

Benha University  
Faculty of Physical Education for Boys  
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# **The Evaluation of Communication skills for the Youth Centers Directors and its Relation with performance Competence**

**A Research Presented  
To have a PH.D in Physical Education**

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## **1/0 Introduction of Research**

### **1/1 The Introduction and Research Importance**

The Sport management is considered basically a social and artistic process at the same time ; as it deals socially with the Human according to his changes and artistically as it is strongly related to the activity practiced and its aims .

The Information and Know ledges related to Sport management are considered one of the most Important factors in preparing Sports managers , Sports Supervisors , Physical Education Teachers , Physical Fitness Specialist , Sports Coaches , and Amusing Supervisors As They present the Theoretical bases which build Sports Programmes in different field . Sports management that uses managing theories and elements and benefit from mind development to achieve the best social , Educational Cultural and Economical income . Although that the Sports field has it own privacy and Organizations in society , it is also Considered as a helping factor to make other economical , industrial , commercial , governmental , political , and educational organizations succeed .

The Personality Concept is n't that easy . As Personality is n't Something owned by others and others don't own it . And we can't describe someone with a strong , weak or no personality at all , because these terms are n't accurate in science . In his book " The Personality " 1937 Jordan Albort could collect more than fifty definitions of personality some in Law and others in psychology and he tried to classify these definitions . some of them assure that the external appearances are more important than his internal nature . other people consider the personality as a " response " . Floyd Albort thinks that the personality is the individual's response to the social factors and his adaptation techniques with the social appearances in the environment

Leadership appears when people exist or the need of team work rises . the Leadership develops as the society in which we live develops . Its responsibilities increase with the increase of life needs and its complications The Leader or the manager is the person who manages to convince others to follow him and he counts on his personality and his managing characters which rules people in groups which he leads . He distributes jobs between them and decides what could be fit for them concerning authorities . he pushed them to achieve their missions and he

improves their psychological matters and he draws plans to insure their future and pushes the harms away .

The organizing huge amount and multiple managing posts require managers' leadership skills and managing chiefs so that they can increase team work and cooperation skills through that huge organization . without the managing leadership , the organizational structure becomes loose and unable to achieve their goals . As a result laziness and neglect appear . the importance of managing leadership also appears in the decisions taken which require a big amount of intelligence and the ability to know what lies beneath appearances , information and wisdom .

It also appears in exchanging information between employers and employees , especially as every time the organizing amount increases , the distance between the employers and employees increases as well and the true and fake truths mix , that's what the cleared importance of managing leadership and good managing directing . (11 : 66 )

The Communication is as old as the human and took different shapes , techniques and tools to cope with the degree of the society development . ( 21:11)

Harris & Betel Harris Thinks that the Communication process includes : Sending , receiving and messages interpreting through sense channels . The Employer's Communication techniques with his employees depend on verbal communication or un verbal communication .

Martins ( 1990 ) describes the un verbal communication using five body movement . They are represented in face gesture , physical features like body building , touching technique like patting on the back , putting the arm . on the shoulder , voice features like the tone and finally the distance between the employer and his employees .

Communication is considered one of the most important factors contributing in the sport management field to achieve the interaction between the employees and employees through providing formation and directions needed for good performance as well as altering their psychological matter and providing them with the energy needed to exert efforts .

Communication skills ( dealing ) with employees which should be acquired by the leader are represented in confidence , appreciation , positive dealing , directing performance , verbal communication , good listening and behavior stability .

The American Management Association stated some of the good communications and called them the ten rules of communication which can be summarized as the following :

**\* Try to be clear in your message before you start your communication :**

which means that the sender should start thinking before starts talking or sending his message . As said there is no use of the water tap if there was n't water in the pipes .

**\* Make sure of your real aim before communication :**

Before you communication ask yourself : What is my aim behind calling ? What do I want to communicate to others . As long as the aims are few , the communication process becomes concentrated and as a result the probabilities of communication success increase .

**\* Considering the natural and human conditions in which the communication occurs :**

We should consider the natural and human circumstances during communication because every situation has a special way of communication which might not work for other .

**\* Try to share others in communication planning :**

Those who contribute in planning the communication will make sure to give positive support to the communication subject .

**\* Taking care of the voice tone during communication :**

The content of the communication process which include taking care of the future's needs and desires are well received by the receiver of the message and accepting the sender's directions .

**\* Communication results should be observed :**

Observing communication is important for getting to know how successful the communication was .

**\* Current communication should be built upon the past experiences :**

Communication does n't come from scratch , but it is based on accumulating the previous communication skills .

**\* Your behavior should cope with your communication :**

Good Communication is the are in which the sender's behavior copes with the content of the message . there should n't be any opposites

Between the content of the message and the sender's behavior relating to the content .

**\* You should learn how to listen well :**

In order to make the receiver listen to you , you should listen well to him .

As a result the importance of having communication skills by sports youths centers clears , as there were lots of communication channels open between the employers & employees which can help get rid of lots of the employers ' problems .

As well as the importance of research in benefiting from communication skills in raising the proficiency in work at the youth centers managers It also encourages their training positive communication skills.

## **1/2 Research problem**

Through his work as a sports specialist at the youth and sports organization , he noticed that the youth center manager should have leadership abilities and self confidence , the ability to take decisions in the problems he faces . His emotions should n't affect his decisions this will lead to improving the managing process affecting the workers' performance . financial issues affect the director powerfully which may affect his neutralism with his employers because of his choices in promoting others or extra money or moving to a better place through favoritism or personal relationship or benefits not on the basis of evaluating the worker' performance as this shows the worker's level and that is why he should be promoted to a higher position or extra money we should also add to that the youth center manager have direct contacts with his employees in all sports places , sports unions and all other competing centers . this is why youth centers managers ' communication skills should be evaluated .

As there is no means of evaluating them , The researcher tried to make an evaluation measure to know how to evaluate youth centers managers and their relationship to the performance efficiency .

### **1/3 Aims of Research :**

This research aims to :

1/3/1 Building a measure to evaluate communication skills for the youth centers managers .

1/3/2 Knowing the effect of evaluating communication skills on raising the level of efficiency at work for youth centers managers .

### **1/4 Hypotheses of Research :**

1/4/1 Communication skills have a positive effect on raising the work efficiency level for the youth centers managers .

### **3/0 Research Procedures**

#### **3/1 Research Curriculum**

According to the aims of the research , The researcher uses the descriptive curriculum as a one of the analytic part of the curriculum and that for it's research attitude

#### **3/2 Research Sample**

##### **3/2/1 Exploratory Sample :**

The Exploratory sample has spotted to get the outcome which is statistical coefficients and its issue was ( 20 ) managers from the youth centers managers by Cairo and Giza governorate and that to easily the appliance . the researcher works as sports specialist in the youth and sports directorate the exploratory sample that has been used for the sake of the reliability and the stability of the measure was from a social research sample and out of a social research sample .

#### **3/3 Data Collective methods**

The Researcher build a measure to evaluated the communication kills with the youth centers directors with the following procedures .

3/3/1 Knowing the points of views of the specialists in the important attitudes that serving the communication skills ( open questionnaire ) enclosed ( 1 ) .

3/3/2 A scanning of the previous references and studies for the most important factors serving communication skills .

3/3/3 Showing to experts .

3/3/4 Evaluating the show ( 70% is acceptable ) enclosed ( 2 ) .

3/3/5 Building phrases for these factors .

3/3/6 Showing the phrases to experts - enclosed ( 3 ) .

3/3/7 Building measure evaluation of communication skills for the youth centers directors enclosed ( 4 ) .

The Researcher made the scale of evaluation as follows :

The Scale	The Mark
Never.....	Zero
Sometimes .....	( 2 )
Always .....	( 3 )

Which means that the more the manager's ability of good active communication increases , the more communication skills increase . and vice - versa .

### **3/4 Exploratory Study :**

The exploratory study was made on a sample of ( 20 ) Youth centers managers from Cairo and Giza from the research society and outside it with the aim of getting to know how valid research tools are and to avoid any difficulties and conducting the first application during the time limit from Tuesday 1/1/2008 – Till Tuesday 8/1/2008 . the researcher conducted the second application from Wednesday 23/1/2008 Till 30/1/2008 with a time difference of ( 15 ) days and the results of the study were .

- The Validity of research tools ( A measure of evaluating the communication skills for the youth centers managers ) and this is to apply it on the basic sample .
- A voiding hardships , problems , obstacles facing the research in his basic study .

### **3/5 The Measure application :**

After the researcher has finished the communication skills evaluation measure for the youth sports managers , the measure was applied on a sample of ( 20 ) managers of youth centers managers in Cairo and Giza governorate from Wednesday 16/4/2008 Till Saturday 3/5/2008 .

The researcher made an index for this information and put it into statistical tables to extract the results from them .

### **3/6 Used statistical coefficient :**

Through the research aims and the information taken by the researcher as a result of the evaluation , the researcher used the following statistical coefficient to reach the targeted results .

- 3/6/1 Arithmetic ..... ( A )
- 3/6/2 Mean deviation standard .....( M )
- 3/6/3 Correlation coefficient .....( C )
- 3/6/4 Percentage..... ( P )



All these statistical coefficients were made by the computer on statistical programmers groups , SPss , Version 13,00 which is one of their newest versions used in this field .

## **5/0 Conclusions and Recommendations**

### **5/1 Conclusions :**

Through the aims of research and the selected sample and depending on the results the following conclusions were made :

5/1/1 A Communications skills evaluation for the youth centers managers was reached which was based on five axes , they are : Good listening " active " , Confidence and appreciation , Positive dealing , Behavior stability , non – verbal communication . Its phrases reached (30) and the measure reliability coefficient were between ( 0,863 – 0,978 ) which proves the measure reliability and the measure stability coefficient were ( 0,926 ) which proves the measure stability .

5/1/2 An organizing of the evaluation axes was reached for the youth centers managers according to the percentage of the research samples grades which were like the following :

- 1- Stability of behavior skill .
- 2- Good listening skill .
- 3- Confidence and appreciation skill .
- 4- Positive dealing skill .
- 5- Non - verbal communication skill .

5/1/3 The results showed that communications skills have negative effect on raising the performance level at work for the youth centers managers . this bad effect shows that every time the people's ability to communication increases, their work efficiency decreases .

5/1/4 The performance efficiency reports used in research is non objective regarding the increase of the relationship between them .

5/1/5 The percentage of non –verbal communication skill for the youth centers managers decreases .

### **5/2 Recommendations :**

As reviewing the statistical analysis results and reviewing research results & conclusions , the researcher recommends the following :

5/2/1 Applying a measure for communication skills evaluation for the youth centers managers and the researcher designed it and it was applied on the youth centers managers under the supervision of the sports and youth directorates .

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5/2/2 The carrying out of implying training programs for improving communication skills in general like improving the good listening

" active" skill as the following :

- Confessing the need of listening skill developing for better .
- Concentrating and not going stray from the thing or the object in which the employee speaks ( psychological interaction ) .
- Avoiding interrupting the employee while talking .
- The importance of the managers' listening to the employees to get to know their problems and fears and their emotions so that helps the good planning of work .
- Positive respond that reflects that you understand what and why the employee says these words " active listening " .

\* Developing the trust and appreciation skill is made like the following :

- Good knowledge of the type of work or at least the faithfulness in what he knows .
- Using co-operation method that allows the employees to share in decision making and knowing what is acquired from him and why ?
- Using positive method which depends on rewarding to support the required behavior .
- That the manager or the employer should be trusted fair and stability in his behavior and work .
- Expressing the feeling of appreciation , friendship , compassion towards the employees .

\* Developing positive dealing is like the following :

- The manager should take care of appreciation and appraising and reward to support the required behavior from the employees .
- The employees appreciation and treating them like valued persons that supports their self confidence which is a psychological skill important to achieve the best performance level in work .

- Using positive technique which increases the respect and appreciation of the employees to their employer .

\* Developing behavior stability skill like the following :

- The manager's behavior should be stable in his communication with the employees live when he asks them to control their emotions as well as himself .

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\* Developing the Non - verbal communication especially for the youth centers managers which include patting on the shoulder , changing the face features , body movements , voice characteristics and rhythm .

5/2/3 The importance of changing the evaluation technique used in sports and youth directorates where the direct manager only has the right to evaluate his employees and I suggest that the manager should make the performance efficiency reports then the higher managers alone upon the highest level of the employee performance in work , then the highest manager should make the final report after viewing all the previous reports .

5/2/4 Taking care of the justice in employees evaluation technique as the manager's evaluation for his employees is far away from the compliments , personal relations and through and that the evaluation should be based on the actual performance level of the employees inside the organization and the way he interacts with his colleagues , employers and employees .

5/2/5 The important of having other researchers doing new patterns to evaluation the performance more objectively .