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A SURVEY ON THE MANAGERS' COMMUNICATION SKILLS AND EMPLOYEES' JOB SATISFACTION

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ABSTRACT

Field and Purpose: The managers' communication skills and the role of such skill in enhancing employees' satisfaction plays a decisive role, especially in service organizations such as healthcare which are responsible for providing, maintaining and improving the health of the people of the community. This study aimed to investigate the managers' communication skills and the healthcare employees' job satisfaction in east of Gilan province. **The Research Method:** This study, based on the purpose is an applied research and in terms of the data collection method is research, descriptive. The statistical population includes healthcare workers of East of Gilan province and statistical sample, according to the Morgan table is 338 persons which were determined randomly from the different occupational classes. They answered to the items of the 5-point Likert scale questionnaire by choosing the appropriate option. The necessary information was collected and the data were analyzed using descriptive and inferential statistical methods by SPSS 18 software. **Findings:** In this study, the three components namely the managers' communication, verbal, audio skills and their feedback, and employees' job satisfaction were investigated. The results showed that there is a significant relationship between the managers' communication skills and employees' job satisfaction ($p < 0/001$) and the strength of this relationship is equal to 0/327 which indicates that there is a direct relationship between employees' job satisfaction and managers' communication skills. **Conclusions and Recommendations:** According to the findings, there is a significant relationship between the managers' communication skills and healthcare employees' job satisfaction in East of Gilan province. It is recommended that the management training, either in the long-term (formal, classical) or short-term periods (service training), is held for the healthcare managers especially for the basic and mid-level managers so that staff's job satisfaction could be provided using the correct and principled management skills in different fields and ultimately leads to the enhancement of their efficiency.

Keywords: *Communication Skills, Job Satisfaction, Managers, Employees, Healthcare*

INTRODUCTION

In the present age, the organizations' needs to communicate with people, consumers, managers and the leaders of the responsible organizations is inevitable due to the expansion and diversity of activities, the complexity of the mechanisms of the economy, and the intense competition in the field of the production and services, inasmuch as, the survival and vitality of any organization depends on the dynamic and deep communications with all the elements around it.

Nowadays, the communication has overcome the barriers and cultural, economic, natural and artificial boundaries between the human beings and has created the significant changes in the characteristics of the contemporary man, communities and countries present on the world stage. The human communications, whether in the interpersonal aspects or group dimensions, are one of the characteristics of the human communications that is an important issue.

Today, the human communications require the special skills and conditions that achieving an effective communication with others is impossible without it. The most important of them are verbal skills, effective listening and feedback.

The managers should have the necessary skills for the successful implementation of organizational strategies, interaction with the staff and respond effectively to them. One of these critical skills in the human resource management is the establishment of an effective communication. Even if the

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management tasks change, the challenges associated with the advanced technology, workforce diversity and emphasis on team working reveals the managers' need to an effective communication.

The managers can have a significant role in the enhancement of group morale and job satisfaction through the establishment of an effective communication with the employees. The manager's task is to present the service standards and pattern in contact with the staff. The behavior quality creates attention to the customer. The role of a manager is to lead off the service delivery and the job satisfaction is the golden key of customers' satisfaction which is a part of customer orientation revolution.

With regard to the importance of communication skills and the role of such skill in increasing the employees' satisfaction, this skill can have a decisive role especially in the service organizations such as healthcare which are responsible for providing, maintaining and improving the health of the people of the community. For this purpose, the required study has been carried out inspired by the conceptual model of Nazari *et al.*, (2013) communication skills and Sheykhaliadeh's job satisfaction (2011). The communication skills with three components namely verbal, listening and managers' feedback are the independent variables and the dependent variable is the employees' job satisfaction. The manpower of every organization as the most important strategic resource plays an important role to achieve the organizational goals and is the driving force of the organization. So, their perceptions and attitudes to their jobs are effective in the life, efficiency and effectiveness of the organization. The general attitude of people toward their jobs is the objectifying of the behavioral phenomena which is interpreted as the "happiness" or "job satisfaction", and is the result of the individual's positive and negative beliefs toward his work aspects.

According to many experts in management science and organizational psychology, job satisfaction plays an important role in improving the organization, the health of workforce. Therefore, job satisfaction is one of the basic issues of any organization. The job satisfaction is a pleasant feeling and attitude of a person toward his job and the job satisfaction indicates that to what extent an individual is satisfied with his work. It also is the evaluation of a person regarding his job and whether, in an overall assessment, a person feels positive toward his job factors or not.

The job satisfaction increases the individual's productivity and commitment in the organization, guarantees the physical and mental health of a person, and enhances his morale. Some of the consequences of the lack of job satisfaction include the performance (fertility), absence, redeployment, delays in work and desertion.

Statement of the Problem

When a person communicates with another person via a tool called language, a relationship is formed between them that no equivalent can be found to it in the nature. This ability to translate absurd sounds to the spoken and written words, namely language, is the most important privilege for the human. Language has made the development of those features possible which distinguishes a thoughtful man from all other creatures and verbal communication is the highest human achievement in this world that God has endowed human being. This communication is established most effectively when the parties enjoy an appropriate social and communication skill.

The communication is one of the most important tools of a civilized society and, in fact, it can be said that the communication is the most important factor in human development and excellence. In other words, as communication is vital for human beings, it is critical for operations and the development and survival of an organization. Communication connects the fabric of the organization and causes the unity and solidarity of an organization. The management is in charge of establishing a sound communication in the organization. The managers establish the coherence through communications, guide the employees, and do planning and control. As communications are the most important factors in the emergence of the organizations, they are also a crucial factor in maintaining their life. Communication is a vital and dynamic process in the organization. An organization which its employees do not have effective communication with each other, clients and other organizations, cannot acquire the necessary capabilities to perform its duties.

This research has one main hypothesis and three sub-hypotheses.

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The main hypothesis is that there is a significant relationship between the managers' communication skills and the healthcare employees' job satisfaction in East of Gilan province.

The sub-hypotheses have been proposed to answer the main research question.

First hypothesis: there is a significant relationship between the managers' verbal skills and the healthcare employees' job satisfaction in East of Gilan province.

The second hypothesis: there is a significant relationship between the managers' effective listening skills and the healthcare employees' job satisfaction in East of Gilan province.

The third hypothesis: there is a significant relationship between the managers' feedback skills and the healthcare employees' job satisfaction in East of Gilan province. Latman, based on the Gestalt's communication skills theory, believes that unlike what is customary, the relationships begin with a commitment to ourselves, not others. We are committed to revealing ourselves to ourselves as we are, rather than pretend we are someone who others expect or prefer.

In the role theory, job satisfaction is taken into consideration from two sociological and psychological aspects. In the social aspect, the effect of factors such as organizational system and conditions of occupation environment on job satisfaction is taken into consideration. These factors include the external conditions of job satisfaction. The psychological aspects of job satisfaction are rather related to the individual's expectations and demands. In other words, individual's feeling of his job position and activities in carrying out assigned responsibilities and playing a specific role as a member of the society, determines his job satisfaction.

The studies conducted on the managers' communication skills and job satisfaction on a global level show that before the decade (1920) the research has been carried out on this matter in industrial management and simultaneously with Frederick Tilo's scientific management method (1856-1915) about factors such as security and job satisfaction. In the 1940s, further attention was paid to the partners group, informal groups, monitoring and supervision in determining the amount of job satisfaction using the Human Relations Movement management style.

1. Naderian and Husseini (2010) in a study entitled "the managers' communication skills and its relation with employees' job satisfaction" investigated the components of the managers' communication skills and its relationship with the employees' job satisfaction. The researchers are looking to answer whether there is a significant difference between the manager's communication skills in the present and favorable situation and whether there is a significant relationship between the managers' communication skills and employees' job satisfaction.

The results of this study indicate a significant difference between the current and desired status of the managers' communication skills. This means that the managers of organization are far from an ideal situation in communication skill. Additionally, the results indicate that there is a significant and positive relationship between the indicators of managers' communication skills and employees' job satisfaction.

2. Quari (1994) in a study entitled "the investigation of the relationship between the healthcare personnel's job satisfaction and the performance of respective managers affiliated to the Ministry of Health deployed throughout Tehran" used the statistical test, Cochran, Pearson correlation coefficient and χ^2 in analyzing the data to investigate this relationship. The results indicate that, generally, the subjects does not enjoy a high job satisfaction and statistical tests analyses showed that there is a significant relationship between the medical personnel's job satisfaction and the performance of respective managers in organizing, guidance, leadership, monitoring and control domains.

3. The results of a study conducted by Robert (1990) entitled "the managers' communication skills and job satisfaction of 21 to 55 years old male and female teachers" indicated that there is a significant relationship between job satisfactions and variables such as managers and supervisors' communication skills. The researchers also found that the teachers, who have more job satisfaction, have more positive attitude towards students and teaching job.

4-Cox and Hastings in a study entitled "The power of influence and managers' relationship and employee's job satisfaction" came to the conclusion that managers can have a great influence on the employees by using communication skills, resulting in greater motivation in them. They showed that a

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manager's relationship with his employees is a major component of the management. He found that managers can have a significant role in enhancing team morale and their job satisfaction through establishing an effective communication with the staff.

MATERIALS AND METHODS

Methodology

The present research is carried out in the form of an applied research project in the field of health & treatment in East of Gilan province in the spring of 1394. The method used in this research is a descriptive and correlational method. This is a descriptive study because it describes the situations as well as solidarity. Its main purpose is to determine whether there is a relationship between two or more variables and to what extent if there is any relationship.

The population under study is all healthcare workers in East of Gilan province including manager, assistants, internal Manager, departments officials, environmental units officials and staff (N =2850). Since there was not enough information on the population variance and the probability of success or failure of the variable and additionally, the statistical formulas cannot be used to estimate the sample size, Morgan table is used in the research. The statistical sample is a set of signs which is selected from a part, group or a larger community, so that the set is the representative of the quality and characteristics of that part, group or larger community. The sample size of the study (S =338) was determined randomly from different occupational classes. A questionnaire distributed among the healthcare workers in East of Gilan province and the necessary information was collected through its completion.

Table 1: Sample size

s	N
338	2850

Of the total number of samples, 19 persons were manager, 8 people assistant, 13 people internal manager, 106 people departments officials, 44 people environmental units' officials and 2,660 persons were employees. The questionnaire used in this study consisted of two parts: demographic and professional. The questions of demographics section include the gender, level of education, work experience, and post. In its professional section including two parts namely communication skills and job satisfaction, the hypotheses test has been designed based on the five points Likert scale including strongly disagree, disagree, no idea, agree and strongly agree which their scores are from 1 to 5 respectively.

The questionnaire of communication skills has been taken from the Barton's questionnaire which consists of 18 items and 3 subscales, including 6 verbal skills questions, 6 feedback skills questions and 6 listening skills questions. It has been used to identify and assess the manager's communication skills. The job satisfaction questionnaire has been derived from Susan Linz questionnaire consisted of 13 questions.

Finally, the statistical data has been analyzed using descriptive statistics and T-test methods using SPSS18 software.

The Validity of the Questionnaire

To determine the validity, test-retest method was used that the correlation coefficient between the two repetitions was 0/762 and its probability value was equal to 0/001 that statistically represents a significant correlation between the two repetitions and the validity is confirmed. The wider scale elements and more under measurement conceptual scope, the high validity of the content. In other words, the validity of the content indicates that how much dimensions and elements of a concept has been taken in an accurate coverage.

Cronbach's alpha coefficient was used to determine reliability. Cronbach's alpha is a reliability coefficient that reflects a positive correlation of a collection altogether. The closer Cronbach's alpha to the number 1, more internal consistency reliability of items. Cronbach's alpha coefficient was invented by a person named Cronbach and is one of the most common methods to measure the reliability or validity of the questionnaires.

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$$R_{\alpha} = \frac{j}{j-1} \left[1 - \frac{\sum s_i^2}{s^2} \right]$$

In this study, to assess the reliability of the questionnaire, a pre-test was conducted, so that initially, 30 questionnaires were distributed among the population. Then, Cronbach's alpha reliability was calculated using the SPSS software. Usually, the Alpha which is less than 0/6 indicates a poor reliability, 0.6 to 0.8 moderate reliability, and higher than 0.8 indicates high reliability. Kolmogorov and Smirnov test was used to verify the normality of variables. The results of this test for the verbal skill, listening skill, feedback skill, and job satisfaction was obtained 86.5, 83.1, 79 and 71.3 respectively and error level is 0.05. At error level of 0.05, the research variables are of 0.05 indicating that the data follow a normal distribution (the significance level > 0.05).

The questionnaire has been repeatedly used by domestic and foreign researchers, including Nazari et al (92) and Sheykhalizade (90) and its scientific validity has been approved. The questionnaire was investigated after completing the information obtained from three components namely verbal skill, audio and feedback skill, as well as job satisfaction.

RESULTS AND DISCUSSION

Findings

The statistical description and index was used to assess the managers' communication skills and job satisfaction. Based on the results of the analysis concerning the demographic variables it was found that, 67.4% of respondents were male and 32.6 percent were women.

In terms of education of the respondents, 6.26 % of the respondents have diploma, 31.5% associate degree, 41.2% BA, 19.9 percent MA, and 1.2 percent have a doctorate degree. In terms of working experience, 38.927.3% of the respondents were under 10 years, 29.1 percent 10 to 15 years, 24.0 percent 15 to 20 years, and 19.6 percent were 20 years.

In terms of the post, 69.7 percent of respondents were employee, 20.2% were experts in charge, 7.72 percent were deputy and 2.08% of the respondents were director or chief.

Table 2: Frequency distribution of the managers' communication skills indicators

Index components	Verbal	Audio	Feedback	Job satisfaction
number	337	337	337	337
minimum	1/00	1/00	1/00	1/00
maximum	5/00	5/00	5/00	5/00
average	3/5242	3/3145	3/5490	3/7426
Standard deviation	075832	090430	086650	079304
variance	333	337	0751	0629

The results of Table 2 show that the highest value is related to the component of feedback communication skills and the lowest value is related to the managers' verbal communication skills, and average value is related to the managers' feedback communication skills index. In investigating and describing the managers' communication skills of index, it became clear that the average of all indicators is above the mediocre.

The difference is that the indicators such as feedback, verbal are in a better status than other indicators and hearing indicator which is one of the most important indexes of the managers' communication skills has the lowest average among the indicators.

Additionally, the minimum of job satisfaction variable is 1/00, the highest is 5/00, average is 3/6247, standard deviation is 0 /79304 and the variance is 0 /629.

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Table 3: The correlation coefficient of managers' communication skills and employees' job satisfaction

Variables	Test type	Number of samples	Significance level	Correlation coefficient	Result
managers' communication skills and employees' job satisfaction	Pearson	337	0/000	0/351	Hypothesis confirmation
managers' listening skills and employees' job satisfaction	Pearson	337	0/000	0/294	Hypothesis confirmation
managers' feedback skills and employees' job satisfaction	Pearson	337	0/000	0/348	Hypothesis confirmation

Due to the normality of variables, the Pearson correlation coefficient was used to examine the hypotheses. As observed at Table (3), at the error level of 0/001, the level of significance is less than 0/001. For this reason, H₀ is rejected and H₁ is accepted. Therefore, there is a significant relationship between the managers' communication skills and employees' job satisfaction (significance level > 0/001) and strength of this relationship for verbal skill is equal to 0/351, for listening skill equal to 0/294 and for feedback skill is 0/348 that indicates a direct relationship between the managers' communication skills and employees' job satisfaction. In the present study that the relationship between the managers' communication skills and employee's job satisfaction in healthcare organizations of East of Gilan province were studied, the obtained results approved the relationship between the managers' communication skills and healthcare employee's job satisfaction in East of Gilan province and the hypotheses related to it. Therefore, since employees are the main assets of any organization, particularly employees who are in charge of public health, the needs and necessities of their social and administrative life communication skills should be the main concerns of the organization officials due to sensitivity, extension, diversity and vitality of their job and tasks. The managers should have the required skills for successful implementation of organizational strategies, interaction with employees and effective response to them. Even if the management tasks change, the challenges associated with the advanced technology, workforce diversity and the emphasis on teamwork reveal the managers' need to communicate effectively.

Conclusion

In summary, the research findings showed that there is a significant relationship between managers' communication skills and employee's job satisfaction. One of the most important principles of the interpersonal communication is that if we have learned and practice the communication skills well, we can have an effective function in our communications.

A. By using the above results, it is recommended that the management training, either in the long-term (formal, classical) or short-term periods (service training), is held for the healthcare managers especially for the basic and mid-level managers so that staff's job satisfaction could be provided using the correct and principled management skills in different fields and ultimately leads to the enhancement of their efficiency.

B. Since employees are the main assets of any organization, particularly employees who are in charge of public health, the needs and necessities of their social and administrative life communication skills should be the main concerns of the organization officials due to sensitivity, extension, diversity and vitality of their job and tasks.

C. With regard to the fact that in the specialized agencies such as healthcare, the education and related experience of the managers have a significant impact on employees' job satisfaction and their

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productivity. It is suggested that a research on the topic of measuring the relationship between managers' communication skills and employee's job satisfaction is carried out with a greater scale and with other variables as well as models and other theories.

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