

EXAMINATION OF RELATIONSHIP BETWEEN COMMUNICATION SKILL OF MANAGER AND STAFF'S ORGANIZATIONAL COMMITMENT IN TELECOMMUNICATION COMPANY OF HORMOZGAN PROVINCE

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Abstract: *The aim of recent study is familiarity with communication skill of manager and staff's organizational commitment in order to improve organizational commitment in staffs. Generally, the aim of present paper is to increase knowledge information of managers from effective factors on improvement of staff's organizational commitment. In this study, descriptive method has been used. Statistical population in the study is all managers and employees (771 persons) in telecommunication Company of Hormozgan province who have worked in 2006 in this company. Samples of population contain 80 persons of employees who have been selected randomly. In order to collect data, questionnaires have been used. In addition, Spearman coefficients have been used to determine reliability of the questionnaires. The results of study show that there is a meaningful relationship between organizational commitment and communication skills.*

Key words: *Communication skill of manager, staff's organizational commitment, communication, management and leadership*

INTRODUCTION

One of the most important office issues is communication and the effect of it on development and progress of organization. For this reason, researchers and scientist of administrative sciences consider communication as a nervous system of organization and main element of it (1). So, it is expected in an organization that relationship and communication skills affect many of properties of organization and staffs (2). On the other hand, as culture of commitment obligation is dominant on the society, we will observe that person show more responsibility and he tries to do affairs carefully (3).

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One of the organizational elements is supervision that has various skills and today, one of the most important skills of managers is communication skill (4). Although various studies has been done regarding effective factors on organizational commitments, the effect of communication skills of managers on employees' organizational commitment have not examined carefully. In done studies, only two cases regarding communication skill of school manager and its effect on teachers' commitment was observed and the researchers only examined three hypotheses (5). So, in this study, relationship between managers' communication skill and staffs' organizational commitment is examined (6).

Management and Leadership and its Tool

Management and leadership are elements of each instituted and organization which regarding the organizational commitment it is expected that it is considered as an effective organizational factors. Today various organizations without management and leadership cannot meet their needs (7). Communication skill is one of the human skills of managers that are considered as a tool of managers. Communication is a process which planning, organization, leadership duties and management control is done by it. In addition, relationship is an activity that managers use to adjust their time. Therefore, effective communication is important for managers. In other word, managers should learn and practice human communication skill in order to increase their relationship and create effective communication. It helps to increase motivation and commitment skill of employees (8).

In the other hand, necessary requirement to do organizational goals is existence of human resource and especially employees who have special capabilities and skills toward their jobs and their organizations (9).

Various studies have emphasized that employees with high commitments have better performance. Then, for managers it is necessary to try regarding increase of employees' commitment in order to gain organizational goals. Since the aim of creation of an organization is to obtain the goals, it is necessary to recognize effective factors on improvement of organizational situation. Improvement of these factors defines ways to obtain goals (10). Thus, present study is important due to become distinct the relationship between communication skill of managers and staff's organizational commitment.

Communication

To establish a correct communication between various elements of an organization is the main duty of manager in management process. In fact, effective communication with persons and perception of their motivation cause successful management to do leadership duty (11).

Existence of a suitable communication is necessary for each organization. If there is not a suitable communication, the affairs of organization become confused and managers cannot control planning duties. In fact, any type of organized activity needs a communication. Guidance of each work requires sending messages and the tools of transmission of messages is communication. For this reason, there is no other way to guide persons' work and organizational teamwork (12).

Communication is a dynamic process and it also is foundation for survival, development and revolution of system. Communication is one of the main duties and important role of human and organization (13).

The Aim of Communication in an Organization

In expanded concept, the aim of communication in an organization is to create changes on activities that have been done to reach improvement of organization. In detail, communication is done to adjust activities, acquisition of information and expression of emotion (14).

Existence of correct and effective communication in organization is considered as main element of successful management. Adjustment, planning, organizing, controls and other duties of managers are not possible without a correct communication in the organization. In every organization, information must be available for managers that he can do his duties with awareness (15).

Organizational Commitment

Organizational commitment is a viewpoint about loyalty of employee toward organization and it is a continuous process that organizational members show their interest toward organization, successful and continuous efficiency by it. Organizational commitment is arising from various factors and variables and it has various results. Organizational factors such as job autonomy, job feedback increase involvement and participation of persons. Ability to active participation in decisions influences the commitment level. Connection between working groups and organizational aims increases commitments toward goals. In addition, other features of organization such as attention to maximum profits of employees cause to increase commitment of staffs toward organization (16).

Literature

Masud far (1999) in a research titled as "examination of relationship between organizational communication and staffs' job satisfaction in hospitals related to Kerman medical university" found that there is a significant relationship between organizational communication and staffs' job satisfaction.

Saroghi (1996) in a study titled as "organizational commitment and its relationship with intention to leave the organization" concluded that there is a significant relationship between triple implementation of organizational commitment. This relationship is reversed type, it means, if the organizational commitment of person increases, his tendency to leave organization is decreased.

Afshari Gholi (1999) in a research titled as "examination of managers' specialty and organizational commitment of High and Middle school teachers in Kazeroon" concluded that the teachers who have expert manager have better organizational commitment in comparison with teachers who have non- expert managers.

Tahamtan susan (2002) in his study titled as "examination of connection between managers' communication skill and organizational commitment of Girls' high school teachers in four fold zones of Shiraz" studied communication skill of managers. His results conformed relationship between managers' communication skills and teachers' organizational commitment. In addition, feedback skill has been introduces as most effective factors of managers' communication skill on teachers organizational commitment.

Hashemi Taheri (1999) in his research titled as "study of relationship between effective communication and organizational atmosphere of girls' high school in Tehran in view of teachers" examined communication skills. The obtained results show that there is a relationship between effective parameters of communication and organizational atmosphere. Also the results show there is a meaningful difference between views of teachers about effective communication in terms of their ages.

In a research that has been done by Bartolom and Laurent in 1986 among 105 managers of various big companies, obtained results show feedback can be effective on rate of done efforts and type of used strategy to do duties.

With regard to the mentioned subjects, since management and manager's communication in organization has great influence on person's satisfaction or manner to do work, necessity to perform this study is perceived.

METHODOLOGY

Descriptive method has been used for the research, statistical population of the study contain all managers and employees (771 persons) in telecommunication Company of Hormozgan province who have worked in 2006 in the company. Samples of population contain 80 persons of employees who have been selected randomly. In order to collect data, questionnaires have been distributed between samples. In addition, Spearman coefficients have been used to determine reliability of the questionnaires. In order to examine amount of relationship of spearman

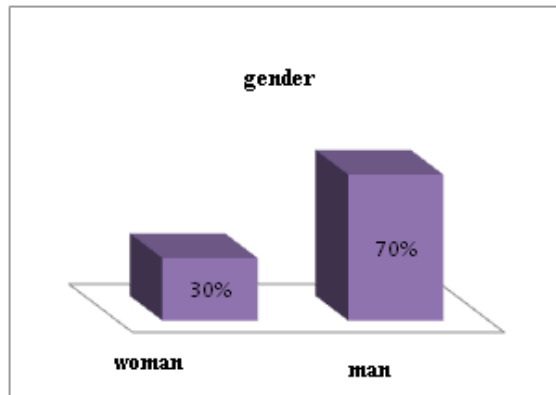
correlation coefficient and other statistical tests such as chi- squared, Mann- whitney and Kruskal- Wallis test have been used.

Main Hypothesis of Research

There is a relationship between managers' communication skills and staffs' organizational commitment in telecommunication Company of Hormozgan province.

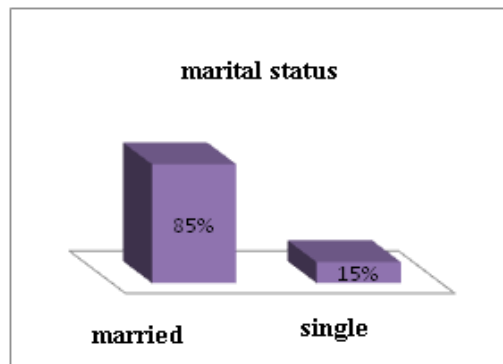
Findings

Figure 1: Frequency of respondents based on gender



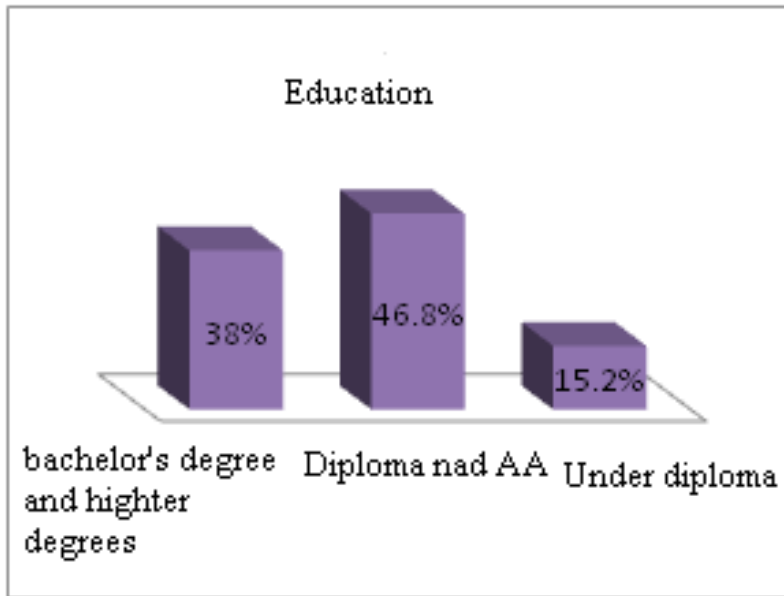
24 persons about 30 percent of sample consist of women and 56 persons about 70 percent of sample are men.

Figure 2: Frequency of respondents based on marital status



About 85 percent (68 persons) and 15 percent of sample (12 persons) are married and single persons respectively.

Figure 3: Frequency of respondents based on education



About 15 percent of sample is under diploma, 46.3 percent of people have diploma and AA degree and 37.5 percent of persons have bachelor's degree and higher degree.

In discussion of managers' communication skills, three listening and verbal skills and feedback in view of employees has been evaluated. Also average amounts of three skills were 23, 21.5 and 22 respectively that their results are observed in table 1.

Table 1
Descriptive statistics of manager's verbal communication

Description	Media	Standard Deviation	Minimum	Maximum	Number
Verbal skill	23	34/3	12	28	80
Listening skill	5/21	21/3	10	27	80
Feedback skill	22	87/2	13	26	80

Table 2
Descriptive statistics of staffs' organizational commitment

<i>Description</i>	<i>Media</i>	<i>Standard Deviation</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Number</i>
Strong intention to remain	26	58/3	18	35	80
Tendency toward many efforts	17	72/2	5	20	80
Absolute faith to accept values	15	38/2	6	18	80

In descriptive statistic, organizational commitment that consists of strong intention to remain, tendency toward many efforts and absolute faith to accept values in organization has been evaluated. According table 2, average of three variables was obtained 17, 26 and 15 respectively. It represents that tendency to remain of staffs in organization is high and tendency toward many efforts in organization is average and absolute faith to accept values is low.

Inferential Analysis

Primary hypothesis of research: there is a relationship between communication skill of manager and staff's organizational commitment in Telecommunication Company of Hormozgan province.

Hypothesis Testing

Primary hypothesis: there is a relationship between manager's communication skill and staff's organizational commitment in Telecommunication Company of Hormozgan province.

In order to examine the relationship between manager's communication skills and staff's organizational commitment, an adaptive table has been used and following test was done:

H_0 : There is no relationship between manager's communication skill and staff's organizational commitment.

H_1 : There is a relationship between manager's communication skill and staff's organizational commitment.

Since $P < 0.05$ is at the significance level of 0.05, there is a meaningful relationship between 2 variables. Pearson correlation coefficient is 0.41 that confirms above results.

Table 3
Test results regarding relationship of manager's communication skill with organizational commitment

<i>P-Value</i>	<i>Degree of freedom</i>	<i>Person correlation coefficient</i>	<i>1. Person's chi square</i>
0	4	0.41	27.12

Secondary hypothesis (1): there is a relationship between verbal skill of manager and staff's organizational commitment.

In order to examine relationship between staffs' organizational commitment and manager's verbal skill, an adaptive table has been used and following test was done:

H_0 : There is no relationship between manager's verbal skill and staff's organizational commitment.

H_1 : There is a relationship between manager's verbal skill and staff's organizational commitment.

According table 4, since $P < 0.05$ is at the significance level of 0.05, there is a meaningful relationship between 2 variables. Pearson correlation coefficient is 0.52 that confirms above results.

Table 4
Test results regarding relationship of manager's verbal skill with staff's organizational commitment

<i>P-Value</i>	<i>Degree of freedom</i>	<i>Person correlation coefficient</i>	<i>2. Person's chi square</i>
0	4	0.52	80.27

Secondary hypothesis (2): there is a relationship between manager's feedback and staff's organizational commitment.

In order to examine relationship between staff's organizational commitment and manager's feedback skills, an adaptive table has been used and following test was done:

H_0 : There is no relationship between manager's feedback skill and staff's organizational commitment.

H_1 : There is a relationship between manager's feedback skill and staff's organizational commitment.

According table 5, since $P < 0.05$ is at the significance level of 0.05, there is a meaningful relationship between 2 variables. Pearson correlation coefficient is 0.33 that confirms above results.

Table 5
Test results regarding relationship of manager's feedback skill with staff's organizational commitment

<i>P-Value</i>	<i>Degree of freedom</i>	<i>Person correlation coefficient</i>	<i>3. Person's chi square</i>
0.002	4	0.33	16.82

Secondary hypothesis (3): there is a relationship between listening skill of manager and staff's tendency to remain.

In order to examine relationship between staffs' tendency to remain and manager's listening skill, an adaptive table has been used and following test was done:

H_0 : There is no relationship between manager's listening skill and staff's tendency to remain.

H_1 : There is a relationship between manager's listening skill and staff's tendency to remain.

According table 6, since $P < 0.05$ is at the significance level of 0.05, there is a meaningful relationship between 2 variables. Pearson correlation coefficient is 0.30 that confirms above results.

Table 6
Test results regarding relationship of manager's listening skill with staff's tendency to remain

<i>P-Value</i>	<i>Degree of freedom</i>	<i>Person correlation coefficient</i>	<i>3. Person's chi square</i>
0.002	4	0.33	16.82

DISCUSSION

As was observed, the hypotheses of study were confirmed by statistical tables and diagrams; it means there is a relationship between manager's communicational skill and staff's organizational commitment. In addition, researches of Tahamtan (2002) and Mehrban (2000) confirmed the above result.

CONCLUSION

It was confirmed that there is a relationship between organizational commitment and communicational skill. In addition, it was specified that there is a significant relationship between organizational commitment and manager's verbal skill. In performed test that has been done between organizational commitment and manager's feedback skill, it was specified when manager's feedback skill increases, the staff's organizational commitment is enhanced. So, there is a meaningful relationship between 2 variables. It was found that if manager's listening skill increases, tendency of staff to remain in organization is increased. So, there is a meaningful relationship between listening skill of manager and staff's tendency to remain in organization.

SUGGESTIONS

Considering the results of the study and emphasis on manager's communicational skill and staff's organizational commitment, it is proposed to do efforts such as in-service training or preparation of Journals. Also in selection of managers, communicational skill should be considered as a positive feature.

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