

Introducing manager's communicational skill factors and it's relation with organizational performance in Shemiranat' City welfare

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Abstract: In the research, we ask for introducing manager's communicational skill factors and it's relation with organizational performance. So finally, by using different models and negotiating with respected teachers, we determine five indexes for manager's communicational skills which are below: 1-expressivity, 2- empathy, 3- supportiveness, 4- positivity, 5- equality. After determining manager's communicational skill indexes and their priority, we ask for doing an effectiveness test of the skills on employee's organizational performance. In continue we would reply to the question: "Shemiranat County has desirable relation with employees or not? At the end, we evaluate performance methods by consider to communicational skills in Shemiranat welfare office. Our research society is composed of supervisors and deputies of different departments and experts which have bachelor regardless their degrees (educational certificates) but by consider to the gotten statistics from personnel department Shemiranat welfare office and related departments. The total employee number in the County is equal to 720 persons. So our statistical society is composed of 340 persons with purposed attribute. In the research, we used library studies and interview with teachers and experts for data gathering tool in determining manager's communicational skill factors, and a pretest in one phase was performed for evaluating related propositions from questionnaires and for evaluating questionnaire reliability before doing final test in the research. So 40 questionnaires randomly distributed in focused society and after gathering the questionnaires by using the stability coefficient in SPSS Software, we calculate α Cranach in the research. The quality for the coefficient was equal to 0.915 which show high reliability for the questionnaires. After performing a pretest by consider to statistical society number, the studied sample volume was determined and equally the questionnaires randomly distributed among employees in different departments. After completing them, opportunely 177 questionnaires were received completely. At the end, after data entering and analyzing them, we conclude the below results: The research results show that manager's communicational skill factors (expressivity, empathy, supportiveness, positives, equality) affect on organizational performance. Also, it's proved that organization managers haven't desirable communicational skill managers with employees and relation between communicational skill managers and employees organizational performance is inappropriate thought not having appropriate between communicational skills. In dispatching index priority by Friedman test, it's proved that the highest average rank is related to empathy and the smallest is related to equality.

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1. Introduction

In the research, we work on upset and disconsolate humans.

We are concerned with misappropriate and chill and open humans.

There for only thing which nerve them is a suitable behavior or an accurate and desirable relationship. Especially majority of welfare organization personnel is composed of indigents and poor persons.

The purpose of the research is to show "how much a behavior or relationship can be effective among these losers and defeated persons?"

We can see communications as a necessary factor for all social systems and subsystems success.

The experiences of many humans say that, success or failure in communications is viewed as a big factor in outcomes resulted from a social phenomenon.

In a competition, game, international negotiates or in organization management, communication can be an effective and efficient tool.

Undoubtedly, we can see many different cases in this terrain. When works are done by a wrong method, so we seek some reasons (for example: poor performance, mistakes, inconsistent messages, wrong decision making and etc... Analysis reveals that major problems stem from poor communications, although all communicational systems don't work as seen firstly. In other words because of existing some barriers and problems, number of those communications which lead to failure were more than number of those

communications which lead to success; If we pay attention to human communications based on analytical style, so undoubtedly human communication process would be made in human communication bounds.

The communications are made of different aspects because of job, family, outing and etc...

Surely, we know that many social economic and political pains of society are stem from neglecting the correct communications with other persons and also are stem from not having an introduction of aspects of modern sciences from many citizens.

If a father has some problems with his child for selecting future way or if a woman doesn't feel a usual satisfaction of his marriage or if a buyer isn't happy from his buy or if a student don't utilize from his classroom and his university despite of his efforts and his teachers efforts Or if proximity times are stuffy and hard or if an employee always is afraid of working with his manager and he always goes after separating from organization and his manager or himself can't utilize from his potentials in a desirable style and etc...

it seems that all things stem from incorrectly inter personal communications and by consider to the vital process, life is changed gradually and would present a more accurate and a more deep definition. Not only effective communications are as a key for all closed doors in world but they are unavoidable and necessary activity for individual, group, organizational and concerted life in all human societies.

We know humans in our around world which they have prosperity in their works because of high communicational potential and they possess many things with empty hands and in opposite there were humans which had possess many things but spend time hardly. If we look at benevolence to the situation, something that would prosper them was the communicational skill and something that huff was unknowing of using communicational skills.

1.1. Defining a problem:

When organizations existed as basis of society so communication was one of the most important discussions in organizations, everybody knows about his role. In present societies, human birth in an organization, he lives in many different organizations and he dies in an organization and he buries in another organization. So a human in his life deals with organizational communication by many different styles. There for organizational communication isn't a small subjects which we can neglect it; Because it has a direct effect on success and failure. An important part of communication network in an organization is restricted to relationships between managers and employees. So for existing high effectiveness among these communications, making communication styles for managers is inevitable. By refer to different organizations and looking at their communicational

process deeply and accurately, the problem reveals that communicational process is one of the important problems which always we understand in organizations and also employees complain them is not having communicational skills by managers. I had many different references to several organizations and when personnel present their problems about working environment; one of the most important problems which they spoke about is poor communicational skills of managers.

As a person who is selected for president of the board of trustees for Shahid Ghoddousi hostel complex (a part of Shemiranat County Welfare organization) from 2004, I understand an important role for communicational skills between personnel and managers.

Unfortunately I saw poor relationships in communications between managers and organization employees. What happened? Even, in some cases it was catastrophic for example: dying a baby in Ameneh nursery!

Because of lacking communicational skills and neglecting the skills from managers so, as a master in management branch, I selected the subject. Because of not having an efficient and effective suitable communications and it's important role for employees (target society for organization which they were painful humans) I preferred to do some researches in the extent.

In the research, we consider effective degree of lacking communication on organizational performance (except guidelines and directions).

Also, we ask for studying effectiveness degree of manager's communicational skills on employee's performance.

Maybe we can conclude some strategies and guidelines which they can present us a viewpoint for reinforcing our communicational skills. Also maybe we can expand supportiveness in other organization for example shemiranat county welfare organization or Islamic shemiranat county welfare organization or Imam Khomeini relief committee.

Although communicational skills and their relationships with organizational performance is a rather modern subject and we have too little researches in the ground, so at the first we start our research by the question:

What are manager's communicational skills criteria? Do manager's communicational skills affect on organizational performance?

2.1. Main purposes:

All Purposes of the research which are present at the below:

Discovering and finding dilemmas and problems or finding reasons which they lead to poor communicational skills and finally determining and revealing them and emphasize on them and present

some guides for correcting and including ideas about desirable communicational skills in organizational environment.

Also the reason asks for finding an answer for the question:

What relationships are there between communicational indexes? So many Farsi books (if organizational behavior books or specialized communicational books) did not pay attention to communicational skills or paid attention it about one page!!!

It seems that negotiating about the subject is necessary (not only in the thesis) so should pay attention to it in other books and thesis, accurately.

A researcher asks for preparing more backgrounds and thesis by focusing on communicational skills.

Until we can determine type and degree of their relationships, something that a researcher is pursuing operationally is an evaluation between two variables which are manager's communicational skills and organizational performance. Among several groups which employ the results of the research, are organization managers.

If we study these relationships, so they would have more considerations to the important subject (communicational skills). Also next group is organization human resources managers which by doing the research and distinguishing the subject would have a more focus on communicational skills and in selection, choice and staffing and personnel education.

3.1. Research propositions:

1- Manager's communicational skills (empathy, expressivity, supportiveness, positives, equality) affect on employees organizational performance in Shemiranat county welfare organization.

2- The priorities of each manager's communicational skills on employee's organization are different.

3- It seems that Shemiranat county welfare organization managers haven't desirable communicational skills with employees.

4- Organizational performance is inappropriate because of poor communicational skills with employees.

4.1. Literature review:

In past decades organizational communications had a speed growth as a specialized region of conversational or spoken communications. Its origins refer to speaking education for company's managers at 1920 and its birth in spoken communication is parallel to entering spoken communication in social science researches.

There for organizational communication which organizational communication experts represent is together with developing individual psychology, social psychology, organizational behavior and official affairs

and prevalent theories and ideas. Generally the experts group is composed of many specialists in aforesaid branch.

Although, latter development show many branches has flourished for example sociology, anthropology, philosophy, applied sciences and linguistics.

Features of interpersonal communication effectiveness are at below:

4.1.1. Expressivity:

Expressivity content reveals that its affection is at three bases of interpersonal communications and it affect on the human necessary activities. The first and it's most obvious aspect is a person who is sender.

In forwarding a message at interpersonal communication should be open. It means that he should be rather expressive in dealing with opponent which is named: self expressivity

Second aspect of empathy reveals the encouragement of message sender or communicational origin for exhibiting and displaying motivations on himself and honestly and how they affect them.

Third aspect of expressivity which for the first time is presented by Arthur Bochner and Clifford Kelley is related with emotion possesses and thought concept.

4.1.2. Empathy:

Maybe one of the most difficult aspects in communications is using empathy in a mutual communication. It means that in a communication process, the starter is capability in presenting empathy to another person correctly.

Empathy means having an emotion which another person has it mutually. Empathy means making a common sense or common emotion with each other. It means message sender and message receiver take a single emotion. Using empathy in daily life and enhancing its related skills correctly is more difficult than defining empathy. Maybe first step is avoiding from education and judgment about mutual behavior.

Second step is: understanding mutual emotions and senses.

Third step is endeavoring about an experience which another person based on his cognitions and his capabilities has experienced.

Accurate or correct empathy is:

Reading thinks and person's emotions or in other words evaluation or exact extraction capability about thought special content and emotions for other peoples successfully. A true extraction capability about thought special content and other's emotions reveals empathy skills in a person.

4.1.3. Supportiveness:

A reliable effective inter personal communication is a relationship which is composed of a supportiveness environment. Expressivity and empathy interpersonal

communication can't continue in a fearful environment and finally it leads to a separated relation.

In a supportive communicational environment, quietness isn't a negative value. Furthermore quietness represents emotions together empathy. It aid to a suitable environment for Supportive communications. Another effective factor for a suitable Supportive environment is equality sense with others. If we imagine ourselves equal to others from a social base and behavioral view and avoid from exhibiting our distinctions and our abilities, so we would be more success in making a Supportive environment.

4.1.4. Positivity:

Positivity in an interpersonal communication minimally is related to three aspect and many different factors which are:

1) We have a positive respecting for ourselves when interpersonal communication shapes correctly and flourished.

2) We transfer our desirable emotion to another person when interpersonal communication shapes correctly and flourished.

3) a positive and desirable emotion about general situations dominated on communication is pivotal and necessary for effective interaction among two or several persons.

4) Equality is a special property in any situation. Probably we haven't equality. Maybe a person be more clever or more strength, more rich, more beautiful or even more healthy than other persons; Never two people aren't equal from different aspects. Interpersonal communications would be more effective if dominated environment was an equal environment and we ask for an effective relationship. So we should consider to equality in their personality or we should focus on their common aspects which is a type of equality. An important point is that two opponents in a communication be informed that each two persons are humans and precious organism and each one has some specifications which can be valuable. Equality should distinguish interpersonal communication in terms of conversational opposite aural and make a balance between them. In communication if one of the opponents in communication process speaks all the time and other persons hear all the time, so interpersonal communication effectiveness in the situation would be very difficult.

5.1. Research backgrounds:

Thesis title: "studying the relationships between organization communications with personnel organizational performance in hospitals dependent to Kerman Medical Science University".

Research 1: Fatemeh Masoudfar, Islamic Azad university Of Kerman.

In the research, she presents three propositions and asks for examining them.

These propositions are at below:

1- Is there any relationships between effective communication and organizational performance

2- The Researcher claims: there is a feedback between communication process and organizational performance.

After doing some studies in hospital dependent to Kerman medical sciences university and analyzing data, we conclude below results from the research:

The results from first proposition test reveal that there is a positive and meaningful relationship between effective relationships and employees organizational performance.

In second proposition, researcher concludes that there is a meaningful relationship between communication process and organizational performance and also is based on our results. There is a relationship between communicational control desirability and job satisfaction.

Finally result of the research exhibited; there is a meaningful relationship between organizational communication and employee organizational performance. So together enhancement in organizational communication situation, organization performance would improve:

Research 2: Thesis title: "studying organizational communication system and its effect on Mazandaran Electricity Power Distribution Company is writing by Mr Mofid Gholami which is done in Tehran University (Ghom Pardis).

The researcher determine four indexes for organizational communication system which include employees latitude in communicating with managers, communicational openness among some level developments, informal channels and managers effective communications with employees.

The researcher present four major propositions based on relationships between organizational performance and communicational index.

The results exhibited that there is not a meaningful relationship between employee's latitude in making a communication with managers and performance level in second proposition. The results exhibited that there is a meaningful relationship between communicational channels and openness among same level departments and performance. But the side of relationship is negative. It means that if communicational channels among same level department were more openness, so organization performance would decrease.

In third proposition, results exhibit there is a mutual and positive relationship between informal communicational channels and organizational performance level. In forth proposition results exhibit there is a mutual and positive relationship between making an effective relationships between managers with employees and performance.

6.1. Foreign researches:

A research with named as "communication ability as a predictor of job satisfaction managerial and non managerial positions" is done by Raphael Douglas David in university of Hawaii at manoa.

In the research for evaluating communicational skill in managerial and non managerial positions, Arthur Has presented six different indexes as a communicational skill Model. These indexes are: Emotional expressivity, Emotional sensitivity, Emotional control, Social expressivity, Social sensitivity and Social control.

Also for performance the research used of work environment, payment amount, enhancement opportunities, supervisors and collaborator group. In the research, there are four main questions which are at below:

- 1- What is relationship between performance and communicational skill?
- 2- Are there a more positive and more strength between communicational skill and performance for managers rather than non managers?
- 3- Do managers have high performance if they have high emotional and social expressivity?
- 4- Do non managers have high performance if they have high emotional and social expressivity?

Studies about first question show that there is a positive relationship between communicational skill and performance (except managerial and non managerial positions). Quantity of the relationships was equal to: $R=0.244$

Studies about second question show relationship quantity between communicational skill and performance for managers is less than non managers. Furthermore type of the relationship is negative. Amount of the relationship calculated as: $R=-0.019$

Although relationship amount between communicational skill and non manager performance is: $R=0.31$

About third question, there is not a meaningful relationship between emotional and social expressivity with their performance.

About fourth question, there is a positive and meaningful relationship between non managerial communicational skill and their performance which it was equal to: $R=0.693$

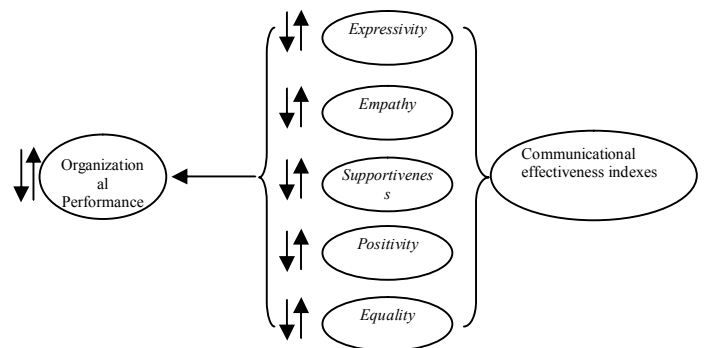
Finally Rafael states that conclusions which are resulted from the research show a meaningful relationship between performance and communicational skills.

7.1. Research analytical model:

All research studies are stretched based on a conceptual model which determines purposed variables and their relationships (Edwards and colleagues, 2000, 23).

We used of a communicational effectiveness

indexes of Dr Farhangi in designing managerial communicational skill models with organization performance (Farhangi, 2003, 113).



2: Material and Methods:

Because of the research is confined to a specified organization (Shemiranat welfare organization) and is confined to a determined time zone, so it is a finite research and in view of control degree is a survey because it's done in organization.

Mr Rostami is secretary of Iranian Red Crescent Society. Previously, he was Director of Tehran Province Welfare organization for 4 years. Now, Mr Dr Naser is Director of Tehran Province Welfare organization that he was manager of Shemiranat welfare organization for 3 years. Mr Dr mozaffar is chairman of Rescue and supply Department of Iranian Red Crescent Society. He was manager of Shemiranat welfare organization. Mr Dr Fatapour was chairman of Tehran University of Applied Science. He was manager of Shemiranat welfare organization.

1.2. Research domain:

For getting a more accurate cognition of the problem, and getting an more applicable and more accurate solution, we should consider to some limitations like as expense, time, researcher determining, subject aspects, research time and place.

In the research, we study subjects related to manager's communicational skills.

A) Subject domain:

Because the research studies manager's communicational skills so main subjects and matters related to communicational discussion is possible.

B) Time domain:

The research is started from 2012/02/20 to 2012/09/05. So its domain was about 6.5 months.

C) Spatial domain:

The research is done among Shemiranat welfare organization employees. We used a random sample because of some time limitations.

2.2. Statistical society and sample:

Because of having very much experience by some bodies, we think fit use their experiences except those who have diploma degree. There for our research

society is composed of supervisors and different deputies and those experts that had license degree minimally except those who had diploma degree.

3.2. Sampling method:

In the research, sampling method is a type of Simple Sampling method.

4.2. Sample size:

Total number of Shemiranat welfare organization employees is amounted to 720 persons, so in the research we ask for data gathering and replies from some persons who they can understand research subject, smoothly and easily, because they can present us more accrual replies. Among many persons, total number of those who have license degrees or more high degrees or those who have more experiences was amounted to 340 persons except those who had diploma degree or those who were supervisory or deputies in different departments. So, by consider to Moorgan and Krejsi table, we calculated our purposed sample size which it was amounted to 181 persons in the research.

We select some persons randomly and distribute questionnaires among them. There for after receiving these questionnaires, because being a good collaborating among employees of Shemiranat welfare organization and having a suitable encouragement environment (because research subject), frequently, 177 questionnaires analyses and other questionnaires didn't used because they were corruption.

5.2. Data gathering method:

1. Library studies: In this section, for data gathering about literature review and theoretical elements, we used of library resources, papers, needed books, IRAN doc enterprise and internet information world network.

2. Survey researchers:

For data gathering and analyzing, we used of questionnaire. At the first time, by using library studies, we have gathered related data. Also we do an interview with top managers and top experts like:

Mr Esmail Daghestani, is respected deputy of Social affairs in Tehran Province welfare organization. He was previously social deputy in Shemiranat welfare organization for 12 Years.

6.2. Data Gathering Tools:

After getting suitable guidelines from respected guide teachers and advisory teachers and For Data Gathering, doing some needed corrections among determined sample member, we used of a questionnaire which is designated by researcher based on managers commercial skills and organizational performance.

Questions of the questionnaire are composed of two sections:

1. Demographic questions: the section includes five questions which are about: age group, gender, education degree, employment situation, Duration of service

2. Special questions: for evaluating managerial communicational skills, we used of a questionnaire which composed of 25 questions. For evaluating organizational performance situation, we used of a questionnaire which composed of 18 questions. For designating the section, we used a five alternative spectrum as named Likert spectrum (which is ranged as too much-much-moderate-little-too little)

7.2. Reliability and stability:

1.7.2. Reliability:

It determines that how much the prepared tools evaluate a special concept? In the research for evaluating questionnaire reliability, the researcher after editing, present it to guide teacher, advisory and other relational experts that we used them in survey level and after receiving their opinions, we do correction actions. Because we don't manipulate our variables, so the research would be a descriptive research of survey branch. In the research, data gathering would be done by means of questionnaire in a survey style.

2.7.2. Stability:

The concept shows that how much the evaluation tool can give same results in a same situation? A pretest has been done for evaluating questionnaire stability. It means that at first time in proposed society, about 40 questionnaires (which their statistical distribution normality is included) has distributed and gathered and after data gathering, Stability coefficient has calculated by using SPSS Software. In the research, stability coefficient or Cronbach's alpha is equal to: 0.915, so $\alpha = 0.915$

3.7.2. Data analysis Methods:

We analysis received information by SPSS software after data gathering by questionnaire. Statistical methods which we used are:

Descriptive statistical techniques and Deduction statistical techniques

4.7.2. Descriptive statistics:

In the research, we used of some tables, histograms and column charts and redundancy criteria, redundancy percent and cumulative redundancy percent for representing information.

5.7.2. Deduction statistics:

We used of one sample t-test for evaluating affection of each communicational skill (expressivity, empathy, supportiveness, positivity, and equality) on organizational performance.

Also, we used of Fridman Test for determining priorities of manager's communicational skills. Binomial test is used for acceptance or rejection manager's communicational skills and total organizational performance. We used of correlation coefficient for determining type and quantity of relationship between manager's communicational skills indexes and organizational performance.

8.2. Conclusions resulted from Descriptive statistics:

In observed sample, 47% of employees were men and 53% were women. Although in the research we did not consider gender affection on research conclusions, but by consider to closing distance, we can confident that isn't inquired a dominant gender.

In point of education, organization has a rather suitable situation, it mean's that in a sample with 177 members, about 103 persons (58%) have bachelor degree and 33 persons (19%) have master degree and more high degrees.

In point of Duration of service, Duration of service for about three quarters (75%) of personnel was less than 20 years and it was more than 20 years for more than a quarter (25%) of them.

In point of employment situation, only about 27% sampled personnel hired in a formal method and others had contract employment which they were a big part of repliers.

We can conclude that in point of young work forces, the organization is in a middle situation, because about 56% of personnel in age groups ranged below 40 years old. In other hand almost 31% of personnel are in age group ranged from 41-50 years old that for their high experience, they have usually maximum of efficiency. So generally we can conclude that employees of the organization are young and capable persons and they have suitable working experience. In descriptive study of manager's communicational skills, it's determined that average of all indexes is almost less

than medium and only empathy index is more than medium.

So after empathy, some indexes like as supportiveness and positivity are in a more suitable situation in comparison with other indexes and equality index (which is one the most important manager's communicational skills) has less average among aforesaid indexes.

9.2. Conclusions resulted from Deduction statistics:

1.9.2. Conclusions resulted from first proposition:

In the proposition, we ask for doing an affection test for manager's communicational skills (expressivity, empathy, supportiveness, positivity, and equality) on organizational performance in Shemiranat welfare organization. The null hypothesis is defined as: "for manager's communicational skills (expressivity, empathy, supportiveness, positivity, and equality) hasn't affection on organizational performance". The opposite hypothesis says" these skills haven't any affection on organizational performance".

In this section we used of a sample t-test. Conclusions Resulted from the test in studied sample reveals that H_0 is rejected and H_1 is accepted. It means that manager's communicational skills (expressivity, empathy, supportiveness, positivity, and equality) affect on organizational performance.

Because in all sub propositions of the proposition, the significant level is less than 0.05, so we reject H_0 .

Table1: abstract of one sample t-test for determining manager's Communicational skills on organizational performance.

	Test value=3						Test results
	T statistical value	Freedom value	significant level	average	Confidence level=0.95		
					minimum	maximum	
expressivity	17/6-	176	000/0	36/0-	47/0-	24/0-	H_0 is rejected
empathy	3.50	176	001/0	18/0	08/0	27/0	H_0 is rejected
supportiveness	80/0-	176	000/0	05/0-	16/0-	07/0-	H_0 is rejected
positivity	36/4-	176	000/0	23/0-	33/0-	12/0-	H_0 is rejected
equality	46/8-	176	000/0	36/0-	45/0-	28/0-	H_0 is rejected
communicational skills	93/3-	176	000/0	17/0-	24/0-	08/0-	H_0 is rejected

10.2. Conclusions resulted from second proposition:

In the proposition, we ask for ranking communicational skills. Also we exhibit meaningful difference among priorities. Conclusions resulted from studied sample H_1 show that H_0 is rejected and H_1 is accepted. It means, minimally one pair of average ranks of communicational skills have a meaningful difference with each other. Also average quantity and priorities of the skills are presented at the below table:

Table 2: a ranking for manager's communicational skills

priorities	Studied factor	Mean Rank
first	empathy	96/3
second	supportiveness	29/3
third	positivity	81/2
forth	expressivity	52/2
fifth	equality	44/2

10.2. Conclusions resulted from third proposition:

In the proposition, we considered unsuitability test with employees in Shemiranat welfare organization.

H_0 Implicate an unsuitable relationship between manager's communicational skills and employees. H_1

Implicate a suitable relationship between manager's communicational skills and employees. Also,

Conclusions resulted from sub propositions of the proposition are listed at the below table.

Table 3: abstract of a binomial test for determining manager's communicational skills

variables	hypothesis	number	Observed ratio	Test ratio	Signification number	Test results
expressivity	≤ 3	121	68/0	50	001/0	H_0 is rejected
	> 3	56	32/0			
empathy	≤ 3	73	41/0	50	064/0	H_0 is rejected
	> 3	104	59/0			
supportiveness	≤ 3	98	55/0	50	076/0	H_0 is rejected
	> 3	79	45/0			
positivity	≤ 3	11	63/0	50	053/0	H_0 is rejected
	> 3	66	37/0			
equality	≤ 3	141	8/0	50	000/0	H_0 is rejected
	> 3	36	2/0			
communicational skills	≤ 3	100	56/0	50	098/0	H_0 is rejected
	> 3	77	44/0			

11.2. Conclusions resulted from forth proposition:

Before doing forth proposition test and by consider to first proposition which said "communicational skills affect on organizational performance", so for forth proposition, it should be determined that have two factors a positive relationship with each other or not? Or they act each other in an opposite side.

So, we used of Spearman Correlation Coefficient for the evaluation. Usually, in some tests that in them relationships between two variables is considered, if Correlation Coefficient between two variables was less than 0.3, we can conclude that there is a poor relationship between two variables and if the Coefficient value was ranged in 0.3-0.7, so we can conclude that the relationship is medium and if it was more than 0.7, so we can conclude that there is a strength relationship between two variables.

We considered a relationship test between manager's communicational skills and organizational

performance in the proposition. H_0 Implicate a relationship between manager's communicational skills

and organizational performance and H_1 implicate a significant relationship between manager's communicational skills and organizational performance.

Conclusions resulted from the research shows that there is a relationship between manager's communicational skills and employee's organizational performance. Correlation Coefficient between two variables was 0.346. So finally, we can conclude that there is a positive between manager's communicational skills and organizational performance. Conclusions resulted from propositions are listed at below:

Table 3: abstract of Correlation tests for determining a relationship between communicational skills and organizational performance

independent variables	Significant level	Error value	Correlation Coefficient	Test conclusion
expressivity	000/0	05/0	276/0	H_0 is rejected
empathy	005/0	05/0	212/0	H_0 is rejected
supportiveness	003/0	05/0	226/0	H_0 is rejected
positivity	036/0	05/0	157/0	H_0 is rejected
equality	000/0	05/0	544/0	H_0 is rejected
communicational skills	000/0	05/0	346/0	H_0 is rejected

Now, we considered unsuitability test for organizational performance in forth proposition after confirming the proposition. H_0 Is an unsuitable

organizational performance and H_1 is a suitable organizational performance. Conclusions resulted from

a binomial test in studied sample show that H_0 is

accepted and H_1 is rejected. It means that there is an unsuitable organizational performance because there are

not suitable communicational skills.

Table 4: Conclusions resulted from a binomial test for determining a suitable organizational performance

variables	propositions	number	Observed ratio	Test ratio	Signification number	Test results
organizational performance	≤ 3	102	58/0	50	061/0	H_0 is accepted
	> 3	75	42/0			

3. Research obstacles:

✓ Because there are many different models in communication discussions and communicational skills, one obstacle is that the Research has used of Dr Farhangi communicational indexes only, so you can use of other models and combining models.

✓ One of the research obstacles is evaluating manager's communicational skills on organizational performance. You can combine communicational skills with other important subjects separately or synthetically and you can evaluate their relationship like productivity and effectiveness and etc....

✓ Performance of Shemiranat welfare organization is related with many factors in the research, but we only considered communication relation with organization Performance.

✓ Next obstacle is a recognition which we achieve of manager's communicational skills by questionnaire. Although Best method for evaluating communicational skills is observation method. In the method, researcher can receive information immediacy. One of the research obstacles was that researcher has evaluated indexes only by using questionnaire without evaluating manager's communicational skills.

✓ Consider to employment situation. Only 27% of personnel in sample had hired in a formal method. In other hand, because more of repliers were contract employees that they hadn't sense of job security and maybe the sense of job security would affect their replies.

✓ Because research base focuses on manager's communicational skills in welfare organization and the organization is a social enterprise with human based structure, so in the research we tried to focus only on managerial principles and didn't enter to sociology and psychology discussions. For the reason, we avoid of description for some problems which had more relations with managerial principles in welfare organization but they were including in anthropology and psychology. In the research, we only worked on managerial indexes in welfare organization and avoid of entering to other subjects.

4. Proposals:

In the section consider to resulted conclusions. At the first we presented some applied proposals for managers and organizations. at continue we present some proposals which would be advantageous for other researchers.

1.4. Proposals for supportive organizations like as Iranian Red Crescent Society and Imam Khomeini relief committee and their top managers:

Because their addressed persons are vulnerable, poor and painful humans, and many employees of the organization are their patients, so we propose that all top managers consider to below points:

✓ For enhancing manager's communicational skills in the organization, we propose that a division is made in evaluations and performance supervision department. The section should design a questionnaire which it has reliability and stability at the end of each year. then questionnaire should be forward for employees of each department until manager of each department be informed of evaluation score by it's employees and at the start of new year make an effective and efficient approach.

✓ Also, top managers should be informed by some reliable questionnaires which are about subordinates opinions of their success in communicational skills until after getting information about their performance score, the top managers use of them in policy making and determining next year strategy and selecting new managers and new deputies in different departments. It should be done some researches in determined period for evaluating manager's communicational skills until always they have an exact evaluation of present situation.

✓ If a guideline is designed, so it should be confirmed by president, president assistants or ministers or parliament representatives until it is used in selecting top managers in supportive organizations like as Welfare organization. One of the most important parameters in the selection should be performance score average and degree of utilization of their communicational skills in Duration of service witch is included by their employees. So you can say it's done in a very important step in order to meritocracy and we

would have more success in give services to purposed society.

✓ By consider to our rich culture in our country(Iran) which always in it respects to human rights and altruism was of the main and first national and religious guides, so we propose that statesmen and political leaders don't forget education and dedicate a financial budget for learning, education and forwarding top managers for observation success of supportive enterprises in other countries in applying managerial communicational skills, transferring and their application after adjusting with legal and usual standards in our country.

✓ Today, developed countries have great success in creating and applying modern methods for maintaining derelict Childs or oafs and supporting of females headed households daily. so transferring the experiences to our country is very advantageous. We shouldn't forget the excellent sentence of our great poet "Saadi" that there is above portal of united nations organization:

Saadi says:

"Childs of Adam are members to each other

That in creation is from one essence"

"If a member brings the pain to life

The other members were not"

✓ The point necessitates statesmen and political leaders consider to selecting capable, adequate, efficient, apt and sympathetic managers that they have most managerial communicational skills for supportive organizations like as Iranian Red Crescent Society and Imam Khomeini relief committee. Undoubtedly, increasing managerial communicational skills is not possible without being an organized program. In annual organization programs which are revealed in annual budget, some annual programs would be forecasted for increasing manager's communicational skills.

Any skill for enhancement needs to education. So for increasing manager's communicational skills, designing and adjusting organized educational programs would be very efficient. Although in the educations, theoretical educations are necessary but scientific aspect of the educations should be dominant.

✓ Managers should present educations that employees look at the educations respectfully in making a communicational process. In addition the behaviors should give very respectfully for managers, so that employees use of the behaviors for themselves in making a communicational process as a good behavior pattern. Finally, managers should have inspiration for taking organization goals by reinforcement employees self confident mood.

✓ By consider to conclusion resulted from the research, It seems that a point should be included in employment evaluations is communicational skills level of employment applicant. Consider to the point is very

important because those who wish employment in organization would be inform of the matter and enhance their communicational skills before employment. Also they would consider to the point after entering to organization.

✓ Look like economic organizations efficiency and productivity which is evaluated with indexes like production increasing, profitability, demand increasing; so success of some enterprises like welfare organization is evaluated by indexes like success in child releasing, for starting a new social life, acceptance statistics in scientific conquer and getting a college degree, success in sporty branch and champions, preoccupation statistics and prosperous marriage. So consider to research results, there is a direct and positive relationship between manager's communicational skills and performance organization. So we proposed that organization success rate would be evaluated for getting its goals after finishing top manager presidency period. It can result from communicational skills applicability.

5. Some applicable proposals for managers:

Now, we present some proposals for applying communicational skills in organization:

✓ Consider to necessitate of applying communicational skills be means of welfare organization managers, so generally we proposes that they open their offices doors to their employees and negotiate about their problem in a warm environment until they can getting to more success. For example, it is good that organization manager eat his launch with his employees several times in a week and in warm and direct environment and face to face with them speaks about many different problems. Also we propose to welfare organization managers avoid of unsuitable behaviors with their personnel because they are related with painful humans and the managers' behavior their employees in a suitable and respectful way until present them a proper pattern in dealing with painful persons; Although if managers cannot reply to employees demand, so it would be better if managers represent their reasons because limitations and present structure organization. For example mangers say to them if the organization gets more high goals, so their applications would be accept. It is better that mangers allow speaking chance to their employees, timely silent and behavior with them until they understand their mangers are enthusiast for relating with them and hearing their opinions and mangers try to making incentives and growing their potential and creativity.

✓ In applying expressivity, if we want to make decisions which conform to our expectations and goals, so we should have sufficient cognition and know our internal forces and allow others find some cognition ourselves. If we want making a positive effect on our life and other's life, so we should expend time and we should try for internal forces grows until we can make

some decisions with high energy and creativity and get maximum utility from group and team works.

✓ Empathy means a person can understand others problems until when he is not in their situation and respect them. The skill result to we consider others and like them and ourselves would be considered by others and we have a better relationship with others. For empathy, managers should try to find employees emotions. So they should approach employees. Although employees point out for solving problem in achieving the goals, managers can relation with employees warmly and friendly.

✓ Managers should avoid of criticism of employees as possible for making a supportive environment because otherwise would never make a supportive environment. If managers stand in a defensive figure, so they would not have an expressivity that the problem is resulted to efficiency decreasing. So managers should try to consider to silent mood as a value and hear to their speaking exactly. Furthermore they should consider that when make a relationship with employees, the employees have not an inequality mood in point of social situations. Manager's Supportive policies and enhancing employees' morale aid them in dealing with stress. Employees, who have suitable situations in a good working environment, can consistent with problems easily. Also making a supportive environment from related managers' side can be one the most important factors for stress decreasing doing works effectively.

✓ Positive based behavior do not claim that has achieved to a new result in relation to positivity but its more focus is on thesis, research and effective applying adjectives, moods and positive employees behaviors. For positivity, at first step managers should have a positive opinion to themselves. Because a person who has not a positive view to himself, surly has not a positive view to others. In next step, he should have a positive view to employees' personality and their behaviors and look at the law in his relationship with them that it says: "the principle is always true".

When a human had recognition of himself so his view would be positive to himself and achieved to self confidence and don't feel fear of others assessment and self discovery need is rectified. So each manger tries to create a positive reciprocal relationship. They can maintain high level of energy by focusing on positive aspects of each event.

✓ For enhancing subordinates performance, the managers can use of equality. Also they should consider to results made from any action and they should without any additive payment only by making a warm and friendly relationship, enhance working efficiency. Maybe A person would be cleverer, more strength, more rich or more safe. Never two persons would be equal in view of all aspects. By consider to the

inequality, when interpersonal relationships would be more effective that dominant environment was an equal environment. The sentence does not say that unequal persons can not relate with others, although if they want their relationship would be an effective relationship, so equality in their personality should be considered. This means that there is a policy in interpersonal relationships that you can achieve to each side's adjectives in a relationship. An important point is that each two sides should consider that they are humans and valuable existent and each side has some adjectives that are valuable for others.

6. Some Suggestions for future Researches:

✓ Consider to our conclusions, the researcher proposes that the relationship be evaluated and be studied in a more vast level or in a more big society framework. For example: a bigger province like The General Welfare organization of country or Tehran Province and by using other communicational models or by combining many different valid models.

✓ We propose that the research be evaluated and be studied in a macro level and in other supportiveness organizations for example: Iranian Red Crescent Society and Imam Khomeini relief committee.

✓ We propose that the research be evaluated and be studied in an economic and manufacturing Economic entity for example: auto making companies or iron Blast Company.

✓ If above research would be done, we propose studying manager's communicational skill differences affection on organizational performance in two different organizations. One of them should be studied from supportive, human and social point view and other organization should be studied from a manufacturing and economic point view. It should be determines that how much manager's communicational skill utility affect on organizational performance, productivity and efficiency?

✓ We propose a research about gender affection in applying manager's communicational skill be mean's of top managers in supportiveness organizations and similar organizations (we want to study how much top manager gender in a supportiveness organization in policy making and implementation like as welfare organization affect on it's success in getting it's purposed scope and basically can gender criteria affection on applying manager's communicational skills was an important and considerable criteria?

✓ By consider to manager's communicational skills indexes , equality was a more poor relationship with organizational performance, so we propose in future researches, for evaluating equality, we devote more suitable questions until we resulted to more explicit conclusions.

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