

Investigating the Effect of Organizational Communications on the Performance of Managers in Government Agencies of Astara

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Abstract

One of the major changes that have been made in management is change in the attitude toward organization. Until the last few decades, organizations in order to achieve their objectives were used as a tool to create harmony among people and controlling them. But nowadays, organizations are considered in a broader perspective and special attention is paid to concepts such as culture and organizational communication. This study aims to assess the impact of organizational communication on managers' performance in government agencies of Astara. This study aims to identify the factors influencing organizational communication and also is about to evaluate the role of these factors on the performance of organizational managers which was conducted in the form of case study. In this context, the communication model of Vanra and Botherox (2006) has been used that in the form of four main premise components of appropriate information, correct information, timely information and quick information at 48 government agencies have been measured. The research findings indicate that on information, the greatest impact on the performance of the managers in government agencies in Astara is appropriate information which this factor strongly follows the latent variable of relationship with appropriate individuals, and other factors respectively fall into later stages.

Key Words: *Organizational Communication, Organizational Performance, Attitude toward Information Process, Appropriate Information, Correct Information, On Time Information, Quick Information.*

Introduction

From ancient time human beings in order to cycle life and cope with phenomena, have attempted to establish and develop organizations, thus through this method they could fulfill their goals and need. Despite the recent significant progresses in various areas, humans are still kingpins of organizations such that success of organizations in achieving their goals depends on their attitude towards human and How to use this force. With the advent of human relations it became clear that the classical theory that people only economically are important and their look at workers as machines that must be forced to raise the level of production as a mechanical energy; lost its importance and this theory cannot have effect on increasing productivity and raising organizations' level of production, but it is through knowledge of human relationships that can be received Which factors are effective in organizational behavior of individuals and

may affect the increase or decrease in efficiency and productivity. Attracting people and their participation in setting goals, programs and policies boost the morale of individuals and make them committed to implementing programs and achieving the goals of the organization. The most perfect form of participation-oriented management is management based on goal (Heartman et al, 2002). Movement of human relationships has emerged as a result of development of political, social and cultural rights and its theories were responses to conditions and favors of time.

Great social and political movements, experiences resulting from economic crisis, the need for job security and Unionism drew the attention of management to workers' rights. The basic premise in theory of human relationships is that social and psychological aspects of workers as an individual and his working group should be focused on. Based on these assumptions neoclassical offer is definition of organization as following: "collections of people who share common goals." Identification of group activities and individual's behavior within the group involves using the behavioral sciences. In this way, investigating organizations in the context of behavioral sciences led to annexation of new dimensions to theories, concepts and methodologies of existing organizational researches. In summary, studies of human relationships proved that organizations In addition to economic aspects also have social and emotional aspects. Hawthorne experiences proved that respecting an individual as a human being and attention to non-official organizations are as much important as official organizations and economic or physical conditions also are important for productivity (Glennie, 2008).

Research Literatures

Communication and Related Concepts

Nowadays we live in a world in which we have to communicate and deal with others. What is certain that without the help and assistance and communication with others, no one is able to meet their common needs? Now the question which arises here is that *How should we communicate with others?* What do we need to do in order to improve this communication or what we should not do! In interactions we should treat others with kindness, grace and also cheerfully; bitterness toward whoever it is, is bad. If we put ourselves in the other's toe and we use their language to convey their point, often, desired result is reached and our appearance at their class itself is an effective communication. Some people assume that communication only consists of speaking, writing, or discussing. These are the important elements of communication but in fact communication is called a kind of behavior that has message in itself and is understood by other side whether it is oral or nonverbal, conscious or unconscious, intentionally or unintentionally ... But if it is perceived, it becomes communicative message. This lack of understanding of message disrupts the relationship and makes it dysfunctional. Operating communication and source of many a joys and sufferings is life. A happy life is a life full of friendship. It is obvious that with different people, we will behave differently. Emphasis on shared characteristics makes communication effective. We humans have a lot of similarities in common; with a little practice we can find ourselves accompanied by others and is friend and united with them (cakes, 1995). Organizational communication is a form of interpersonal communication in which communication supervises work-related relationships of employees' within an organization. Such a communication has its root in education of speech for corporate executives in the late 1920s but, mainly got attention in 1927.

In 1980, study of corporate communications had the fastest growth and included a large number of theoretical and methodological approaches. Some research efforts that are considered as new horizons in research on organizational communication include: (1) Information processing perspective, (2) rhetorical perspective, (3) cultural perspective, and (4) political perspective. Organizational communication along with the development of industrial psychology, social psychology, organizational behavior and administrative sciences were performed and prevailed theories and concepts that generally were formed by specialists in these fields and organizational communication scholars have argued about. "Pantam"

considered field of organizational communication, consisting of three pillars of verbal communication that include: 1. Public Speaking, (2) persuasion, (3) Social Science Research Related to interpersonal communication, small group communication and mass communication (Havoo et al, 2005).

A study entitled as *Communication Barriers in Organizations*, Havoo from attitude of managers and employees considered inappropriate relationship as one of the main challenges that organizations have to cope with. These issues in many cases hinder the achievement of the organizations to pre-specified goals. Hence subject of study have been selected to determine the barriers of organizational communication from the perspective of managers and employees. Area of research is related to communication barriers and Havoo selected organizations as spatial domain. The results suggest that (Havoo, 2008):

1. Among managers' point of view and employees about the barriers of communication a significant difference does not exist.
2. From the perspective of managers and employees, organizational factors are considered as the main obstacle in effective organizational communication.
3. From the viewpoint of managers and employees technical factors are considered as the weakest obstacle in effective organizational communication.
4. From the viewpoint of managers, human factor is not considered as one of the barriers in effective organizational communication, while the reverse is the viewpoint of employees.

A survey entitled as review of organizational communication system and its impact on employee satisfaction in Electricity Distribution Company in Mazandaran was conducted. This study examines communication system in an Electricity Distribution Company in Mazandaran and in this way its possible impact on employee satisfaction has been examined. In a study entitled as "*cognitive ability and job experiences as predictors of job performance*" it was concluded that both variables of cognitive ability and experience, are significantly associated with job performance. Two factors of ability and motivation in job performance are assumed effective and education and training to enhance skills and job knowledge (ability) and providing internal motivations in order to motivate individuals were proposed. Through a research on the sport agency employees it was concluded that factors such as managers attention, promotion, material rewards and varied working hours increase the efficiency of employees and in comparison with employees who have been deprived of attention of supervisors and managers and those who did not have any feeling toward progress, had lower performance. In a study, it was demonstrated that variables of need for progress, experience and age of sport specialists of organization have a significant impact on individuals' job performance. Also the amount of education of service and job stress has a significant effect on job performance. Through an investigation it was concluded that variables such as age of specialists, need for promotion and physical environment have a significant effect on amount of job performance of individuals but, the amount of variables of classes and training workshops and job stress have had insignificant effect on job performance of studied population (Chen et al, 2006).

In a study, the effectiveness of communication of supervisors and their work performance were evaluated from the perspective of subordinates. Efficacy criteria include: Supervisor's communicative behavior, frequency of communication between Supervisor - subordinate, employees' communicative satisfaction, the amount of employees' knowledge from procedures and processes and finally informal channels of communication used by Supervisor (Petit et al, 1999). The results revealed a positive correlation between effectiveness of communication and; job performance, frequency and the amount of communication and job performance, and employees' communicative satisfaction and job performance of supervisor (Bloisy et al, 2003). In an investigation, 9 elements of communication which were grouped into three dimensions of *informational, communicative, and informative / communicative* on 327 hospital nurses was examined.

The results indicate that employees acceptance of organizational communication satisfaction significantly is related to job satisfaction and job performance. In a research conducted by Asadi role of communicative factors affecting to employee performance of tax organization of Gilan was investigated. In this study, he stated effective communicative factors as: Channel of messages, different levels of communicative plainness, different levels of communicative skills, and different levels of informing and different levels of models which were considered and the research hypothesis is formulated on the basis of these facts. Also, in the study mentioned above *Achieve model* was used to evaluate employee performance. Finally, among levels of communicative plainness, empathy, communication skills and informing with job performance a significant relationship was found. In an investigation the relationship between communication skills and job performance of University Professors at Jahrom was examined. Communicative skills indicators in this research are divided into two groups: verbal and nonverbal skills, and demographic skills. The study sample consisted of 181 students 30 of whose questionnaires were answered by their instructors. The results indicated a significant relationship between communicative skills of professors and their performance (Adams et al, 2005).

Organizational Communication Styles

Controlled Style; Control mode which is considered a unilateral style, is a person who is communicative agent and via communication leads actions and thoughts of other people, in relation to itself, in a particular direction and make them limited.

Equality Style; Equality style is a two-way style of communication in which the transmitter and receiver, both accept impression from each other and managers and sides of communication try to persuade the others to offer their opinions (Jackulous, 2006).

Structural Style; Nature of communication in this style is largely dark subjective and strong emotions are rarely seen in this style of communication in organizations. In this style the environment has led to systematic organization.

Dynamic Style; In this style in order to rapid and uninterrupted dealing with problems, in a kind of purely pragmatic way, followed by sides of communication and discussion of future plans and future strategies is used.

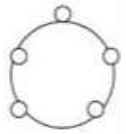
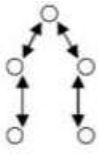
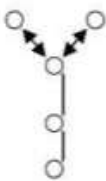
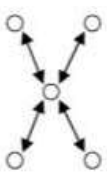
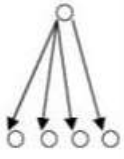
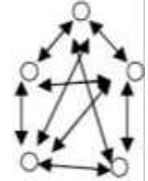
Delegating Style; in this style, the manager or chairman delegates his responsibility to his subordinates and prefers mostly be helped by others and respect the others' opinions. **Avoidance style;** in this style, we will stay away from communication process and there is no reluctant to impress and get impressed with others and more than an independent approach, it is used instead of participation and interaction in decision making (Snyder et al, 1984).

Informal Communicational Pattern in Organizations

Basically, the formal organizational chart demonstrates the formal communicational channels and ducts. In creation of an organization, the issue of communication is intended by structure designers of organization. Therefore, the formal structure of communication model is the same model that is determined in the organizational chart of each organization. These are patterns that represent the formal communication ducts and process it with a particular importance. it is possible in an organization that these channels are designed in such a way that employees are required to communicate only with their managers (vertical connection) or these channels are designed in such a way that makes *Horizontal communication* possible in an organization. To explain the efficacy of different communicational processes, numerous researches have been conducted. In one of these studies a couple of organizational communicational patterns, as shown in the following pages were examined to determine the efficacy of each in an organization.

In this experiment, five people must have solved different problems through communication with each other. These individuals were separated from each other and in each case possibility of their relevance was according to a particular pattern. For instance; in the ring pattern, Person B could only have direct contact with person A and C and for more communication individuals needed to act through members of A / C / D. In a star pattern, a person would have direct contact with other people while they did not have possibility of direct contact with each other. In organizations, these communication patterns can be observed. For example, a sample of star pattern includes four sale agents in four areas that are in contact with a superior. Or in chain pattern it represents the relationship between a director and two deputies.

Table 1: Formal patterns of communication and their characteristics

The name of communicational channels	Ring form	chain form	Y form	star form	focused form	comprehensive form
Form of channels / their characteristics						
speed	slow	fast	medium	fast	fast	fast
Accuracy	weak	good	pretty good	good	good	pretty good
Structure	Unstable	under developing	stable	consisting and instant	so so	negative
Advent of leader	Negative	significant	pretty significant	significant	totally significant	negative
Morale	very good	low	pretty low	low	pretty low	excellent

Source: (Havoo, 2008)

Research Methodology

This research aimed to investigate the effect of organizational communication on the performance of managers in government agencies and its statistical population consists of all managers of government departments in Astara. Since the city has 48 government departments, as a result the statistical population of this study consisted of 48 managers of these departments. In this research, since access to organizational managers of government agencies in Astara is possible, sampling was avoided and it is to say that statistical sample is synonym with statistical population. Also in order to identify variables of conceptual model from study of documentation and in order to assess the impact of variables in the evaluation of units, the questionnaires were used. In preparing the questionnaire for this research, a standard questionnaire was used which was based on data extracted from the research literature. According to expert opinion and research literature, the research was localized and become adopted with the general atmosphere prevailing in the study.

The questionnaire used in this research generally composed of two categories: general and specialized questions. The first set of questions is about respondents' personal characteristics such as gender, age, educational level and organizational level. The second set of questionnaires is those specialized questions that have been designed to test the hypothesis. In order to get quantitative rating and evaluation of specialized questions Likert scale was used. To determine the content validity of the questionnaire, the research paper was reviewed by a number of scholars and professors in management and behavioral sciences including supervisor and counselor and their opinions about the questions and hypotheses were

asked in order to confirm the validity of the questionnaire. Also to calculate potential reliability, Cronbach's alpha coefficient was used. to this end, You must first calculate the variance of scores for each of the test questions and also total variance of the whole test and then using the appropriate formulas its coefficient value will be calculated. Cronbach's alpha coefficient in this study was calculated with a pilot study of 20 questionnaires distributed. It is worth mentioning that if calculated Cronbach's alpha coefficient is greater than 7.0, reliability of the questionnaire was evaluated Desirable. The questionnaire survey indicates that Cronbach's alpha is 819/0, In other words, the questionnaire is reliable.

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	20	85.5
	Excluded(a)	8	14.5
	Total	55	100.0

A List wise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
.819	20

Later, In order to analyze the data extracted from questionnaire of this survey, descriptive statistics were used to describe and explain the research data and analytical statistics used to test the research hypotheses. Analytical statistics used in this research is based on the assumption of chi-square test and also in order to assess the suitability of the final model of research, based on the indicators related to following conducted reviews; the results are described in Table 2.

Table 2: Final model of suitability indicators

X2	19.22	Chi-square test was used to confirms the suitability of data
X2/df	1.52	Value is close to 1, the suitability of model is approved
RMR	0.00041	Value is close to zero, the suitability of model is approved
SRMR	0.0038	Value is close to zero, the suitability of model is approved
GFI	0.921	Value between zero and one, larger than 9/0the suitability of model is approved
AGFI	0.901	Value between zero and one, larger than 9/0the suitability of model is approved
RMSEA	0.031	Value is less than 1.0, the suitability of model is excellent

Appropriate statistical test to examine the questions or the research hypotheses should be selected. Selection of appropriate statistical test depends on: the number of research variables, the number of groups compared, dependent or independent of groups, whether normal data distribution and data type (number, rank, name) were used or not. To this very end in this research, In order to compare a group with an assumed value the test of Nonparametric Chi-square analysis was used for hypothesis testing. In the chi-square test or chi-square, based on the observed frequency and the expected frequency a variable in the society is investigated. This test is used for a descriptive hypothesis. This test commonly is used based on the Likert 5 options test and assume that frequency observed at different levels of very high, high, medium, low and very low are equal to each other. Then this distribution is compared with the observed frequency and test the hypothesis to see Whether between distribution of observed and expected frequencies there is a significant difference or not?

Testing Research Hypotheses

In this research assumptions are based on the chi-square test (chi-square) of a sample tested, so if the level of error is significantly low, so if differences between observed and expected frequency distribution will be inferred. Since this testing is usually in 5% error level, it is considered that to achieve this result, level of significance must be less than 05/0. If the difference between the two frequencies is deduced, we should consider the following output and the fact that density of distribution on which side has been seen, thus it can be concluded the existence of a variable or its high frequency in a desired society.

Hypothesis 1: There is a significant association between provision of appropriate information and organizational performance of managers.

Testing Hypothesis 1 suggests that there is a significant relationship between organizational performance and providing suitable information. In other words, the statistical population of this research is 95% sure that suitable information can be effective on the performance of managers in government agencies of Astara. This is despite the fact that the correlation coefficient between latent variables is the reason of suitable information and performance of discussed corporate managers.

Table 3: Correlation coefficient between latent variables is the reason of relevant information

Dependent variable	Correlation coefficient	Major factor	Correlation coefficient	latent variables
performance of organizational managers	0.69	suitable information	0.71	Information commensurate with task
			0.85	Suitable job information
			0.86	Contact with the right people
			0.62	Function of information on performance
			0.44	Useful management information

Hypothesis 2: There is a significant relationship between accurate information and organizational performance of managers.

Testing Hypothesis 2 suggests that there is significant relationship between providing accurate information and organizational performance of managers. In other words, the statistical population of this research is 95% sure that accurate information can be effective on the performance of managers in government agencies of Astara. This is despite the fact that the correlation coefficient between latent variables is the reason of accurate information and performance of discussed corporate managers.

Table 4: Correlation coefficient between latent variables cause the correct information

Dependent variable	Correlation coefficient	Major factor	Correlation coefficient	latent variables
performance of organizational managers	0.61	Correct Information	0.73	Deterrent information
			0.76	Information related to the coordination of individual
			0.51	Information without error
			0.67	Information related to management decisions
			0.42	Information based on informal communication

Hypothesis 3: There is a significant relationship between providing on time information and organizational performance of managers.

Testing Hypothesis 3 suggests that there is significant relationship between providing on time information and organizational performance of managers. In other words, the statistical population of this research is 95% sure that on time information can be effective on the performance of managers in government agencies of Astara. This is despite the fact that the correlation coefficient between latent variables is the reason of on time information and performance of discussed corporate managers.

Table 5: Correlation coefficients between latent variables cause timely information

Dependent variable	Correlation coefficient	Major factor	Correlation coefficient	latent variables
performance of organizational managers	0.57	timely information	0.57	Flow velocity of information
			0.63	Access to information for decision
			0.72	Timely information for communication with seniors
			0.41	Timely information in critical condition
			0.55	Timely information to prevent mistakes

Hypothesis 4: There is a significant relationship between providing quick information and organizational performance of managers.

Testing Hypothesis 4 suggests that there is significant relationship between providing quick information and organizational performance of managers. In other words, the statistical populations of this research are 95% sure that quick information can be effective on the performance of managers in government agencies of Astara. This is despite the fact that the correlation coefficient between latent variables is the reason of quick information and performance of discussed corporate managers.

Table 5: Correlation coefficients between latent variables cause quick information

Dependent variable	Correlation coefficient	Major factor	Correlation coefficient	latent variables
performance of organizational managers	0.54	Quick information	0.65	Access to in time information
			0.72	Level of access to correct information
			0.31	The importance of getting information
			0.56	information Acquisition speed
			0.49	speed of correct information

The Results of Discussion

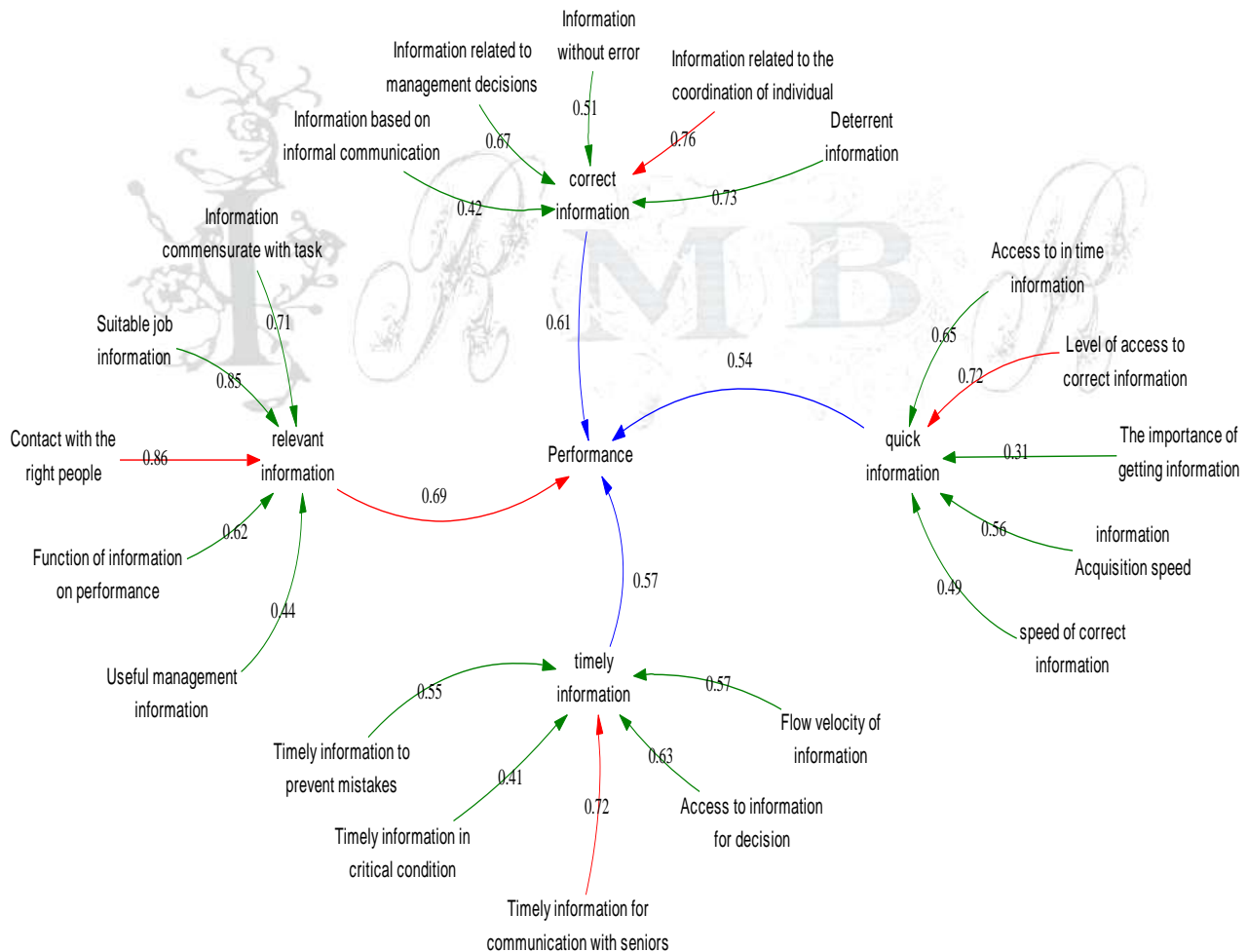
As the hypothesis testing and analysis of correlation coefficient between latent variables and the major factor on the performance of corporate managers represents:

The Greatest impact on the performance of managers of government agencies in Astara in the field of information is appropriate information that this factor strictly follows the latent variable associated with the appropriate people. In other words, managers of government agencies in Astara, if they are able to communicate with the right people, they will obtain appropriate information which this fact from functional information dimension has the greatest influence. In the next phase, the greatest impact on the performance of Astara managers of government agencies in the information field is correct information that this factor strongly is associated with latent variables of information related to coordination of people. In other words, if the managers of government agencies in Astara, in coordination with relevant people can get correct

information, thus they can extract the correct information themselves. This fact has a considerable impact from the viewpoint of functional information. But in the next phase the greatest impact on the performance of Astara managers of government agencies in the field of information is on time information. This factor greatly follows the latent variable of on time information to communicate with the upper echelons of the organization. In other words, if Astara managers of government agencies to communicate with the upper echelons of the organization get on time information, they will be able to extract on time information themselves; that this fact remarkably has a great impact on the informational performance.

Also in final phase the greatest impact on the performance of managers of government agencies of Astara in the field of information is quick information that this factor severely follows the latent variable of level of access to the correct information. In other words, managers of government agencies in Astara if get the correct information quickly they can extract the necessary information and this fact from the viewpoint of informational performance is remarkably effective.

In general, from the viewpoint of organizational information, appropriate information, correct information, on time information and quick Information respectively affect the performance of the managers of government agencies in Astara.



Solutions for Government Agencies in Astara and other Similar Organizations

Organizations should be aware that:

Information has a variety of dimensions that attention to the suitable dimension is extremely important and organizations should seek for relevant information through different channels to improve their organizational performance. It also has a special place to get information for management decisions and this is against the fact that people within the organization and outside the organization through formal and informal channels have a key role in the transmission of information. So, organizations should pay special attention to communications with people connected with the information needed and identify the Influential people. On the other hand, one of the most important features of effectiveness of information is its timeliness and being in time. Information at the right time will be effective. So the organizations need to define time limited process of getting information in order to obtain the required information at the right time. Hence, any processed data regarding a specific issue is not called information, So any claim cannot be appropriate and sometimes it is possible that inaccurate information result in loss of time to make decisions; so the organizations need to identify and acquire the correct information. At the end conscious managers seek for appropriate, on time and accurate information but successful managers in addition to the aforementioned elements are trying to acquire information swiftly because the organizations realize that quick Information on right side of suitability, being correct and on time make advantages and lead to high performance.

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