SURVEYING THE EFFECT OF EFFICIENT COMMUNICATIONS' SKILLS ON THE SUCCESSFUL MANAGEMENT OF THE DEVELOPMENT PLANS

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Abstract

Current research has been conducted to comprehend how communication skills effects on successful management of development plans. After distribution and gathering questionnaires, suitable descriptive and inferential statistic's analyses related to data were done; around of inferential statistics, proper related tests were used by the researcher. Thus, according to achieved results, all the assumptions of the research, the effects of communications' skills on successful management of development's plans were approved.

Keywords: communications' skills, successful management, development plans, perceived quality, brand equity

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Introduction

In recent years with growth of the economic knowledge, the number of project-based organizations has been increased considerably. Simultaneously, the development of computer-based project management tools to assist in planning and project control, become important, but still projects due to many reasons such as mismanagement, and lack of effective communication, among other examples, exceed the forecast budget, and fail in schedule. Therefore, they cannot achieve the expected goals (Pourhadad, 2006). Management is defined as doing actions through others. According to this definition, all project managers depend on employees and staff, and they need a team to achieve any significant result. Important and considerable projects usually need a considerable, efficient team and an efficient project manager indeed. This manager must manage financial and technical issues, and also he or she must be able to manage human issues as like as communication as well. Therefore, he or she needs to understand and gets control on the concepts of communication and communication skills (Mehrietal, 2012). Managers that have mastered in communication skills can promote their profession through getting and doing greater projects. The success in a large and complex project depends primarily on the level of managers' communication skills. Managers which have communication skills are distinguished from others; they can get superior results with same groups and people. They are excellent in their profession and be more satisfied from themselves and their relationships with others. On the other hand, organizations can manage and conduct their plans and projects successfully with these managers (Zulch, 2014).

Many books and numerous articles on project management have published in Iran and the goal of most of them is to aid the managers, project experts and the project-based organizations to define and implement projects arrogantly. These contents introduce various tools to project managers to manage time, cost, quality, risk and other dimensions of projects condescendingly, but in these papers, the feelings, emotions, communication, and communication skills of project management are less discussed; however, these concepts have a great influence in the success or the failure of the projects.

Researcher's studies in the literature indicate that there have not investigations carried out to identify the effective communication skills to successful management of development plans in

Iran, and most of the investigations have been focused on aspects of financial management, technical issues, time management and quality management of conducted plans and projects. Therefore, human aspects and communication concepts and skills have been ignored.

Development organizations and project-based companies have various projects and plan to implement now. Affluent management in these plans needs to use managers with high level of communication skills who can make communication and interaction with teams' members and shareholders as well.

According to these issues, recent research tries to fill this research gap, and the main question is-- What are the effective communication skills on affluent management of development plans?

It must note that the development projects here means the construction's plan of industrial factories in mining field and upstream copper mining industries (from mining to produce of the cathode), Aluminum industry(ingot production), and cement industry (from mining to cement production) in Iran.

However, some fields as like as organizational or profession's performances, or project's performance has been focused in these years; successful project management has been ignored. So, it clarifies the importance of this research. Generally, a manager would be successful and competence in a special field, if he or she acquires required competences. Communication's skill determination of management of development plans is one of the needs of current organizations, and it is also one of the basic competence of the managers of these plans. Hence, it is crucial to determine and standardize these skills based on a set of criteria.

Each project faces with many challenges and issues during its life, so passing them requires empathy, integrity, encouragement and hard work of all parties, including the project's team members, other stakeholders and supporters of the project. This issue has a significant importance in human-resource management indeed. Thus, those managers must be able to keep the power and capability of the project's team during the project's life and can understand the emotions and feelings of others and themselves as well, and must make a proper relationship

with others (Pourhadad, 2007). Project management to provide the modern business and industry's requirements in today's world, need to focus on priorities, use superior management's methods and apply new forms of communications. Organizations face with lower budgets and shortage of time in the twenty-first century, and they need to compete in this environment, so they should work more with fewer resources to deliver results, and they should be faster, cheaper and greater to survive in this competition (Brouce & Longdon, 2014).

Considering the importance of the discussion of the resources and its shortage in organizations, managers must be able to take advantage of the optimal knowledge tools, technical and behavioral skills, with minimum cost and time to get the optimum results in development plans. In fact, 90 percent of the success of a project depends on the social skills of managers; in this regard, the study of communication components and communication skills can be important in the success rate of industrial development projects. As project-based development organizations and companies define their activities in the framework of plans and promote the project-oriented culture of the activities for improving the processes; and also they have huge projects in the field of making industrial companies. It is vital to develop the knowledge of project management and its related concepts. One of the most important of these concepts is communication skills of the managers.

Theoretical Framework

In this research to identify the communication's skills, after a literature review and using indicators of effective communication, emotional intelligence and transformation leadership, which will be mentioned, a combined model was designed for communication skills, and eight factors were chosen as follows:

Communication effectiveness components: these factors are openness, empathy, supportiveness, positivism and equality, which are included in the model of communication skills (Kellett et al, 2006).

Components of emotional intelligence: these factors include self-awareness, self-regulation, motivation, empathy and social skills. Regardless of empathy component that is common with elements of communication effectiveness, self-regulation and social skills, components are used in the model (Goleman, 1999).

Components of transformational leadership: Idealized influence, inspiration, cultural motivation and developmental supports are the components of this part. However, all factors except the developmental support are used in the model of communication's skills (Bass and Avolio, 2000).

Hence, used model includes eight factors, which are openness, empathy, supportiveness, positivism, self-regulation, social skills, idealized influence, and cultural inspiration.

Research Hypotheses

1.   Openness effects on affluent management of development plans.

2.   Empathy effects on affluent management of development plans.

3.   Supportiveness effects on affluent management of development plans.

4.   Positivism effects on affluent management of development plans.

5.   Self-regulation effects on affluent management of development plans.

6.   Social skills effects on affluent management of development plans.

7.   Idealized influence and inspiration effects on affluent management of development plans.

8.   Cultural inspiration effects on affluent management of development plans.

Research Model
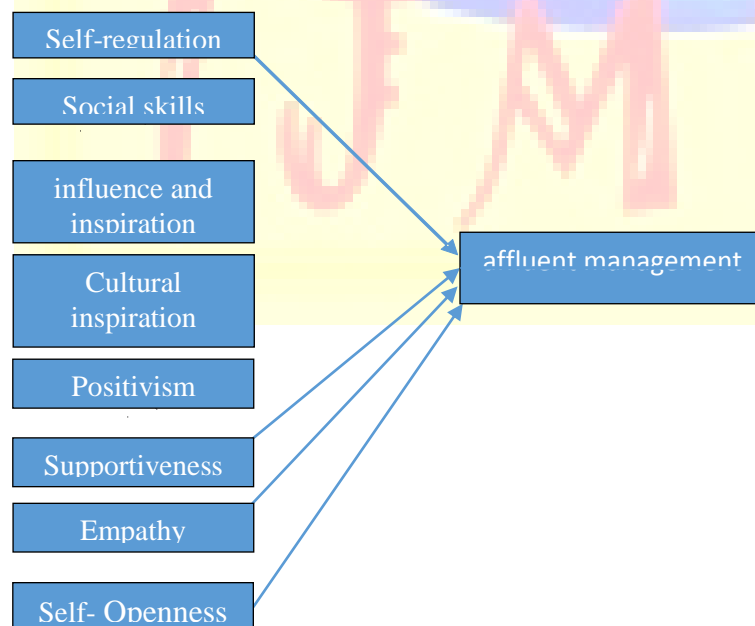
(Kellett, J. B., Humphrey, R. H. & Sleeth, R. G. (2006). Empathy and the Emergence of Task and Relations Leaders, The Leadership Quarterly, 17)

Research Methodology

The aim of the mythology is that researchers determine method or methods which able them to reach more accurate and easier possible answers. The methodology depends on the purpose and nature of the subject, as well as facilities and resources (Naderi, 2000).

Various classifications of the methodology have been done by experts. Two of these classifications are classification based on the objective, and the classification based on the method. Present study is an applied research according to the goal because the findings of this study can be used to resolve implementation issues (Khaki, 1996). In addition, this study is a descriptive-surveying. The statistical society of this study consists of project managers and project management's team members in upstream development plans in copper, aluminum and cement industries, which are 451 samples. Furthermore, the quantity of the sample group, determined as 207 samples based on Cochran's statistical formula and the method of sampling were randomizing. One of the most important stages of the research, is collecting data, so the data collection methods in this study are as follows:

Library studies:: second hand data are obtained through this study, which is investigated before the start of the study by researchers. These data sources include data on past documents, official statistics, unofficial statistics and organizational documents. For gathering data and theoretical literature related to this research's topic, library study was used (English and Persian books and articles, theses, and websites).

Field studies: Another method used in this study, was survey method by using a questionnaire. Since the questionnaire is a common research tool and is a method for obtaining data; the researcher uses the questionnaire to obtain facts about the past, present and predicting future events. The questionnaire of current research consists of two main parts. The first part is related to the demographic characteristics of the samples, and the second part is the main questions of the research to evaluate the variables. Demographic characteristics, including gender, age,

education, work experience and related indicators. Therefore, the questionnaire survey was conducted within 2 months through electronic ways. Validity of the questionnaire has a great importance in this type of research, thus, content validity and factor validity on the data-collection tool was investigated.

Inferential Statistics are used to deduction about greater society characteristics from sample data. Nevertheless, researchers sometimes used to describe just the characteristics of samples, most of the time we need to understand what our statistical sample represents about its statistical society (Safari Shali, 2012). Therefore, inferential statistics were used to analyze of data in current research.

Moreover, inferential analysis analyzes data; it analyzes the hypotheses of the research by using the Kolmogorov-Smirnov, one-sample T, binomial, and Friedman tests and the average of rates.

Results

The results of the analysis show that the level of bachelor degree education is the most frequent. The results of the analysis on work experience also show that the most frequent work experience is between 6 to 10 years, and the analysis indicates that the most common job title belongs to the Project Manager. Indicators illustrate that the effect of self-openness, empathy, supportiveness, positivism, self-regulation and social skills on affluent management of development plans is high; however, the effect of idealized influence and cultural motivation on successful management of development plans is too high.

The results of research hypotheses

With regard to the first assumption, it could be said that self-openness has an influence on the affluent management of development plans and based on the positive double-CI[1], it could be said that there is a meaningful, positive effect between variables. Rank of items was as follows: 1) I often feel that I am truly honest in the expression of feelings. 2) When I express my personal feelings, I am aware of what I say and what I do. 3) I can reveal myself as I want to, because I have a sufficient conception of myself. 4) I often say my personal beliefs and opinions. 5) I

reveal good feelings which I have about myself. 6) When I have negative feelings about myself, I reveal them.

According to the second hypothesis, it could be said that empathy has an effect on successful management of development plans. The positive double-CI illustrates that there is a positive, meaningful effect. The rank of items was as follows: 1) I recognize when others are stressful. 2) I understand the feelings and emotions of others. 3) I am aware of the effects of my behaviors on others. 4) I aid others to manage their emotions.

The results of the third hypothesis show that supportiveness effects on successful management of development plans, and the positive double-CI shows that it has a positive, meaningful effect. The items' ranks are as follows: 1) I always try to assist my colleagues. 2) I use my competences in my work. 3) I usually use my colleague's helps. 5) I take to participate in decision makings about resources' allocation. 6) I can make an arrangement in my working time. 7) I share my concerns with my colleagues. 8) I feel my suggestions about work's improvement are taken seriously.

The achieved results from fourth hypotheses show that positivism effects on successful management of development plans. Items' ranks are as follows: 1) I do each task on-time. 2) I feel the future is full of hope and happy. 3) I feel I do any type of work. 4) I usually have a good effect on others. 5) I always follow all my desires. 6) I enjoy my current situation as well.

Fifth hypothesis results say that self-regulation influences on successful management of development plans and regarding to the positive double-CI, it could be said that there is a positive meaningful effect.

The ranks of items are as follows: 1) I understand my emotional situation. 2) I stop or change my ineffective habits. 3) I manage my thoughts when I have negative thinking. 4) To change my emotional states I commonly use self- dialogue. 5) I keep calm when I am under pressure.

The results of sixth hypothesis indicate that communication skills have an influence on successful management of development plans and there is meaningful positive effect based on the positive double-CI. The rank of items is as follows: 1) I make effective relationship with

others. 2) I assist to others to have good feelings. 3) I try to understand others' purposes. 4) I represent effective solutions to solve conflicts. 5) I usually make an agreement with others. 6) Other people are aware of my goals as well.

The seventh hypothesis testing results indicate that idealized influence and inspiration effects on the successful management of development plans and regarding to the positive double-CI, there is a positive meaningful effect between variables. The ranks of items are as follows: 1) I behave with others respectfully. 2) To achieve the goals and missions of the organization, I make enthusiasm in my colleagues. 3) I encourage my colleagues to believe to serve services with quality. 4) I make attention to others' needs and wishes. 5) By studying the strengths and weaknesses of the profession, I provide enhanced performance. 6) I accompanied others with shared vision and mission. 7) I encourage colleagues to anticipate changes and adapt with them quickly.

Ultimately according to the results of the eighth hypothesis, cultural motivation has an influence on successful management of development plans and there is a positive meaningful effect based on the positive double-CI. The ranks of items are as follows: 1) I use my colleagues' creativity to solve problems. 2) I encourage my colleagues to develop new skills. 3) I encourage my colleagues to express their opinions on issues they face with. 4) I am ready to test new services. 5) I encourage colleagues to survey environmental changes to serve new services.

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