



Provide a framework for assessing management effectiveness (Case study: top companies of Qazvin province in Iran)

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Abstract: Changes in industry, complexity and expansion of laws and regulations in competition, electronic business advances, on the other hand, limitations in resources and variety in customer's demands, have led to many obstacles and challenges in industry. However, effective managers can handle the bad situation to stabilize the affairs leading to profit. These managers have some characteristics. The first and the most fundamental characteristics of an effective manager is having insight and strategic thought. Not only having the ability of a profound attitude towards the future and focus on bilateral relationship with management atmosphere targeting the threats and opportunities, but also the capability of turning the threats to opportunities are an effective manager qualities. Prospect, creativity, systematic thinking are the first three crucial features of an effective manager which vaccinate their firm against all market instability and variety in the market and by establishing coordination in their firm they proceed their company to a stable situation. The effectiveness of managers are due to their accuracy and their correct planning, unless implementing Staff and all tools may not end in high efficiency and proper result and even deviating from main goals. In this research we have paid special attention to different aspects of management competency which are associated to the management effectiveness of management from personal and social point of view and industry related as well. The aim of the present study in terms of functionality and in terms of research methods one descriptive - survey - is correlated. For data analysis, Descriptive and inferential statistical techniques and SPSS software was used. Since the number of observations $n > 30$. According to the central limit theorem Assuming a normal distribution, Parametric statistical methods were used to test hypotheses (Single-sample t-test and Pearson correlation test). Posed hypotheses were examined and approved. Successful managers are influenced by all three of dimensions. Finally, a correlation was made between the three dimensions and with the 0.95% can be safely said that between the individual and social dimension, between the individual performance management, there is a fairly strong correlation But there is no correlation between social performance management. Overall, the correlation between the dimensions, to investigate the relationship between linear and nonlinear deals. Impact on their successful management is to be effective.

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Key words: manager effectiveness, manager's competency, successful companies

Introduction:

Management or human factor is the most important mutations of human today. To change toward better conditions in addition to factors such as capital, raw materials and etc. the most immediate is human resources. In fact the wealth of any society is only human power. The factor of Success or failure of societies, organizations and social institutions are leaders and managers. Managers rely on their own merits, are determining their environment's goals and even country to make research. To quote one of the scientists management, different element of any society or organization to other communities and organizations, is their leaders and managers. Therefore, we can say that the basic approach of managing directors have the responsibility of large

organizations, because what they are doing, directly on the performance of organizations and social systems can be seen. The most important issues are Organizations and institutions, whose behavior and personality of their managers have an impact on the target groups, because The effectiveness of managers, rather than the knowledge and skills they may depend on the behavior and attitudes of managers is dependent [3].

It can be argued that every successful organization has a formidable director that is creative and diligent. The discovery and application of talented management, as well as investment and spending for education, growth management staff required preparation and administration of businesses in high and middle level leadership of the most

insightful and prospective requirements of the organization. Access to sustainable and balanced development of economic, political, social and cultural rights is not possible unless training and deployment of dynamic managers, prospective responsibility. In this study is being given the main aspects related to the management competencies that lead to effective management Both individual and social dimensions and the managerial practice is to investigate the effectiveness of successful managers in the industry. Effective managers in large organizations pushing Activities and momentarily decisions to the systems based on common and widely accepted standards, the most important success factors are considered. In such circumstances, the only organizations those are able to survive and win you ready for the challenge and rapidly embrace necessary tools to change compromise. The importance of this issue to the extent that in some organizations, companies or custodians of a few years spent performing research related to the knowledge, values, skills and ideas needed to identify work in the organization. The results of the research will basis of recruitment, appointment, promotion, education and other matters related to human resource so Managers and employees can make up to achieve their goals and prepare properly. Necessary of this led to research have to pay on the factors that will help managers to understand the factors that make competition effective managers. Given that this research could be a good understanding of the factors influencing the effectiveness of managers and factors provide to a solid base in order to assess the manager's ability:

Scientific dimension, followed by more personal factors and social factors related to the function of the part to be successful managers. After the application Reasonable basis in order to identify and provides rank their top executives in the province So as to offer data management capabilities in order to be used.

Literature:

Today, extracts and abstracts of human capital in any country they may be summarized of the blind and prospective professionals and managers, the central point in drawing the pattern of management effectiveness, is that today's managers effectiveness know against organizational goals and employee satisfaction and stakeholders. Successful managers are those who, with his role in the organization and use their skills and abilities to achieve this important issue. Now the question is how manager's ability must have quality to be effective?

The superior performance of an organization is in a period of long-term The ability to appropriately adapt to changes, quick response to these changes, the creation of a coherent management structure and purpose, continuously

improve key capabilities and proper treatment of employees as its main asset Achieves better results than peer organizations [18] [And it is need to recognize manager's capabilities in competitive. Effective managers in large organizations pushing Activities and momentarily decisions to the systems based on common and widely accepted standards, the most important success factors are considered. In such circumstances, the only organizations those are able to survive and win you ready for the challenge and rapidly embrace necessary tools to change compromise [4].

Drucker's view, the effectiveness is the key of organization, according to him, managers create favorable conditions and opportunities for success in business organizations, to count this implies effectiveness more necessary of performance the experts' opinions that the definition of the effectiveness are mentioned: Robbins (1998) is defined Effectiveness as: Organizational effectiveness can be as much or as part of goals an organization realize its long-term and short-term The extent to which known strategic agents to be effective and to meet his demands, be defined In other words, when the effect is produced by the organization to achieve its objectives or results.]1[.Warren Benis In a study that lasted 5 years, contract 90 prominent leaders and members. Results, four major attributes of leadership are identified as follows:

- Management Note: The ability to induce a sense, therefore, aim or direction could be to attract followers.

2 - Management of Meaning: The ability to create and transfer meanings, connotations to be quite clear and understandable.

3 - Management of trust: ability to trust and stability in a way that others can rely on them.

4 - Self-Management: The ability to recognize and use their skills in the context of the strengths and weaknesses [7]

Luthanz in their studies to illustrate the effectiveness of management measures two have been implemented:

A - Achievement of organizational goals with high standards of quality and quantity

B - Create satisfaction and commitment in employee

In sum, the components of competency in six groups (of merit) are replaced by:

Professional knowledge, skills (behavioral skills, intellectual skills), personality characteristics (self-esteem, extraversion, etc.), attitude and vision (values, fundamentalist, etc.), professional reputation a (strong links to the official, professional power, etc.), public funds (informal communication, general reputation ...)

The dimensions shape the overall pattern of development managers. Model is linking "competence management" to "effective

management". This pattern suggests that the development of managerial competencies, improve management effectiveness and interact in order to

achieve effective management, should develop a comprehensive management competence dimensions [4].

Compare theories about management behavior management skills required

Borzoo Farhi (1381)	Jim Lvhah and Tony Schwartz (1998)	Mohammad Javad Asemi Poor (1371)	Katryl Glygyan Cassell and Simon (1994)	Hvchnsky and Bvhann (2001)	Greenberg and Baron (1997)	Herigel, Slocam and Woodmen (1998)	Danyty and Anderson (1998)
Intellectual ability - mental	Physical ability	Intellectual ability - mental	Cognitive ability	Potential productivity of thought	Intellectual ability	Stimulate innovation and change	Personal ability
Physical abilities - physical	Emotional ability	Physical abilities - physical	Social abilities	Ability of spatial relationships	Cognitive ability	Management of people and tasks	Ability to communicate
Mental abilities - Psychic	Mental ability	Academic ability	Technical capability	The ability to classify	Memory capacity	Ability to communicate	Ability to conduct
Academic ability	Mental ability		Organizational capability	Ability to organize	Physical ability	Self management	
			Flexibility to adapt				
			The ability to reach				
			Lucky				

Theoretical literature on the relationship between the concepts used in the research model

Relations between management capabilities:

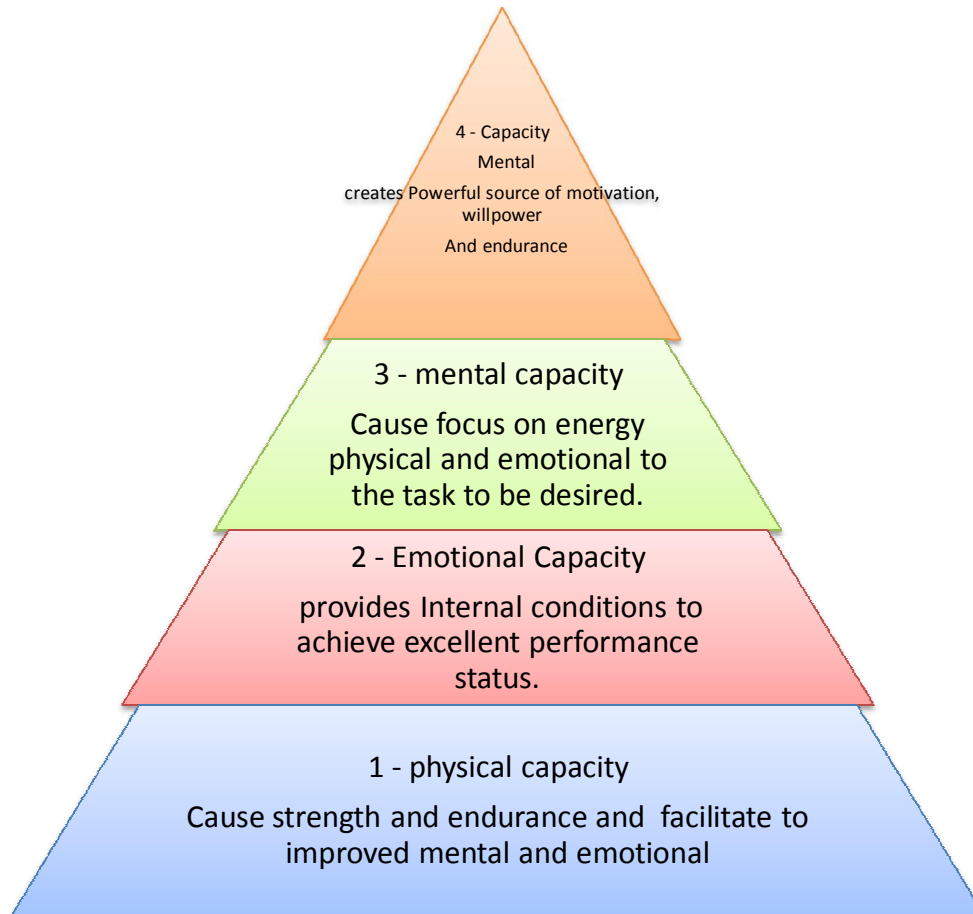
To investigate the relationship between the required capabilities, including the ability of managers to the physical, emotional, intellectual, spiritual and different approaches have been proposed. In most research studies, Mind Most of the attention put on a great performance just been due to the ability of subjective perception. Some theorists spiritual dimension of the issue (how do effect the performance values and goals of human life) have pointed out, but almost nobody has the physical ability and power to inspire (witnesses) in this case is not significant.

High Performance Model Manager:

Lvhah and Schwartz argue that a successful strategy in the field of sustainable high performance must consider the totality of human existence. IN fact the directors are "athletes of organization". , If you're seeking excellent performance in the long term, such as professional athletes, regular and thorough training to prepare them to see. According to their findings, a successful approach to achieve superior business performance and continuous, it is an approach that considers all these elements into consideration to put the whole human being. Thus, they are unified theory are considered about performance management, body, emotions, feelings, mind and soul. They called functional hierarchy of the pyramid. Different levels of the pyramid are having profound effects on each other, so pay attention to any of them lead to impair performance. The foundation of the pyramid, health (health) is

located. Mental health and emotional feelings on it after it finally located the objective spirit. All the surfaces are deeply influenced each other in order to prevent functional decline should all be considered appropriate. Lvaahr and Schwartz suggest that some managers use their excellent performance pyramid model for managers to raise the level of their performance and improve the quality of life found. In

circumstances firms exposed rapid their environment the continued excellent performance of managers is needed more than ever. Cannot participate regardless of physical health, emotional and mental abilities and talents of our employees achieve their perceptions. Accelerate training of oscillation (rhythmic turnover time and energy recovery) related to different levels of the pyramid [4].



High Performance Manager, Resources Lvaahr and Schwartz, 1998 [4].

Gary Harpst mentioned 5 Secrets of companies with a strong leadership team, superior performance, the ability to attract and maintain quality staff, Coherent and systematic approach to business, the ability of the strategic use of technology, appropriate use of the reliable suppliers] 14. William Joyce and colleagues in their review of 160 companies in various industries during the 5-year study of more than 200 technical management of risk factors to achieve superior results for shareholders will be reviewed and considered the result of his research called 4+2. In this study, two types of factors were identified which are divided into primary and secondary factors. Primary factors

include focused strategy, execution, and culture and organization performance flat and fast. Secondary factors include intelligence, leadership, commitment, innovation, transformation and growth of the industry through acquisitions and partnerships successful. Needed for success in all primary factors and secondary factors, there are at least two of the Formula 2 +4 is termed as a successful business is considered [16].

Dalton, in his review of the key elements with superior performance introduced 5 elements such as participating employees, autonomous work teams, integrated manufacturing technology, organizational learning, and has a comprehensive quality management [13].

Hardsty expression Ten Characteristics of a successful organization, transparency, organizational mission, vision strength, leadership, commitment, belief and attachment to a shared vision throughout the organization, the leadership team is balanced and coherent, clear and measurable goals and objectives, mechanisms for get feedback from outside the organization, willingness to learn continuously, seek excellence, process planning and decision-making skills and passes a collective success in achieving superior performance as effective [15].

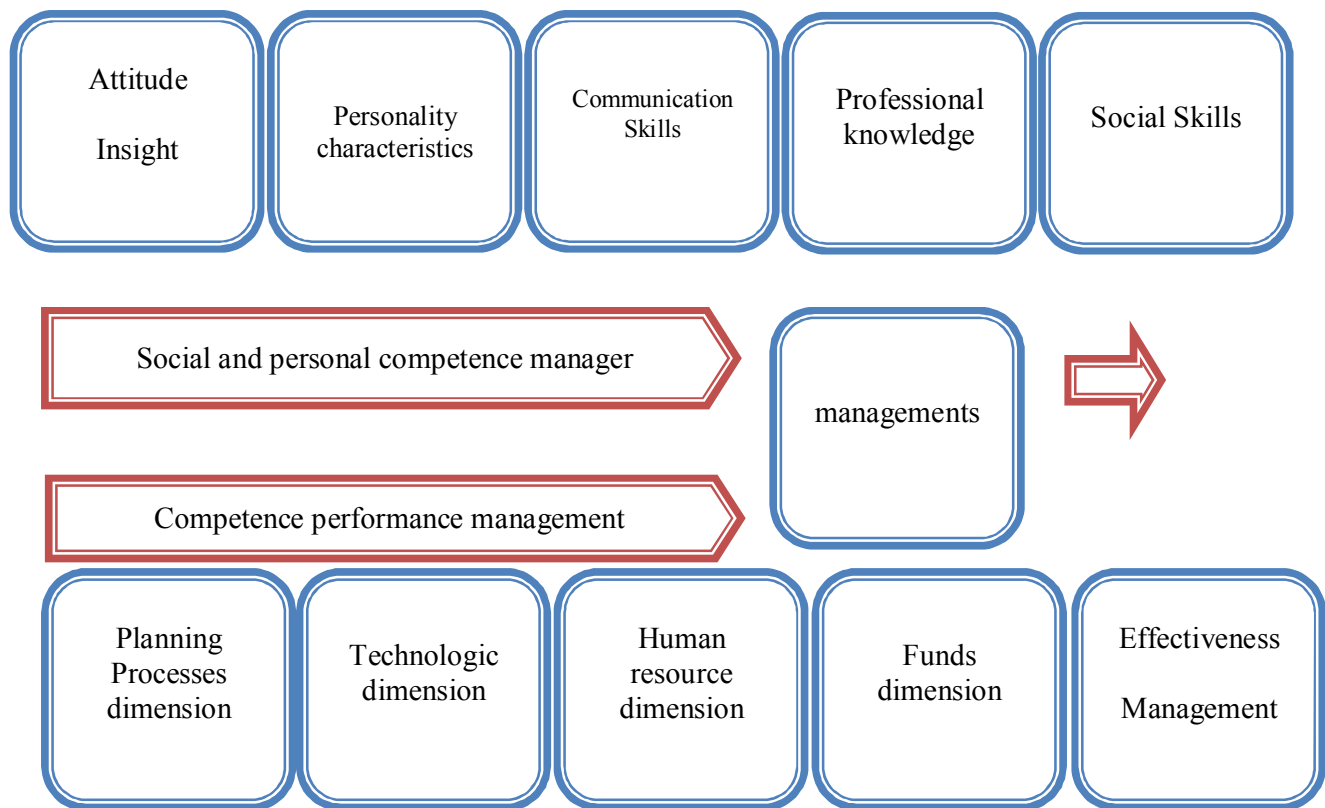
Gregory Smith mentioned seven secret organizations with superior performance in his article, Commitment and involvement of senior management, Strategic focus, leading team, identify key project improvement, team-oriented, creating a prism and measuring machinery.]17 [

Research conducted in connection with the successful companies' overseas-related companies such as Boeing, Dell, Acer, McDonald's, Nokia, Metal steel ... Is But in specific research has not been done in IRAN.

Conceptual model / variables / hypotheses and research questions

In this study, social and personal competence manager (social skills, professional knowledge, communication skills, personality characteristics, attitudes and insights) And competence management (funds dimension, human resource dimension, technologic dimension, Planning Processes dimension), Independent variable and the effectiveness of managers, are dependent variables.

This diagram shows the conceptual model and relationship between variables:



A proper framework for assessing what's the effectiveness of personal-society and practice managers Industrial enterprises in the province of Qazvin?

Research sub-questions:

Competence in the management of individual and social dimensions of effectiveness successful managers in industry Qazvin is effective?

The effectiveness of performance management competencies of successful managers in the industry Qazvin is effective?

The main assumptions of research:

Management's competence in Personal and social dimension effects on the effective Successful managers in the industry Qazvin.

Management performance's competencies effects on the effectiveness of successful managers in the industry Qazvin.

Secondary hypotheses of research:

There is a significant relationship between social and individual manager's merit.

There is significant relationship between the social and the merits of the managers.

There is significant relationship between the individual and the merits of the managers.

Research Methodology:

The purpose of this research is practical and the method is as part descriptive - survey - Solidarity with the practical approach.

The study identified two main parts which are:

Part 1: General design review of the effectiveness and brief of the companies' success in Qazvin province.

In this section we review the research done by conducting interviews with experts from other research efforts to form the basic model. Therefore, the size of the initial categories and adding dimensions performance management with Shvatz's model, to identify the reasons for the effectiveness of the management of successful companies in Qazvin.

Part 2: Designing the questionnaire

The questionnaire was designed to assess the dimensions and parameters and research's assumptions.

Given that this study was successful companies in Qazvin province, selected units were

selected based on criteria set by the Ministry of Industry, Mines and trade, these units, were selected as top companies in Qazvin province In 1390 and there were total of 40 companies that were census 40 companies.

The main emphasis of this research was to study the validity and content validity of the questionnaire was designed for this purpose and for a group of expert teachers, posts their corrections and received written comments and the questionnaire was modified.

A common method of measuring reliability and coefficient of the questionnaire is Cronbach's alpha. The reliability of the method for measuring alpha level of reliability was calculated ($\alpha = 0/87$.)

Table (1)

Cronbach's alpha	amount
0.87	25

Methods of data analysis:

For data analysis, was used descriptive and inferential statistical techniques and SPSS software. The Average, Standard Deviation was used to describe the variables. Because the number of observations $n > 30$, the central limit theorem assuming a normal distribution, parametric statistical methods was used to test hypotheses (one-sample t-test and Pearson correlation test).

Table 2- Descriptive Statistics

	Number of observations	Minimum	Maximum	average	Standard deviation
Social Dimensions	30	very small	average	2.23	.504
Individual dimensions	30	very small	average	2.07	.583
Competence management performance	30	very small	average	2.20	.551

As the table above descriptive statistics for the three assumed social and personal dimensions of managerial performance is evident Average and

Standard Deviation three variables do not differ much from that show is very high homogeneity.

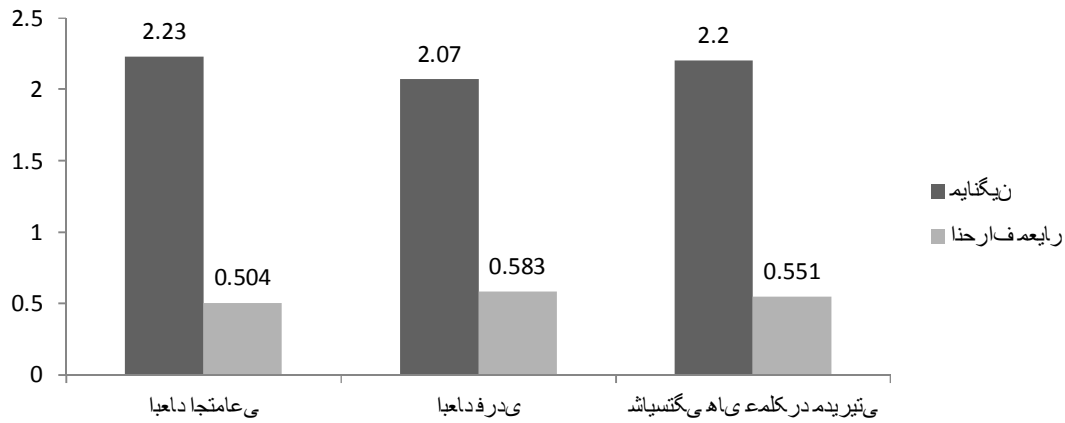


Figure 2 - Descriptive Statistics

Results of descriptive statistics show that although less difference between the averages indicate greater effectiveness of the social dimension in the management of successful companies.

The first test of the main hypothesis of the research:

H0: Management performance's competency is not effective on the effectiveness of successful managers in the industry Qazvin.

H1: Management performance's competency is effective on the effectiveness of successful managers in the industry Qazvin.

After all variables examined performance management and assessment and concluded that except for amount of the company's export and imports. All variables in managerial performance affects the efficacy of successful managers in the

industry Qazvin Overall, the adjusted variables H0 can be rejected and opposed the assumption that influence the effectiveness of performance management performance management accepted. Evaluation of management competencies in performance management:

Discussion of managerial competencies in performance management is divided into 4 parts:

- 1- funds dimension
- 2- -2 human resource dimension
- 3technologic dimension
- 4 Planning Processes dimension

And each of these variables are also included Subsidiaries that we evaluate of their role in the success effective management of successful companies Qazvin.

Average	Funds dimension	Human resource dimension	Technologic dimension	Planning processes dimension
Standard Deviation	2.45	2.17	2.17	1.93
Variance	.870	.531	.747	.583
Minimum	.756	.282	.557	.340
Maximum	1	1	1	1
	4	3	4	3

Table ((4	Criterion tests = 3					
	The test statistic	Degrees of freedom	Significance level of the test	The difference between mean and criterion	Confidence interval 95%	
					Lower bound	Upper bound
funds dimension	-3.674	29	.001	-.600	-.88	-.32
human resource dimension	-8.601	29	.000	-.833	-1.00	-.67
technologic dimension	-6.113	29	.000	-.833	-1.06	-.60
Planning Processes dimension	-10.016	29	.000	-1.067	-1.25	-.89

Evaluation criteria for funds:

Table (5)	Average	Standard Deviation
Amount of Investment	1.87	.681
The amount of working capital the company	2.13	.819
Exports Inc.	3.13	1.196
Imports Inc.	2.97	1.159

Table (6)	criterion tests = 3					
	The test statistic	Degrees of freedom	Significance level of the test	The difference between mean and criterion	Confidence interval 95%	
					Lower bound	Upper bound
Amount of Investment	-9.109	29	.000	-1.133	-1.34	-.92
The amount of working capital the company	-5.794	29	.000	-.867	-1.12	-.61
Exports Inc.	.611	29	.546	.133	-.24	.50
Imports Inc.	-.158	29	.876	-.033	-.39	.33

Evaluation criteria for human resource:

Table (7)	Average	Standard Deviation
Academic Staff	2.20	.761
Status skills	1.90	.662
Courses	2.50	.820
Implementation of appropriate systems employed	2.17	.648
Applying an appropriate reward system	2.23	.626
Provide reasonable accommodations to employees	2.17	.592
Using appropriate performance evaluation system	2.23	.679

Table (8)	Criterion tests = 3					
	The test statistic	Degrees of freedom	Significance level of the test	The difference between mean and criterion	Confidence interval 95%	
					Lower bound	Upper bound
Academic Staff	-5.757	29	.000	-.800	-1.04	-.56
Status skills	-9.104	29	.000	-1.100	-1.31	-.89
Courses	-3.340	29	.002	-.500	-.75	-.25
Implementation of appropriate systems employed	-7.047	29	.000	-.833	-1.03	-.63
Applying an appropriate reward system	-6.707	29	.000	-.767	-.96	-.57
Provide reasonable accommodations to employees	-7.709	29	.000	-.833	-1.02	-.65
Using appropriate performance evaluation system	-6.185	29	.000	-.767	-.98	-.56

Evaluation criteria for technological

Table (9)	Average	Standard Deviation
Update of technology	1.67	.661
Software technology	2.17	.913
Hardware technology	2.47	1.008

Table (10)	criterion tests = 3					
	The test statistic	Degrees of freedom	Significance level of the test	The difference between mean and criterion	Confidence interval 95%	
					Lower bound	Upper bound
Update of technology	-11.050	29	.000	-1.333	-1.54	-1.13
software technology	-5.000	29	.000	-.833	-1.12	-.55
Hardware technology	-2.898	29	.007	-.533	-.85	-.22

Evaluation criteria for Planning processes

Table (11)	Average	Standard Deviation
Having a clear plan of operation	1.80	.664
According to the Strategic Plan	1.80	.714
According to the standards and getting it	1.67	.922
Reform process and operational process	1.63	.490

Table (12)	Criterion tests = 3					
	The test statistic	Degrees of freedom	Significance level of the test	The difference between mean and criterion	Confidence interval 95%	
					Lower bound	Lower bound
Having a clear plan of operation	-9.893	29	.000	-1.200	-1.41	-.99
According to the Strategic Plan	-9.200	29	.000	-1.200	-1.42	-.98
According to the standards and getting it	-7.919	29	.000	-1.333	-1.62	-1.05
Reform process and operational process	-15.272	29	.000	-1.367	-1.52	-1.21

Test the second main hypothesis of the research:

H0: management's competencies is not effective on personal and social dimension of successful managers in the industry of Qazvin

H1: management's competencies is effective on personal and social dimension of successful managers in the industry of Qazvin

All individual components (principles of management, communication skills, personality characteristics, attitudes and views) that each variable are divided into variables were used to review and evaluate them by the average test and descriptive statistics As a result, all variables and individual components of successful managers in the industry have impacted the management competence of Qazvin province. The null hypothesis is rejected and the opposed assumption to be accepted.

All social variables (Official strong communication, professional reputation, general reputation, people with whom you associate, Understanding knowledge management) reviewed and analyzed the data and concluded that all social variables except informal strong relationships is effective on the effectiveness of the industry successful managers in Qazvin province on the merits of management . Overall, with adjustment variables null hypothesis can be rejected and opposed the assumption that social influence on the effectiveness of performance management contracts accepted.

Evaluate the effectiveness manager's Competencies in the individual.

Table (13)

Average	Social Dimensions	Professional knowledge	Communication Skills	Characteristics	Attitudes and insights
	2.23	2.23	2.13	2.03	1.87
Standard deviation	.504	.679	.681	.556	.507
Variance	.254	.461	.464	.309	.257
Minimum	1	1	1	1	1
Maximum	3	3	4	3	3

Evaluation measures effectiveness of manager in social skills

Table (14)	Criterion tests = 3					
	The test statistic	Degrees of freedom	Significance level of the test	The difference between mean and criterion	Confidence interval 95%	
					Lower bound	Upper bound
Social Dimensions	-8.332	29	.000	-.767	-.92	-.61
Professional knowledge	-6.185	29	.000	-.767	-.98	-.56
Communication Skills	-6.966	29	.000	-.867	-1.08	-.66
Characteristics	-9.522	29	.000	-.967	-1.14	-.79
Attitudes and insights	-12.234	29	.000	-1.133	-1.29	-.98

Table (15)	Average	standard deviation
Official strong communication, professional	1.87	.860
Professional reputation	1.90	.548
informal Strong communication	2.97	1.066
general reputation	2.10	.759
people with whom you associate	2.23	.679
Understanding knowledge management	1.87	.730

Table (16)	criterion tests = 3					
	The test statistic	Degrees of freedom	Significance level of the test	The difference between mean and criterion	Confidence interval 95%	
					Lower bound	Lower bound
Official strong communication professional	-7.215	29	.000	-1.133	-1.40	-.87
Professional reputation	-11.000	29	.000	-1.100	-1.27	-.93
Informal Strong communication	-.171	29	.865	-.033	-.36	.30
General reputation	-6.496	29	.000	-.900	-1.14	-.66
People with whom you associate	-6.185	29	.000	-.767	-.98	-.56
Understanding knowledge management	-8.500	29	.000	-1.133	-1.36	-.91

Review the application's empower knowledge management Principles of Management (mastery and application)

Table (17)		Average	standard deviation
Principles of Organizational Behavior		1.97	.615
Management of Change		2.33	.711
Economy		2.37	.890
International Business		2.87	1.008
Principles of state management		2.83	.986
Quality Management		1.83	.648
Strategic Management		1.93	.691
Knowledge Management		2.03	.809

Table 18	criterion tests = 3					
	The test statistic	Degrees of freedom	Significance level of the test	The difference between mean and criterion	Confidence interval 95%	
					Lower bound	Upper bound
Principles of Organizational Behavior	-9.204	29	.000	-1.033	-1.22	-.84
Management of Change	-5.135	29	.000	-.667	-.89	-.45
Economy	-3.898	29	.001	-.633	-.91	-.36
International Business	-.724	29	.475	-.133	-.45	.18
Principles of state management	-.926	29	.362	-.167	-.47	.14
Quality Management	-9.866	29	.000	-1.167	-1.37	-.97
Strategic Management	-8.449	29	.000	-1.067	-1.28	-.85
Knowledge Management	-6.547	29	.000	-.967	-1.22	-.72

Evaluation of Communication Skills

Table (19)	Average	standard deviation
Rhetoric	1.90	.885
Listen	1.87	.629
Letter Writing	2.03	.850
Fast reading	2.70	.794
Reporting	2.30	.915
Negotiation Techniques	1.80	.484
Express feelings	2.27	1.048

Table 20	criterion tests = 3					
	The test statistic	Degrees of freedom	Significance level of the test	The difference between mean and criterion	Confidence interval 95%	
					Lower bound	Lower bound
Rhetoric	-6.810	29	.000	-1.100	-1.37	-.83
Listen	-9.872	29	.000	-1.133	-1.33	-.94
Letter Writing	-6.227	29	.000	-.967	-1.23	-.70
Fast reading	-2.068	29	.048	-.300	-.55	-.05
Reporting	-4.188	29	.000	-.700	-.98	-.42
Negotiation Techniques	-13.573	29	.000	-1.200	-1.35	-1.05
Express feelings	-3.832	29	.001	-.733	-1.06	-.41

Review of Personality characteristics

Table (21)	Average	standard deviation
confidence	1.68	.590
truth-seeking spirit	1.90	.481
Extraversion	2.47	.900
Responsibility	1.63	.809
Optimism	2.03	.615
Cool	2.43	.817
Endurance and perseverance	1.80	.887
Spirit of pluralism	1.83	.648

Table (22)	Criterion tests = 3					
	The test statistic	Degrees of freedom	Significance level of the test	The difference between mean and criterion	Confidence interval 95%	
					Lower bound	Lower bound
confidence	-12.282	29	.000	-1.324	-1.51	-1.14
truth-seeking spirit	-12.535	29	.000	-1.100	-1.25	-.95
Extraversion	-3.247	29	.003	-.533	-.81	-.25
Responsibility	-9.256	29	.000	-1.367	-1.62	-1.12
Optimism	-8.610	29	.000	-.967	-1.16	-.78
Cool	-3.798	29	.001	-.567	-.82	-.31
Endurance and perseverance	-7.413	29	.000	-1.200	-1.48	-.92
Spirit of pluralism	-9.866	29	.000	-1.167	-1.37	-.97

Review of Attitude and vision

Table (23)	Average	standard deviation
Monotheistic view	1.97	.669
Adherence to principles	1.73	.583
Respect for others	1.77	.679
Social Responsibility	1.83	.592
Professional Ethics	1.90	.662
Personal Ethics	1.77	.568
Spirit of self-interest	2.83	1.117

Table (24)	criterion tests = 3					
	The test statistic	Degrees of freedom	Significance level of the test	The difference between mean and criterion	Confidence interval 95%	
					Lower bound	Lower bound
Monotheistic view	-8.464	29	.000	-1.033	-1.24	-.83
Adherence to principles	-11.894	29	.000	-1.267	-1.45	-1.09
Respect for others	-9.950	29	.000	-1.233	-1.44	-1.02
Social Responsibility	-10.792	29	.000	-1.167	-1.35	-.98
Professional Ethics	-9.104	29	.000	-1.100	-1.31	-.89
Personal Ethics	-11.886	29	.000	-1.233	-1.41	-1.06
Spirit of self-interest	-.817	29	.420	-.167	-.51	.18

Test of Secondary research hypotheses: Table 25 - Pearson correlation coefficient

		Individual dimensions	Social Dimensions	Competence management performance
Individual dimensions	Pearson correlation coefficient	1	.414*	.601**
	Significant level the test		.023	.000
	Number of observations	30	30	30
Social Dimensions	Pearson correlation coefficient	.414*	1	.199
	Significant level the test	.023		.292
	Number of observations	30	30	30
Competence management performance	Pearson correlation coefficient	.601**	.199	1
	Significant level the test	.000	.292	
	Number of observations	30	30	30

To evaluate the correlation between the three dimensions were 0.95 and can be safely said that between the individual and the social dimension there is a fairly strong correlation between individual dimension with managers' performance, but there is no correlation between the social dimension and performance management. The overall will correlation between the size of the linear and nonlinear relations between them and does not impact their own affect the successful management.

Discussion:

In this study, 40 Qazvin province succeeded as industrial systems are considered representative by Industries and Mines Organization of them as an effective system has chosen, then the Schwartz's model has amend And dimension of management merits added. Then, based on this model have been following this thread which factors have the greatest impact on the success of the industrial sector of Qazvin have the effect that they are effect of part. Investigate the more factors associated with a personal and social factors on the performance of the executives. The results are as follows:

Review the merits manager effectiveness dimension in the individual and social dimension.

All components of the individual dimension , principles of management, communication skills , personality characteristics , attitudes and insights into each of the variables and descriptive statistics of mean test and evaluation and concluded that all variables the effectiveness of individual components of successful managers in the industry have impacted the management competence of Qazvin province. The null hypothesis is rejected and the opposed assumption to be accepted. As a result, individual characteristics (those of the individual features that make the manager are recognized as a successful manager in the Technology field) are all important factors in the success of the effective manager.

all variables of social dimension (Official strong communication, professional reputation, general reputation, people with whom you associate, Understanding knowledge management) reviewed and analyzed the data and concluded that all the variables and parameters social competence management effectiveness successful managers in the industry Qazvin province affects except informal strong communication.

Review of merits management dimension in performance management

Almost are located in a range (on average). Dimension funds have greater impact and are more colorful role than the other factors. The two components of human resources and technological dimensions in terms of centralism moderate in

impact on the effectiveness of managers If the target is the impact of the above factors, dimension funds are most effective in the management of high level, After that technological resources and human resources is located and in the last row is the planning process .

All of the variables administrative functions studied and evaluated, As a result of all the variables and factors management performance affects management competencies of successful managers in the industry Qazvin province except amount of exports and Import Company. Overall, the moderated variables null hypothesis can be rejected and opposed assumption that performance management influence the effectiveness of performance management accepted.

The main hypotheses were examined and approved. Finally, we have examined the correlation between the three dimensions can be safely said that (0.95%) between individual dimensions and social dimensions, there is a relatively strong correlation between the individual dimensions with performance management But there is no correlation between the social dimensions and managers' performance. The overall correlation between the dimensions just examined relations between the linear and nonlinear and their impact does not affect on the successful management the three dimensions are effective in successful management.

Based on these findings, the following are recommended:

1. All three of the specified individual, the social dimension (feature effectively) abilities functionality (functional characteristics) are more Effective in managers successful The influence of social functioning dimension with little difference than other dimensions in terms of successful industry managers Qazvin province is important to manage. Recommended industry managers with its ability to enhance the characteristics of effective and functional characteristics especially social dimension to achieve greater success in the field of industry.
2. The social dimension of managerial competence indicator of general reputation, strong connection are officially has the highest impact According to the atmosphere of social relations and the job whatever manager achieves more official powerful communications and public reputation it can be a more successful manager.
3. In communication skills that successful managers are highly suggest to use the techniques and administrative skills .They believe that if manager knows technical writing, reading and reporting fast and good negotiation skills can learn to gain more skills.

- Are recommended hold course of administrative communication with managers in the industry.
4. The main components of the merits for effective performance as a manager are dimensions fund. Fund resources are more important than the other two dimensions. Are recommended greater attention to in investments in company turnover.
 5. Change management, economics and knowledge management In applying is the highest rating the principles of scientific management. It is suggested that industrial managers with greater flexibility in the new science of management ,Technological change, consolidate economic sector Enhance their knowledge up to date help the industry to Blossoming inner talent.
 6. Although all indices management in a level But what is clear is that the indicators of emotional intelligence has been rated about controlling emotions is desirable in this study It is suggested that more organizations and companies worked on managing emotions administrators In order to enhance intelligence greater efforts
 7. Existence indicators of attitude and vision of what is certain, all indicators are among the characteristics of effective managers But indicators monotheistic view, professional ethics and social responsibility are further important Is recommended managers even harder to raising professional ethical, religious and social .
 8. The most important factor in the functional competence of a effective manager is planning and organizational process Although it is does not detract the importance of other indicators (financial resources, human resources, technological resources) But in terms of successful managers in the industry Qazvin Most rated factor effective the features of a manager is the ability to plan and implement organizational process Suggested that managers should focus their functional dimensions.
 9. Most important factor behind in the individual dimensions of the features factor effective managers, is attitude and vision of a director It is suggested the managers to increase their focus and study Of these features
 10. As evident from the results of the correlation coefficient between the individual and social dimensions and the individual dimensions with performance management there was a correlation. This suggests that the more successful manager is capable when it's reinforce this dimensions together

The investigator encountered the major limitations was Failure to do research on all the top companies due to the high volume of population and geographical distribution.

The research by examining the sources (internet, papers, books, etc) Analysis of data obtained from the questionnaires And desired the organization condition is done Therefore generalize the results to other similar companies in the country must be cautious Due to time consuming to answer the questions using scientific methods and logic of questions (leading indicators) in the questionnaire were summarized to enable experts to answer questions patiently and carefully. There are many other factors that can influence the effectiveness of managers but in this study, only the effect of functional competencies and personal and social competence manager were investigated It is suggested to Other researchers study the influence of the other factors. Also, since the study is done at top companies (Industrial), doing it in public organizations can be achieved mixed results. Comparative study between Results obtained from public organizations and private companies to realize the differences.

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