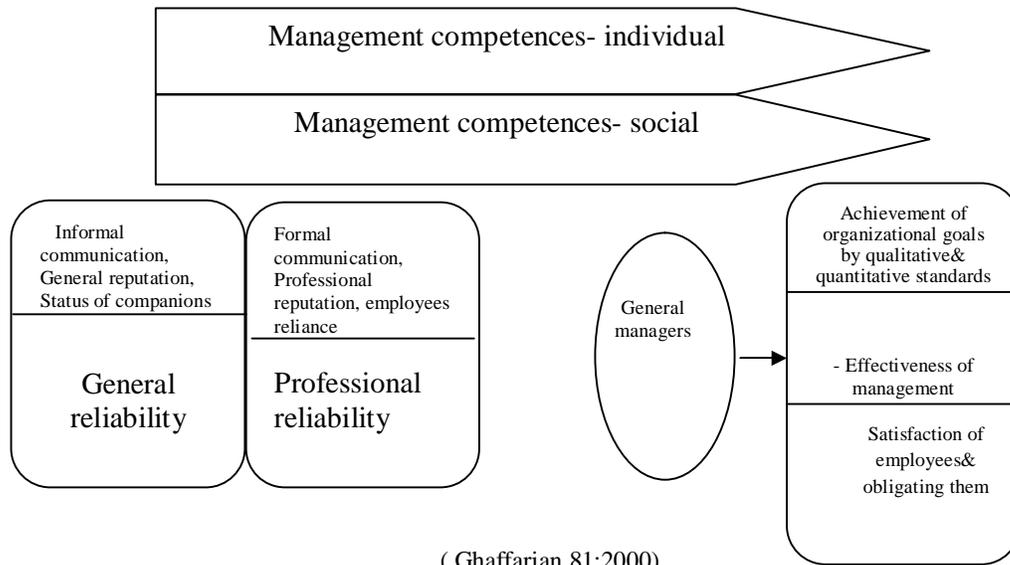
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Table no. 1:General pattern of managers' development

Insight& attitude	Personality traits	Skills	Professional knowledge
Respect people	Self-confidence	Effective listening	Principles of management& leadership
Anthropology	Extroversion	Letter writing	Principles of organizational behavior
Be responsible before God	Courage	Fast reading	Change Management
Preference of social or organizational benefits to individual	Responsibility	Telephone conversation	Quality management
Obligation in principles of individual morality	Optimism	Art of speech	Principles of decision making
Preference of benefit or advisability	Composure	Techniques of negotiation	Management of human resources
Validity of right& reality	Perseverance	Feeling expression	Productivity management



**1-1-Professional knowledge**

**Investment in science is most of profit for human(Benjamin Fraklin)**

The changes& challenges in today industrial environment shows that success or failure of organizations in the world is influenced by the role of employees who have too much knowledge, skill and abilities. These employees are the main competitive elements of organizations undoubtedly.

Some people believe that data, information and knowledge have similar meanings but they are different. Chek Land believes that data means realities around us. This word come from the Latin word “dare” means give(Jaafari-Kalantar, 24:2003), but information are meaningful contrary to data. Peter Draker believes that having purpose& communicating is of information property. Not only information influence the receiver, but also have an special form &purpose and they are valuable data(Danport-Prosak, 45:2000).

**2-1-Personality traits**

The personality traits studies in this research are as follows:

1-Self-confidence:

An inside power for doing daily works in life and it is dependent on one’s ability(research& counseling deputy, 32:2000).

2- Courage:

It doesn’t mean being fearless. It means to do something fearful, to release from accustomed things and arrive to the new world(Maxol, Persian trans., 59:2002).

3- Responsibility:

The leaders can quit every thing except their final responsibility(Jan Maxol). Responsibility is the feeling of inmost commitment in people for their job. It is personal and has a direct relation with the person’s motivations(Monavarian, 20:1999).

4-Extroversion:

One extrovert is social and optimistic in life(Amirshahi,33:2000).

5-Impassivity:

Sometimes the manager is exposed to mental stress because of factors such as shortage of information, volume of information, improper behavior of superior managers, disorder or obstruction of employees, lack of time and etc. These make the heartbeat faster and increase of blood pressure and finally he/she can not control himself/herself and be cool. In these times, the person should laugh more, breathe slowly and be self-confident to finish his stress(Rahmani, Nasrabadi,182-189:2000).

**3-1-Skill**

The org. managers must have abilities gained by experience& work to be effective in their organizations, discharge of duties and to control situations. Because having individual skills shows better management(Ghader sons,12:1994). Skill refers to personal abilities reflected in function and fulfillment of duties. It means ability of using knowledge and personal experience(Alaghemand,37:1992). A manager with the management skills will develop more quickly because when personal life of people and their work are compatible, they are more happy and satisfied. Moreover, negligence of abilities& skills causes not to develop and make a negative look in work. Finally it causes or makes mental stress and unsuitable standard of living(Rezaeian,58,1992).

**1-3-1-Types of skills:**

The skills necessary for managers are different according to levels of management(Kontz& etc.,56,1991).

1- The general skills in developed countries are: leading skills, understanding& composition of long-term strategies, technique of competition, satisfying the customers, using human resources effectively, enabling employees for decision making, innovation, creativity and international skills(Research& counseling deputy,11:2000).

2- In the other classification skills have eight types, Each type has different aspects(table no.2).

Table no.2: Management skills

Cognition	Occupational& professional knowledge	Personal motivation	Personal adaptability	Communication	Relationship with others	Leadership	Administrative
1-Analysis& decision making 2-Financial& quantitative affairs	Using necessary knowledge& skill including technical competence in related field and acquaintance with organizational policies& actions and work industry	High work ability, doing difficult& long-term affairs and more work responsibility	Appropriate response to work challenges when they are encountered with difficulties or other pressures.	1-Information 2-Listening 3-Verbal communication 4- Written communication	1-Human relationships 2-Conflict management	1-Leadership &influence style 2-Motivation in others 3-Delegation& control 4-Training& improvement	1- Planning 2- Organizing 3- Personal affairs& management of employees

(Bontis and another,2002:68)

General skills in developed countries are leading skills, understanding& compilation of long-term guidelines, technique of contest, method of satisfying customer, effective using of human resources, enabling employees, decision making, innovation& creativity and international skills( research& counseling deputy, 11,1279).

**2-3-1-- Communication skills of the managers:**

Communication skills are other types of skills. They are in a theoretical framework. Communication comes from the Latin word "Communis" or unity and means to correlate. Fisher uses communication for transferring any type of information(Rezaei,100,2003). Charles Cooley, as one of the most reliable researchers in this field, believes that communication is a mechanism for relationships between people(Saroukhani,5:1989) and the managers' skills are transferred& trained by it. Communication is the science of life and communication skills are basic elements for improvement of social relationships(Eileei,3,2003). Betli implied the communication skills such as: art of speech, letter writing, telephone conversation, techniques of negotiation, control feeling, Responsibility, body language, effective listening, fast reading, reporting, feeling expression, interaction, consultation and application of poem& proverbs besides skills related to decision making& creativity (Ghaffarian, 71:2000).

1-Art of speech:

The managers strong in speech don't use uncommon& technical words in their speech& writing(City, Persian trans.,117:1998).

2-Telephone conversation:

Telephone is an speech without picture. One should answer the phone before the 3<sup>rd</sup> call, to hello formally and say the subject until the time isn't wasted, to talk as in face to face, no shout and no whisper. To hold earphone in hand and talk (Kelman Bury, Persian trans.,65:2001).

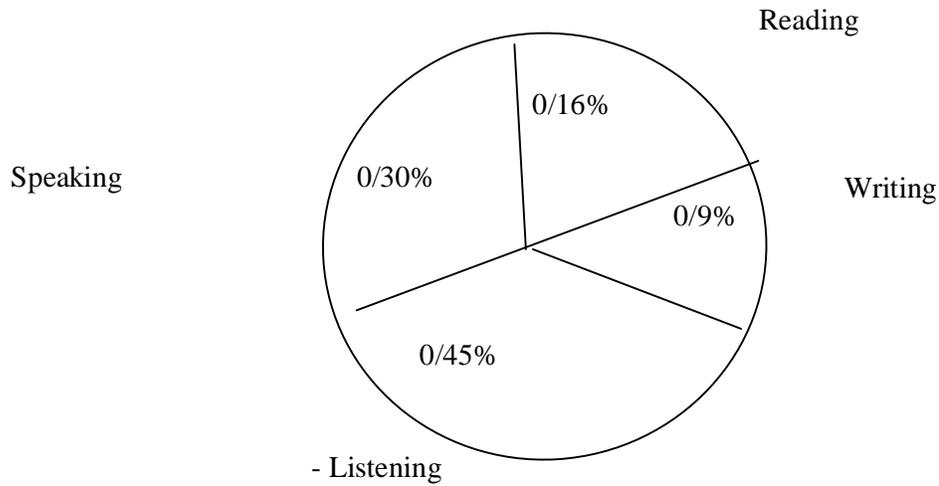
3-Skill of feeling expression:

We should listen to the persons' speeches which express their feeling because we can understand the feeling by the way of speech. These feelings are quick speech, loud voice, sound of voice, mood of face& hands, face color, turning head without closing eyes (Iranzadeh,124:1999).

4- Skill of listening:

The most important skill is effective listening. It is very difficult skill of communication. (figure no.2).

Figure no.2: The percent of managers' using of writing, reading, speaking and listening skills



(Mogheme,1997:43)

5- Skill of negotiation:

Technique of negotiation is an skill, a personal skill one can learn. Every employee or a usual person may use it. In other words, it is a process of satisfying needs(Madox, Persian trans.,18-79,1995).

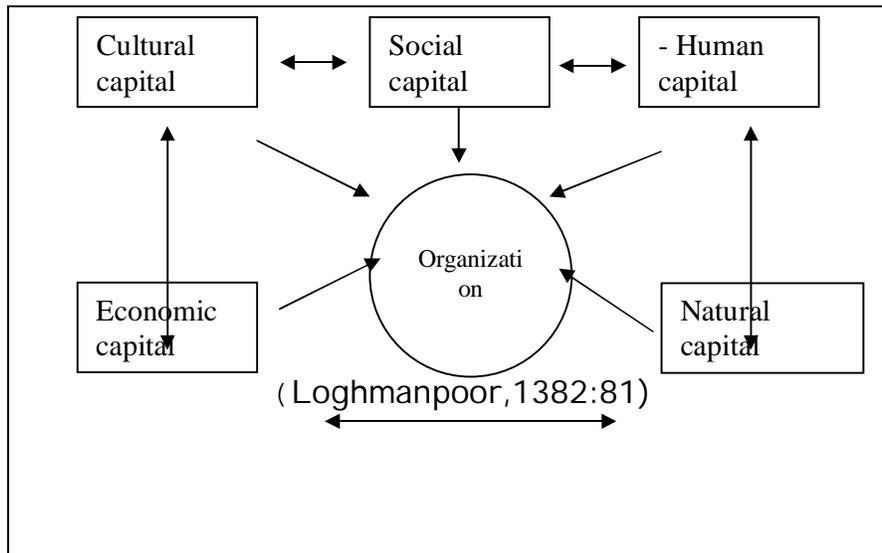
4-1-Attitude& insight:

In previous times attitude meant the physical state. In other words, a mental& nervous condition of readiness influences on individual answers to all things or situations related to it by an organized experience. An stable system includes personal beliefs about a thing or idea. The emotional element is an emotional feeling to beliefs and having tendency to answer in a particular way(Karimi, 235:1995). It is a physical condition or state expresses emotional feelings and defines mental or emotional tendency to a thing or person without the physical change(Blaw Newon, Persian trans.119-120,1998).

2-Org. capitals

Bordio has also identified three social, cultural and economic capitals. Economic one may change to money immediatly. Cultural capital can change to economic one in some cases& conditions. Communication and cooperation of org. members is important in social capital and is used for achieving to economic capitals. In general, an org. capitals includes economic, natural, social, human and cultural ones showed in diagram below( Table no.3)

Table no.3: Kinds of organizational capitals



Valter Taimon implies different kinds of capitals and divided them into 1-physical 2-human 3-market 4-intellectual 5-scientific 6-social 7-financial and compared them based on transferability, being controllable, flexibility, anthropy and cynergy ( Table no.4).

Table no.4: Different kinds of capital and comparing them

Different types of capital	Physical	Financial	Human	Market	Intellectual	Knowledge	Social
Particulars							
Transitivity	High	High	Medium	Medium	Medium	High	Low
Taking control	High	High	Medium	Low	Medium	High	Low
Adaptability	Low	High	Medium	Medium	Medium	Medium	Low
Entropy	Medium	Low	High	Medium	Low	Low	High
Synergy	Low	High	High	Low	Medium	Medium	High

(Loghmanpoor,2003:81)

This survey is based on human, social, cultural, natural and economic capitals(table no.4).

### 1-2-Social capital

Social capital was stated in a survey by Hany Fan from Western Virginia university before 1916. But it was used by Jin Jakob in his classic work called” Life & death of large American cities” for the first time (Alvani-Shirvani,16:2004). It is a concept applied in economic development, sociology and political texts (Tahghighi, 70:2003). Social capital was not a necessary competence for organizations in past. But at present, the quick environmental changes, increasing needs for information, training, innovation& creativity, continuous progress, establishing a flexible organizational structure, a close relationship between org. and customers, providers& rivals cause the managers to remind it as an organizational competence (Loghmanpour, 79-80,2003). Social capital is one of the important organizational capabilities help organizations in sharing knowledge(Nahapete,1998). It is revealed the importance of strong networks, relations based on reliance& cooperation in societies in social capitals (Jakobs,1965). Social capitals are the economic indicators of social culture or org. based on people’s participation and reliance(Alavi39:2001).

Nahapete and gooshal imply different aspects of social capital in three categories with an organizational procedure: structural, relational and cognitive.

#### 1-Structural element:

This element refers to a general model for communicating between people. It means to which persons you can access and how(Bares,1992)?

The most important aspects are network relationships between people, network configuration and a suitable organization.

#### 2-Cognitive element:

Cognitive element of social capital refers to resources with common goals between members of a group(Cisrol, 1973). The most important aspects are language& common relationships.

#### 3- Cognitive element:

Relational element: It describes a kind of personal relationships between people for their interaction records. The most important aspects are: reliance, norms, obligations, expectations and identity(Nahapite,1998).

#### \*Reliance:

It is necessary for relationships& social agreements, a kind of mechanism cohesive that keeps unity in social organizations. It is the cause of relationship between people& organizations and one of the most valuable factors for social capital. Its corruption will damage to organizations. Reliance results in effective function, because suitable exchange of information between people& organizations encourage them (Toosaki,1383). Studies show that where relationships based on reliance are in high level people are interested in cooperative interaction& social exchange(Miszal,1996). He believes that reliance makes communication& discussion. Boisout(1995) emphasizes on the importance of reliance between people for knowledge in ambiguity& distrust conditions.

It is in different categories: 1- creditable reliance 2- mutual reliance (Alvani, Danaei,15:2001) 3- reliance between nations... (Saberifar,17:2001)

#### \*Participation:

There are words like cooperation, collaboration, learning and etc. in Persian lang. for participation. Verum believes that it is the person’s comprehension about his influence on decision making compared to his actual influence on it(Rahnavard,7:2001).

### 2-2-Human capital:

Adam Smit(1937) is the precursor of human capital theory. This theory was developed by Sholter(1961)& Beker(1964). Firstly, it was based on difference in people’s income in relation to their different efficiencies(Karimi Dehkordi,80:1997). Human capital includes knowledge, skills and motivation in organizations(Babaei,86:2002). It shows extent of a person’s knowledge in an org.(Bounitis,2003). Roos& his colleagues discuss that the employees obtain intellectual capital through their intellectual attitude. Moreover, Broking believes that skills, expertise, ability of solving problem and leading methods are of human properties of an org. Stewart(1977) states that although the most important properties of an org. are employees but they are not in or. Possession, because we don’t know if their knowledge belong to or. not? For example a software programmer of a co.edit a program in his(her) house at the

weekend, can the co. say this program belong to it? The organizations may rely on their employees knowledge& skill for income, growth and also efficiency to be improved and profit in human capital(Westfaln,1999).

### **3-2-Cultural capital:**

Managing the factors influence on profit such as labor force, capital, technology, raw materials for production& market were the most important distresses of managers before the 80<sup>th</sup> decade. But advent of behavioral management ideology on management science creation, tendency to more research in the other factors influence on organizations success increased including organizational culture. This interest results from different affairs and one of the most important is business to be universalized and importance of coordination between employees of the organizations (Aliakbari,2010). The organizational culture is a way of thinking, feeling and reacting in an org. or its small parts. This is a psychological planning for the org., shows its personality and the people inside it are influenced by norms& informal group relationships which derive from a common culture between org. members and may change into a powerful force for influence on employees' behaviors(Mohammadzadeh,80:1996). Cultural capital is consisted of facilities& instruments cause the consumer and possibly producer to achieve the cultural goods (Mohseni,180:1987). It is a formal competence together obtained by a collection of values& behaviors (Bordio,71:1971). He believes that cultural capital has three forms:

1-physical& individual capital: This capital gained by the person's experience, talent and effort and can not be given to others like experimental& behavioral skills.

2- Objective& cultural capitals: A collection of cultural heritages such as artistic masterpieces, machine technology, scientific rules which are in the possession of people& families as books or documents.

3- Institutional& standardized capital: This cultural capital create a situation for people by regulations and obtaining title for them including academic degree, appreciation of job& work. Other types of cultural capital are: 1-mental& inmost state (unusual) 2-external condition (usual) 3-organized state(Mohseni,181:1987)

### **4-2-Economic capital:**

It is one of the main factors in economic production& function of financial resources(Moayedfar,31:2003), because optimal use of physical resources is an effective factor in economic development and profit of any productive process is dependent on better using of physical resources in it(Golabi,82:1990). In other words, economic capital may be of effective factors in development& growth of any org. or country. Therefore, economics has concentrated on increasing physical capital for example on stimulating the economic agents for investment, increasing amount of savings or establishment of economic institutions with government possession, investment and accumulation of physical capital which were as powers of development& growth for a long time. Our mean of physical capital is superficial means of production such as machines& equipments used in agriculture, industry and services, physical substructures(roads, bridges, ports, pipelines, railways, airports& irrigation canals) and buildings(Gerifin Keneli, Persian trans.,17:1998).

We can divide economic capital into three parts: 1-Technical capital 2-Calculation capital 3-Legal capital(Bar,367-367:1988)

### **5- 2-Natural capital**

It is one of the main factors in economic production& function of financial resources(Moayedfar,31:2003), because optimal use of physical resources is an effective factor in economic development and profit of any productive process is dependent on better using of physical resources in it(Golabi,82:1990). In other words, economic capital may be of effective factors in development& growth of any org. or country. Therefore, economics has concentrated on increasing physical capital for example on stimulating the economic agents for investment, increasing amount of savings or establishment of economic institutions with government possession, investment and accumulation of physical capital which were as powers of development& growth for a long time. Our mean of physical capital is superficial means of production such as machines& equipments used in agriculture, industry and services, physical substructures(roads, bridges, ports, pipelines, railways, airports& irrigation canals) and buildings(Gerifin Keneli, Persian trans.,17:1998).

## **3-RESEARCH METHODOLOGY**

### **1-3-Purpose of research**

#### **A- General purpose:**

General purpose of this research is evaluating the relation between individual competences of managers and extent of their attention to org. capitals in state organizations of Kerman city.

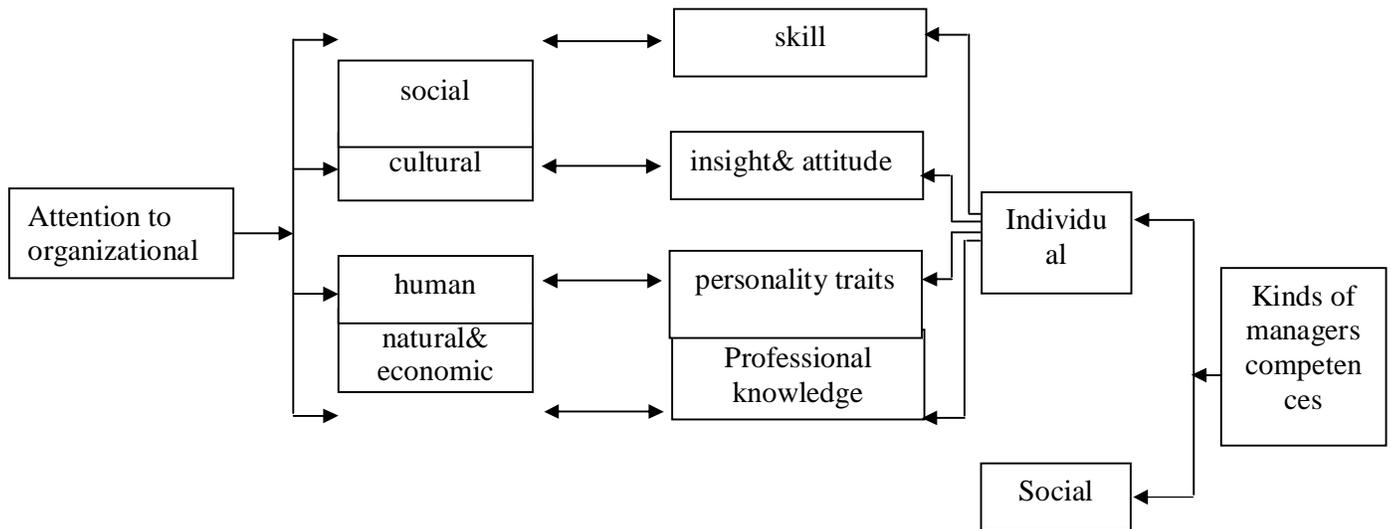
#### **B- Secondary purpose:**

There are other purposes based on general purpose including:

- \* Evaluating extent& type of the managers' attention to org. capitals
- \* Evaluating individual competences of managers at Kerman state organizations
- \* Evaluating the relationship between individual competence of managers and extent of their attention to org. capitals
- \* Presenting suggestions for variables, studying and offering them to managers for org. improvement.

### 3-2-Conceptual model of research:

Theoretical studies of this research have been based on Ghaffarian theory(181:2000) about individual competences of managers and also Loghmanpour theory(81:2003) about types of org. capitals. This model which shows relationship between the managers' individual competences(professional knowledge, the managers' personality traits, insight& attitude, skill) and org. capitals(cultural, economic, social and human) is based on this research hypothesis.



**Diagram 1: Conceptual model of research**

### 3-3-Research hypothesis:

\*The main hypothesis of this research is related to the most manager's attention to an special kind of org. capitals or their individual competences. The following secondary hypothesis are after this main hypothesis:

\*The first one: Dominance of competence in a manager's personality needs his (her) more attention to human capital.

\*The 2<sup>nd</sup> one: Dominance of competence in a manager's professional knowledge& information needs his(her) more attention to economic capital.

\*The 3<sup>rd</sup> one: Dominance of competence in a manager's skill needs his(her) more attention to social capital.

The 4<sup>th</sup> one: Dominance of competence in a manager's insight& attitude needs his(her) more attention to cultural capital.

### 4-3-Research method

We have used interrelationship according to subject& purpose of this research. The variables were individual competences include four aspects such as: skill, knowledge, personality traits, insight and organizational capitals include five aspects such as: natural, economic, social and cultural.

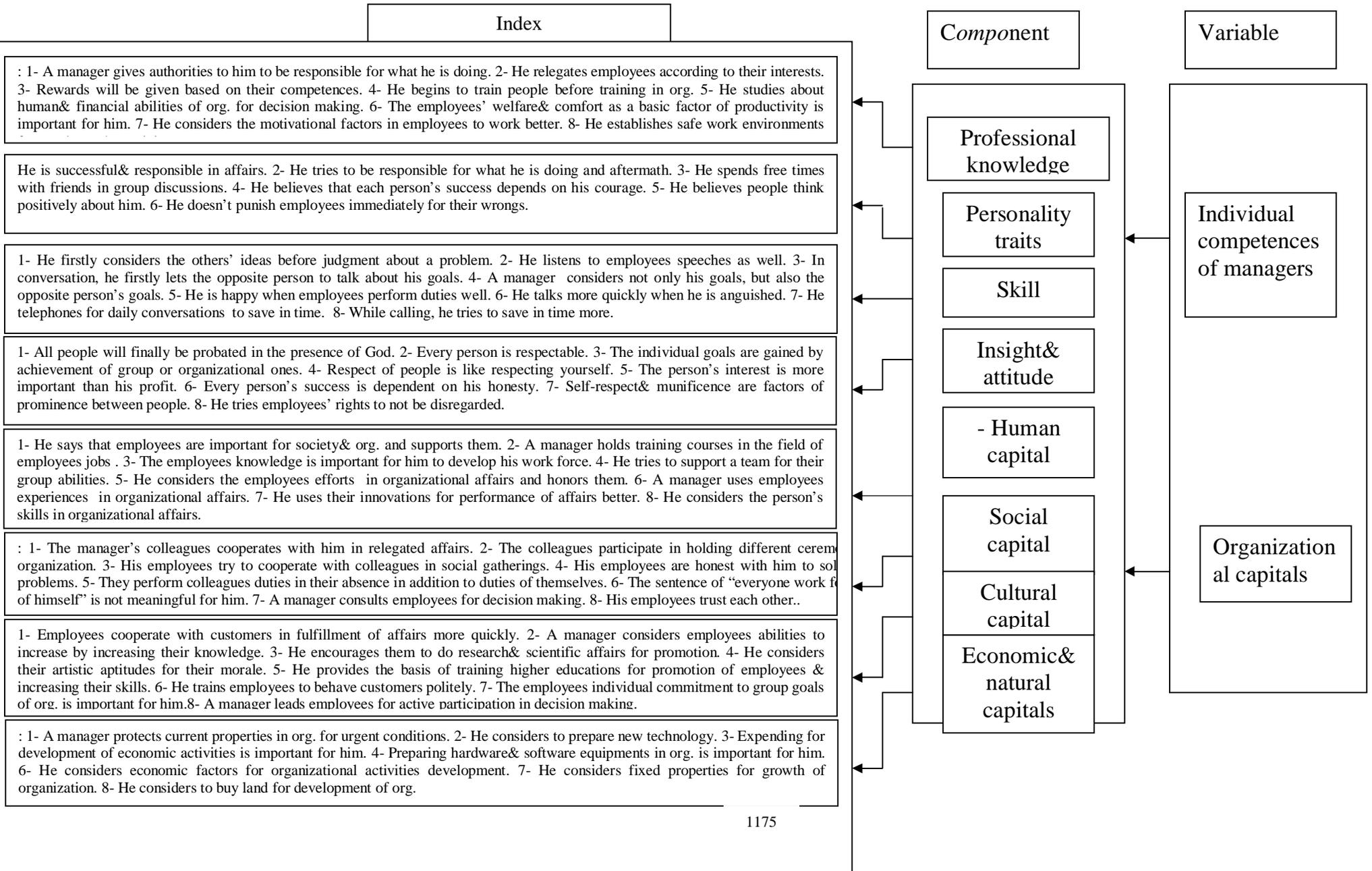
### 5-3-Particulars of society and statistical model

The statistical community of this research were the managers of Kerman state organizations. Their number of were 228. Moreover, employees who had more direct relationship with the manager were responsible for evaluation of social capital and the manager's skill in this research. The employees number were equal to the managers number.

### 6-3-Methods of data collection

We have used the library& field methods for necessary data collection. Instruments of data collection were writing on note cards for compilation of information about subject and also a questionnaire for evaluation of the managers' individual competences. There were 36 questions in it based on Ghaffarian standards. Moreover, there was a questionnaire for evaluation of org. capitals based on Loghmanpour model. These two questionnaires aspects& elements are in figures 2 Because standards related to the managers' individual competences& org. capitals are qualitative in this research, we used Likert five points theory Spectrum for being quantitative. We gave zero, one and two points for competence in the manager's personality traits to be quantitative.

Diagram no.2 -Analysis of studied variables



### 7-3-Justifiability& validity of methods for information collection:

Justifiability of research questionnaires is about content of questionnaires based on theoretical principles confirmed by some of university professors. Moreover, it has been used Kronbakh a test for examination of data validity. As Noon Tali said if a is more than 0/7, the result is valid. Therefore, amount of Kronbakh a in questionnaires of the managers' individual competences& org. capitals are 0/79& 0/84 in order.

### 8-3-Method of data analysis:

The statistical methods of analysis were used for determining types of relation between and extent of it.

### 9-3-Hypothesis test:

We have use SPSS software for examination of research hypothesis and the results are as follows:

1-The first hypothesis:

Dominance of competence in a manager's knowledge needs his(her) more attention to natural& economic capitals. According to calculations by Pierson& Spireman interrelationship tests, there was a relationship between competence of 218 managers in their knowledge& the org. natural& economic capitals. In other words, because of the calculated interrelationship indexes( $r=0/62$ &  $r_s=0/58$ ) are more than  $a=5\%$ , we can conclude that more knowledge of a manager will not result in his(her) more attention to org. natural& economic capitals.

2-The 2<sup>nd</sup> hypothesis:

The manager's more attention to cultural capital extends his(her) insight. We used Pierson& Spireman interrelationship tests for evaluation of relationship between the manager's insight and cultural capital. The results showed that there was a weak interrelationship between the manager's attitude& insight and his(her) attention to cultural capital. Because p was less than  $a=5\%$ , we can conclude that the manager's more attention to cultural capital will not extend his(her)insight& attitude.

3-The 3<sup>rd</sup> hypothesis:

The manager's more attention to human capitals increases his competence in personality traits. For evaluation of interrelationship between the manager's personality traits and org. human capitals, frequency amount& percent of personality traits were evaluated which were 136 persons& 0/62/4 in order and showed that manager is competent in this aspect. Also, frequency amount& percent in the field of human capital were 122 persons& 0/59/2 in order showed that he(she) has more attention to human capital. Then by using Pierson& Spireman tests and results of  $r=16\%$ &  $r_s=42\%$ , it was concluded that the manager's more attention to human capital of org. doesn't not increase his(her) competence in personality traits, Therefore, this hypothesis was not confirmed.

4-The 4<sup>th</sup> hypothesis:

The manager's more attention to social capital increases his(her) skills. Moreover, the results showed that  $r=0/412$ &  $r_s=0/403$  in order by Pierson& Spireman tests for evaluating interrelationship between the said variable. And it was concluded that there is a positive relationship between the manager's skill and org. capital because  $r$ &  $r_s$  are close to 1 (if  $r$  or  $r_s$  are close to 1 or -1, there will be a more strong positive or negative interrelationship between two variables). Therefore, the manager's attention to social capital is related to his(her) individual competence. Moreover, for determining the relationship between each of the managers' individual competences and org. capitals Pierson& Spireman tests were used and the results are as follows:

1- According to cultural, human& social capitals, there is a relationship between the manager's knowledge and only cultural capital. It means that increasing the manager's knowledge, his(her) attention to cultural capitals will be more. But no positive relationship with social& human capitals. By Pierson& Spireman tests, relationship between the manager's insight& attitude and economic, natural, human& social capitals was evaluated.

2- The results showed that p in test is not less than a determined level. It means that the manager's attention to economic, natural, social and human capitals increased his(her)attitude& insight competence.

3- Pierson& Spireman tests were used for evaluation of relationship between the manager's personality traits and economic, natural, social& cultural capitals. It was concluded that the manager's personality traits is not related to his(her) attention to economic, natural, social& cultural capitals.

4- Relationship between the manager's skill and his(her) attention to economic, natural, cultural& human capitals was evaluated by the aforesaid tests. The results showed that there is no positive relationship between the two variables (capital& competence). In other words, the manager's attention to org. capitals doesn't increase his(her) skills. More explanations are in the following table.

Natural& economic	Cultural	Human	Social	Organizational
				Capitals
				Individual
				competences
$r_s=58\%$ $P=0/196$	$r_s=0/156$ $P=11\%$	$r_s=93\%$ $P=85\%$	$r_s=67\%$ $P=0/162$	Professional knowledge
$r_s=55\%$ $P=0/211$	$r_s=40\%$ $P=0/277$	$r_s=42\%$ $P=0/267$	$r_s=0/129$ $P=29\%$	Personality traits
$r_s=0/159$ $P=0/991$	$r_s=-33\%$ $P=0/685$	$r_s=0/111$ $P=52\%$	$r_s=0/403$ $P=0/000$	Skill
$r_s=0/104$ $P=62\%$	$r_s=69\%$ $P=0/155$	$r_s=31\%$ $P=0/325$	$r_s=0/004$ $P=0/475$	Attitude

#### **4-Suggestions:**

- 1- Designing the framework of managers' competences including their knowledge, skills & abilities planning for their development based on competence and attention to cultural capital of organizations.
- 2- Designing a system according to the employees participation and reliance for increasing org. productivity.
- 3- Providing knowledge update, creativity and innovation for the org. managers by designing motivational & encouraging systems.
- 4- Providing communication skills for the org. managers by holding training courses and increasing their level of knowledge for having a suitable relationship with the subordinates.

The suggestions below are presented based on obtained results:

- 5- According to positive relationship between individual competences of managers (professional knowledge) and cultural capital of org., relationship between professional knowledge of manager & organizational cultural capital should be studied.
- 6- By increasing skill of manager his attention to social capital of org. will be increased. Therefore, relationship between them should be studied.
- 7- Appropriate using of results & researches gained by managers in org. will be influenced on management & achievement of organizational goals.

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