



---

---

## On the examination of relationship between managers' communication skills and employees' job satisfaction in the Kurdistan's Governor's Offices

**Hamid Motasemi<sup>1,\*</sup>, Kamal Ghaderi<sup>2</sup>, Alireza Abdi<sup>3</sup>**

<sup>1</sup>Department of Management, Central Tehran Branch (Electronic Branch),  
Islamic Azad University, Central Tehran, Iran

<sup>2</sup>Department of Management, Sanandaj Branch, Islamic Azad University, Sanandaj, Iran

<sup>3</sup>Department of Civil Engineering, Zanjan Branch, Islamic Azad University, Zanjan, Iran

\*E-mail address: [H\\_motasemi59@yahoo.com](mailto:H_motasemi59@yahoo.com)

### ABSTRACT

The present research was aimed to explore the relationship between managers' communication skills and employees' job satisfaction in the Kurdistan province Technical and Vocational Organization. Managers' communication skills were considered as predictive variable with such indices as openness, empathy supportiveness, positivism, self-regulation, social skills, purposeful stimulation and inspiration, while job satisfaction was regarded as the criterion variable. According to the research, the methodology was correlational, and from among then statistical population (N=210), a sample size of 136 people was selected by using Morgan Sampling Table. Also, to collect data, two questionnaires of Communication skills and Job satisfaction with reliability coefficient of 0/949 and 0/915 each based on the Cronbach's alphas were applied. The collected data were analyzed by using SPSS statistical software and with the help of Spearman Correlation Test and other tools in the area of descriptive and inferential statistics. According to research findings, it can be concluded that managers' communication skills and employees' job satisfaction were having a significant relationship and its correlation coefficient was 0/802. The above-mentioned indices could be effective based on the variable of job satisfaction. The results are indicative of the significance if communications which lie in the concept of relationship between mentioned variables and it requires much attention within organizations.

**Keywords:** communications, managers' communication skills, job satisfaction, organizational clients

## **1. INTRODUCTION**

Communication is a social category; therefore, it doesn't fall in the category of new discussions and one cannot speak of it in this regard. In fact, the essence of humans being social is the very communications among them. While examining communication and its historic background, one can state that from the time humans decide to live side by side, the need for establishing communications evolved, and hence humans sought to establish communications with each other. From this point, communication was introduced as a major and determining issue for all human life. Although communication is a term which has received attention in scientific and academic assemblies across the world, the fact is man, from the start of this life, has been engaged with this activity (establishment of communications) and establishing communications has always been a main concern for him. Of course, discussions related with communication in the past have all been results of individual humans' experiences and that, which is today raised as a science of communications, came into existence since the last years of the 20<sup>th</sup> century. Man almost carries out all of their activities in communications with others. It is needless to say that the kind of communication was in a face-to-face form and had developed with the rise of industries and technologies, thereby paving the way for the emergence of new kinds of communications (Farhangi, 2008).

Today, the activities of various organizations are a key element of the communication process. Many of organizational problems such as vague relationships and miss understandings and inconsistency are because of poor or wrong communications which slows the process and performance of organs. Additionally, having successful and effective communications bring high and desirable morale, efficiency, and ultimately proper relationship between workers (Akbarian, 2015). In general, job satisfaction represents the positive or negative attitude of an individual toward his/her occupation. Job satisfaction affects important aspects of life such as life satisfaction, organizational commitment, job performance, occupational stress, and quality of service (Aliakbari, 2015).

Examined by several disciplines such as psychology, sociology, economics and management sciences, job satisfaction is a frequently studied subject in work and organizational literature. This is mainly due to the reality that many experts believe that job satisfaction trends can influence work productivity, work performance, work effort, employee absenteeism and staff turnover. Moreover, job satisfaction is considered a strong predictor of overall individual well-being, as well as a good predictor of intentions or decisions of employees to leave a job (Aliakbari, 2015). Beyond the research literature and studies, job satisfaction is also important in everyday life. Organizations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work. A person with a high level of job satisfaction holds positive feelings about the job, while a person who is dissatisfied holds negative feelings about the job.

Thus, a lean manufacturing should profit from a deep insight in the intricacies, dependencies and constraints of information and communication in product development. In product development the processed good is information flowing by means of communication, understanding these concepts thoroughly is necessary to enhance transparency (Gifu & Teodorescu, 2014).

According to human resources in organizations in recent years a large part of the time and money allocated to forward organizations, and On the other hand, Studies show that effective communication and communication skills will play a pivotal role in people's lives

(Ghorbani, 2005). Effective communication has always been an important element in the success of the organization and proper management. Experience has proved that if improper communication flows in an organization disruption happens and things get chaotic. One of the causes of conflict can be related disputes. Communication between disagreements which are semantic difficulties, misunderstandings will arise in Difference the channel. The conflict between individuals has been usually based on poor communication (Robbins, 2007).

Communication skills are vital skills during conflict, employees can get it to work. High verbal skills, effective listening skills and the ability to give feedback to others and receiving feedback are features of a high communicated skilled person. Enjoyment and use of these features makes the contradictions of staff solve the problems with collaboration and partnership and employees who have higher communicative skills with more ready than others to resolve conflicts and weaknesses of group and organization and will not have any reason to avoid conflict and apathy towards it and do not see the point to the opposite side. Notably, the most important skill in dealing with the psychological issues of conflict is high communication skill. Communications skills act as help for behaviors and needs in expressing emotions and interpersonal goals (Mirzaee et al, 2010).

Attracting and retaining the right people is critical to the success of an organization. When it comes to human environment, it focuses on human aspects that influence an employee's performance and job satisfaction. Job satisfaction has been defined as the amount to which employees have a positive sentimental direction towards employment by the organization. Job satisfaction creates innovative ideas among the employees. Individuals may become more loyal towards the organization (Yadav & Yadav, 2014). Job satisfaction is a positive feeling about a job resulting from an evaluation of its Characteristics. Job satisfaction has been the focus of several studies and numerous factors are identified as antecedents of job satisfaction in the literature. One of the important antecedents of job satisfaction is work-life balance. However, studies examining the relationship between work-life balance and job satisfaction usually focus on the impact of lack of work-life balance or work-family conflict on job satisfaction. It's been confirmed that employees who suffer from conflict between their work and non-work issues, have lower levels of both job and life satisfaction. In a study on bus drivers it was found that work and non-work imbalance was the main reason for employees' job dissatisfaction. Other researchers have also confirmed the negative relationship between work-family conflict and employees' job satisfaction (Fayyazi & Aslani, 2015).

Since the modern era is called era of stress, current complicatedness of human societies, speed of changes and inattention to religious and ideological grounds, social and affective system of families, conflicts in human civilizations and social communications have all brought about new stresses, such that man has to deal with them. On the one hand, we all enjoy immense and undiscovered talents for development and transformation, ability to find deeper meanings, and attaining more success in life (Ahmadipanah et al, 2016).

The existence of effective and proper communications in the organization has always been deemed to be a major element in the success of management. Upon looking managers and the fact how they spent their time, it becomes clear that managers spent most of their time communicating with their inferiors, colleagues and clients talking face to face to via telephone (Rezaiyan, 2002). It has been proven via experience that one can search the root of many individual, organizational and social problems in the lack of effective communications and if proper communication is not established in the organization, flow of affairs will be

disrupted and things will be in a mess (Alvani, 2006). In reality, low level of communication skills render in a variety of problems in organizations and form an obstacle to the success of organizations in reaching their objectives and their missions. One of these problems which are an outcome of low level of skills is reduced job satisfaction among employees (Farhangi, 2008). With the economic stagnation in 1970s and 1980s, job satisfaction was raised in organizations. That was the time when most employees and workers were dissatisfied with their jobs due to the economic downturn, and hence this issue drew the attention of most managers and organizations to the issue off job satisfaction (Robbins, 2008).

Fisher and Hanna (1939) have considered job satisfaction as a mental factor and defined it as a kind of affective adjustment with job and job conditions. This means if job provides favorable conditions for an individual, he/she will be satisfied with his/her job. However, if a job creates no desirable conditions for an individual, the individual starts humiliating the job and leaves his/her job if possible. Happock considers job satisfaction a multidimensional and complex concept and relates it with other mental, physical and social factors. For him, the availability of a factor will not result in job dissatisfaction of the individual alone, rather the combination of various factors causes man to feel satisfied in a certain moment in his/her job. In accordance with the significance of various factors: income, social position, working place conditions, etc., the individual will have certain level of job satisfaction (Shafie abadi, 1995). Colleagues' relations and ceremonies is the most significant factor in determining job satisfaction. In a study, when employees were allowed to choose their colleagues, their job satisfaction was increased, whereas labor cost ebbed. On the other hand, management has traditionally been raised as a major dimension. Researchers have shown that employee-centered management results in job satisfaction (Davis, 1990).

However, if we desire to speak of job satisfaction resulting from communication in general, it should be mentioned that satisfaction resulting from organizations communication system depends on the differences relating to the fact whether or not what man will achieve through communications in the organization and what he has accomplished in this process. Man, whether inside the family or in the community, is engaged in a complex network of various communications which involves a major part of his/her mindset, thinking and energy. Having said this, when we enter the organizations, we see this network of communications and its quality of its utility find a unique role (Farhangi, 2008). Since the time organizations were created as a basic unit of the community, the issue of communications became a major discussion. The significance of organizations is also clear to all of us. Humans are born, live and die in such modern organizations. Thus, we deal with organizational communications in one way or another.

Overall, organizational communication is a category which has a direct impact on our successes and failures. Though the people's perception of organizations is consisted of a set of immense structures and buildings, the reality, however is that working humans consist the real essence of those organizations and these humans, while conducting their own individual and group activities, have no choice but to establish communications in a large scale with colleagues, managers, inferiors and clients. If this large set of communications is focused attention in an organization and if serious and informed steps are taken in the direction of its refinement, there is no doubt that organization will have better chance of success in accomplishing its goals and targets (Lionel, 1992). A major part of network of relations in the organization relates to the relationship between managers and employees, and for these relations to be effective, it is indispensable to have communicational skills for managers.

Upon referring to various organizations and deep and scientific look at the process of communications in such organizations, this issue becomes clear for each person that one of the major problems sensed in organizations and the relevant employees have complained about it is the lack of communicational skills on the managers' part. Of course, organizations' staffs introduce this problem in form of such terminology as: bad temperament, abusiveness, non-observance of the employee's position, criticisms. Lacking feedback for performance, not being understood by managers and etc. However, if we have a realistic view of these issues, that which is clear is the discussion of managers' communicational skills. As stated, In reality, low level of communication skills render in a variety of problems in organizations and form an obstacle to the success of organizations in reaching their objectives and their missions. One of these problems which is an outcome of low level of skills is reduced job satisfaction among employees. In this research, significance levels of relationship between these two categories (managers' communicational skills and employees' job satisfaction) have been addressed.

As Treze said, an organization can meet the job satisfaction as the following are thoroughly considered:

- 1- Working days are full of communication-based opportunities
- 2- People best understand the need to make strong relationships with their colleges and clients
- 3- The employees have chances to communicate with different people
- 4- The working environment is planned in a way the communication is best encouraged
- 5- The employees don't feel they are far away their surrounding world
- 6- The communication with clients isn't considered being only as a job necessity
- 7- The social communication is considered being as a factor to reduce the efficiency (Darvish et al, 2014).

Recommends the organizations to create a community space in which people can communicate together on working and organizational affairs. Such space shouldn't be considered as a place to rest but as a place the employees use their community thought powers to settle down the recent and upcoming problems in the organization. Such space may provide the employees with opportunities to know each other better and increase the cooperation and communication among them (Horman, 2003).

Humans qualify organizational character in organizations and consequently, they are obliged to fulfill organizational duties. In this case, if organizational managers are considered as effective and determining people in the success of organizations, one can thus find out the significance of communicational skills among organizational managers. Even if we want to look at the process of management with a classic view and call management as fulfilling fourfold duties (planning, organizing, guidance and control), managers will have no choice but to establish effective communications with employees. Of course, describing the significance of communicational skills while conducting these duties and playing various managerial roles requires a lengthy discussion which cannot be included in this paper; thus, given the fact the research fall in the category of Technical and Vocational Organization's Research priorities, the researcher hopes to highlight the discussion of communications and address communicational skills. Thus, the aim of the current research was to investigate the relationship between managers' communication skills and employees' job satisfaction in the Kurdistan province Technical and Vocational Organization.

**2. METHODOLOGY**

The current research was applied in terms of goal and from a descriptive point of view, it falls under correlative categories. To analyze data obtained from ranking correlation coefficient, Spearman Test was used (Tajdari, 2003). The sample size of the current research was 120 people (almost 88/2 male), and 16 women, where the highest frequency seen in the sample group was in the age group of 30-40, such that 84 people (62%) was aged between 30-40. From among male employees in the research sample, the number of 67 people (almost 49/3%) held B.A. degrees and 5 people (almost 3/68%) held M.A. degrees. However, the women with M.As. Were 2 people and those with B.As. were 8 people. To measure managers' communicational skills and employees' job satisfaction, two Standard Communication Skills (Barton J.A.) and Job Satisfaction (jdi) Inventories with reliability coefficients of 0/915 and 0/945 each based on Cronbach's alpha were applied. The collected data were analyzed by using SPSS statistical software and with the help of Spearman Correlation Test and other tools in the area of descriptive and inferential statistics.

**3. RESULTS**

Managers' communicational skills indices

**Table 1.** Frequency distribution of managers' communicational skills indices

		Managers' communicational skills indices							
		Openness	Empathy	Supportiveness	positivism	Self-regulation	Social skills	Idealized and inspirational influence	Intellectual stimulation
Values	Sample No.	136	136	136	136	136	136	136	136
	Average	2/94	3/1	3/14	3/26	3/1	3/23	3/3	3/21
	mean	3	3	3	3/33	3	3/33	3/33	3/25
	mode	2/5	3	3	3	3	3/17	3/33	3/25
	SD	0/7	0/47	0/52	0/53	0/72	0/42	0/48	0/54

As seen in Table 1, the highest value relates to idealized and inspirational influence where the least value pertains to managers' openness. On average, managers' communicational skills indices was 3/18.

**Table 2.** Managers' communicational skills indices and job satisfaction.

<b>INDICES</b>	<b>Question</b>	$H_1$	$H_0$	$\alpha$	<b>Spearman correlation coefficient</b>	<b>value -p</b>
<b>Managers' communicational skills</b>	<b>Main</b>	$\beta \neq 0$	$\beta = 0$	<b>0.01</b>	<b>0.802</b>	<b>0.000</b>
<b>Managers' openness</b>	<b>First</b>	$\beta \neq 0$	$\beta = 0$	<b>0.01</b>	<b>0.678</b>	<b>0.000</b>
<b>Managers' empathy</b>	<b>Second</b>	$\beta \neq 0$	$\beta = 0$	<b>0.01</b>	<b>0.752</b>	<b>0.000</b>
<b>Managers' supportiveness</b>	<b>third</b>	$\beta \neq 0$	$\beta = 0$	<b>0.01</b>	<b>0.660</b>	<b>0.000</b>
<b>Managers' positivism</b>	<b>Fourth</b>	$\beta \neq 0$	$\beta = 0$	<b>0.01</b>	<b>0.578</b>	<b>0.000</b>
<b>Managers; self-regulation</b>	<b>fifth</b>	$\beta \neq 0$	$\beta = 0$	<b>0.01</b>	<b>0.386</b>	<b>0.000</b>
<b>Managers; social skills</b>	<b>Sixth</b>	$\beta \neq 0$	$\beta = 0$	<b>0.01</b>	<b>0.797</b>	<b>0.000</b>
<b>Managers' inspiration</b>	<b>Seventh</b>	$\beta \neq 0$	$\beta = 0$	<b>0.01</b>	<b>0.553</b>	<b>0.000</b>
<b>Managers' intellectual stimulation</b>	<b>eighth</b>	$\beta \neq 0$	$\beta = 0$	<b>0.01</b>	<b>0/662</b>	<b>0.000</b>

Results in Table 2 show the Spearman correlation coefficient

#### 4. DISCUSSION AND CONCLUSIONS

It will be impossible to provide extra-organizational clients' satisfaction without attention to employees' content (intra-organizational clients). Research results by Reuter is confirmatory of a relation defined in the chain of service to customer, where service, prior to being issued, needs to exist inside the organization and the basis for this is positive, encouraging supportive and confidential space. Managers should be recalled that "the most important element in creating a sportive working environment is your personal behavior in the position of the organization's manager and a working setting forms the way employees see work (job satisfaction). Therefore, investing in it is investing in service's performance (Iran Nejad Paezi, 2002). In the Human Relations School, focus is on employees' satisfaction as much as the size of production and even beyond that and this view was opposed to the classic school of thought which considered organizational structure and hierarchy as the sole channel of information transference. As we know, both Classic and Human Relations Schools of Thought have looked at the organizations as a closed system, in which all people have the

same needs; however, there are differences between the two views as to the fact what the needs are. It may be said that the strong point of the Human Relations School of Thought lies with the fact that it sees the internal environment of the organizations as totally dynamic. The weakness point of the two views is that they have neglected the externalities on the relations structure (Doa'ea, 2003).

From many respects, theory and practice have undergone numerous changes in the organizational changes. Areas created relating to theory and research are less related with managers' daily issues and focus much on complexities relating to organizational life. Organizational communications instructors who are advocates of approaches may less focus on using media and skills pertaining to lecture and presentation and focus more on developing skills related with problem solution for analyzing messages and organizational symbols. Compared to internal researches it is observed that in most cases, there is a positive and significant relationship between communications, communication system, human relations and other ideas raised in the field of communications with job satisfaction among employees. Thus, the research findings confirm those findings which were obtained in regards to the relationship between communications and job satisfaction. To cite an example, one can refer to Mr. Gholami's research done in the Mazandaran's regional power Co. we see findings have demonstrated a positive and significant relationship between communications indices and job satisfaction.

This difference of results could have various causes. It appears that one of the reasons that renders in differences of results is the difference of the universe under study. The universe (population) selected in the current research is an Educational and non-profit Organization. While the statistical populations in the mentioned study (Gholami) is a service and profit organization. It is clear that these two populations have different objectives and missions and specific climates and cultures and in the end, the communication systems governing each of these two populations have their own unique indices and features. Among foreign researches done in this field, we can refer to David Rafael's research where a positive and significant relationship has been seen between the ability to initiate communication and job satisfaction without considering managerial and non-managerial situations. While examining results pertaining to the second question in his research, we witness that the relationship between communication skills indices with job satisfaction for managers is negative while it is positive for employees. Finally, while investigating the results relating to the last question of the research, we find out that there is a positive and significant relationship between non-managers' communicational skills and their job satisfaction and the value of this relationship is medium. Though in this research, the relationship between managers' and non-managers' communicational skills their job satisfaction has been investigated, generally results point to a positive and significant relationship between communicational skills and job satisfaction.

As regards Reuter's research which was carried out in various hospitals in three countries. It was seen that training communicational skills to treatment cadre will result their communicational skills and in the end, this increase will improve patients' satisfaction level (extra-organizational clients). In the current research, it was also seen that there was a positive and significant relationship between all managers' communicational skills indices and employees' job satisfaction. Conclusion of the results pertaining to these researches confirms discussions related to theoretical basics. Results obtained from the analysis of data indicated that employees introduced value variables before employees the managers' communicational

skills with a higher percentage. Given the employees' emphasis on these indices and the fact that one of the indices of idealized and inspirational indices is employees' learning lessons from managers' behavior, proving a relationship between these indices and staffs' job satisfaction will become necessary. In addition to this, attention to employees' family's needs which has been emphasized in employees' statements needs to be taken into account.

Because attention to employees' family needs results in the creation of a positive view towards the organization and this positive view affects employees' attitude towards their organization and their jobs, finally rendering in their improved working situations. No doubt, increased managers' communicational skills will be impossible without a systematic plan. Thus, it is recommended to establish programs for increasing managers' communicational skills within annual programs which are embodied in form of annual budgets. Any kind of skill needs training for promotion. To increase managers' communicational skills level, it will be effective to develop systematic educational programs. Though theoretical education is necessary in such trainings, practical facet of education should dominate. Needless to say the relationship between managers' communicational skills and staffs' job satisfaction is a mutual one. Although it is possible managers with higher job satisfaction enjoy little communicational skills, certainly the incidence of these skills is what really matters.

## **References**

- [1] Aliakbari, The impact of job satisfaction on teachers' mental health: A case study of the teachers of Iranian Mazandaran province. *World Scientific News* 12 (2015) 1-11
- [2] A. Farhangi, Theories of corporate communications. Tehran: Institute of Cultural Services of Rasa publication, (2008).
- [3] A. Farhangi, Theories of corporate communications. Tehran: Institute of Cultural Services of Rasa publication, (2008).
- [4] Robbins, and D. D. Snzrv, Fundamentals of Management. Tehran: Cultural Research Bureau, Sixth Edition, (2007).
- [5] Rezaiyan, Management principles. Tehran: SAMT publication, (2002).
- [6] Shafie Abadi, Career guidance and counseling and career choice theories. Tehran: Roshd publication, (1995).
- [7] D. Gifu, and M. Teodorescu, Communication process in a Lean concept. *International Letters of Social and Humanistic Sciences*, 28 (2014) 119- 127  
doi:10.18052/www.scipress.com/ILSHS.28.119
- [8] H. A. Homan, Prepared by the standard measures of job satisfaction, First published in Tehran. The State Management Training Center. (3002).
- [9] H. Darvish, G. Jandaghi, and M. Mashayekhi, The Studying The Effect Of Social Capital On Job Satisfaction in General Inspection Organization of Iran (GIO), *International Letters of Social and Humanistic Sciences* 31 (2014) 68-82
- [10] H. Doa'ea, Organizational communication model, PhD thesis, Tehran University, (2003).

- [11] J. Lionel, Beaulieu, Communication Process and Leadership, University of Florida Cooperative Extensive Service, (1992).
- [12] K. Davis, Human behavior at work, translation: Muhammad Ali Tusi. Tehran: State Management Training Center, (1990).
- [13] M. Akbarian, Assessment of the human communication indexes between employees of branches of Social Security Organization in Tehran ( Iran). *International Letters of Social and Humanistic Sciences* 45(2015) 61-7  
doi:10.18052/www.scipress.com/ILSHS.45.61
- [14] M. Ahmadipanah, A. Ebrahimi, S. Panjsetoni, and M. Ahmadipanah, Determining and exploring the extent to which stress affects job progress Case study: Staffs at Tehran's PNU (Males and Females). *World Scientific News* 55 (2016) 240-251
- [15] M. Alvani, Public Management. Tehran: Nei Publishing Co, (2006).
- [16] M. Iran Nejad Paezi, Service management (culture of customer orientation). Tehran: Modiran Publication, (2002).
- [17] M. Fayyazi, and F. Aslani, The impact of work-life balance on employees' job satisfaction and turnover intention; the moderating role of continuance commitment. *International Letters of Social and Humanistic Sciences* 51(2015) 33-41  
doi:10.18052/www.scipress.com/ILSHS.51.33.
- [18] M. Mohsenian Rad, Science of communications. Tehran: Soroush publication, (2006).
- [19] M. R. Hafez Nia, Introduction to research methods in the humanities. Tehran: SAMT publication, (2006).
- [20] N. Ghorbani, styles of communication skills. Tehran: crystallization publication, (2005).
- [21] O. Mirzaee, S. Vaghei, and M. Koushan, The effect of communicative skills on the perceived stress of nursing students. *Journal of Sabzevar University of Medical Sciences* 17 (2) (2010) 88-95
- [22] P. Tajdari, Statistical methods, in a simple language (perception). Tehran: ETA Bahar publication, (2002).
- [23] R. K. Yadav, and S. S. Yadav, Impact of work life balance and stress management on job satisfaction among the working women in public sector banks, *International Letters of Social and Humanistic Sciences* 26(2014) 63-70  
doi:10.18052/www.scipress.com/ILSHS.26.63
- [24] S. Pobbins, Organizational Behavior. Tehran: Cultural Research Bureau publication, (2008).

( Received 24 March 2017; accepted 18 April 2017 )