Impact of the effectiveness of organizational communication on job satisfaction through job motivation of employees of Shiraz Telecommunication Company

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Abstract: This research is a solitary and causal (subsequence) kind determining the effectiveness of organizational communication on job satisfaction through job motivation of employees of Shiraz Telecommunication Company. The study population consisted of all employees of Shiraz Telecommunication Company among which 248 are selected by simple random sampling for the research. Data collection was done through three questionnaires of effectiveness of organizational communication, job satisfaction and job motivation which was distributed and collected among the members of research population after the confirmation of reliability and validity. Data collected from the questionnaires were analyzed using SPSS and LISREL software and employing descriptive and illative statistical methods. Research findings indicate that in Shiraz Telecommunication Company, effectiveness of organizational communication on job satisfaction, job motivation on job satisfaction, effectiveness of organizational communication on job motivation and job motivation acts as a mediator in the direction of the impact on job satisfaction and organizational communication.

Key words: *Effectiveness of organizational communication; Job motivation; Job satisfaction; Employees of Shiraz Telecommunication Company*

1. Introduction

In a workgroup or organization, communication through controlling performance method results employees' motivation. Also, for many of the employees, group is the most important source of social communication (reciprocity or interaction) and thereby they reduce their stress deals. Finally, the factor of communication can provide information for individuals and groups who need them for decision-making and can exchange data through various performance methods and then evaluate and choose the best method or solution (Scott and Mitchell, 1976).

Workplaces are of great importance in establishing and maintaining social interaction with others in employees' satisfaction. However, this fact is more evident for employees who tend to interactions more than others. Individuals who need interactions prefer jobs in which they can interact with others and support them. Regardless of the employees need for interaction, when working groups are formed on the basis of similar skill levels, job satisfaction and productivity increases. In other researches is known that job satisfaction is under effect of popularity among colleagues and also group correlation (Alizadeh, 2008).

However, organization upgrades and promotions can have benefits for the individual and the organization, but because of various factors such as gender, education, type of personal needs, skills, and so only a few of the staff working in the organization can reach higher positions (Jansrad, 1991). But the important point is that organizations are obliged to improve and develop employees' career path and satisfaction, and ultimately satisfy employees' who are seeking professional development. For this purpose, determining and implementing transparent and objective criteria for employees' promotion will be a very useful way (Tshykvrv, 1994).

When reasons or lack of job satisfaction of employees are specified, more fundamental efforts can be designed to improve working conditions and satisfaction. Because when a person is satisfied of his job unconsciously will be more responsible and careful, therefore will be happier. Thus, in this study, is discussed about the impact of organizational communication effectiveness on job satisfaction and job motivation mediated by job motivation.

2. Research literature

2.1. Communications

Communication means to convey. If there was no data or intellectual connection, communications would not exist. A Speaker who is not listened to or a writer, whose words are not read, has not communicated. In order to make a successful connection, not only meaning has to be transferred,

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but must also be understood. So communication is transmitting and understanding of the concept. Perfect communication - if such a thing is possible – exists when thought or idea is received exactly with the same purpose that has been submitted (Aarabi et al., 2000).

2.2. Importance of communications

Communication is one of the fundamental factors of organization identity and as Fifner indicates is the heart and essence of management which planning activities, organizing, coordinating, leading and control is managed through that. Communication is exchange of the "message" from one person to another, through an intermediary and a sense of awareness and understanding among the human elements. John Cutter consists communication process of three elements: sender - message - receiver. From his point of view, when there is no communication in an organization it is not defined as an organization no matter how is defined. Communications in organizations are the source of power and means for applying the optimal legal and administrative actions that are in the organizational hierarchy. Communication as a "means" for applying power and ways in organization networks and related laws is a path to flow. In organization, power flows through communication and applies through opportunities provided by the flow of communication, then develops and finally joins in organizational context and is preserved (Fakhimi, 2000).

Effective communication is important for managers for two reasons. First, the communication is a process by which managers achieve planning structure, leadership and control. Second, the communication is an activity in which managers spend much of their time. Managers rarely think or plan alone. As a matter of fact, management time is mainly time for face to face, mail or telephone communications with individuals, peers, supervisors, suppliers or customers. While not dealing with others in person or by telephone, managers may write or read a memo, report or letter (Stoner and Freeman, 1992).

2.3. Effectiveness in interpersonal communications

Interpersonal communications, like other forms of human behavior can be considered in two extremes, highly effective and highly ineffective. Mostly, no human interaction can be fully successful or entirely disappointing. It may improve or maybe worsens. In other words, the concept of the relativity of human behavior and the relationship between people eventually and completely is dominant. Effective interpersonal communications include two fundamental aspects. First, pragmatic dimension where effective communication and success in achieving goals and desires of the recipient or sender of the message is noticed. The second one is

satisfaction dimension which the effectiveness of communicative action is related to pleasure and joy which is connected to practitioners. If those involved in the communication process, enjoy the interpersonal communication by the satisfaction criteria can be implied effective action. It should be considered that according this classification these aspects should not be assumed separated from each other and does not act separately. Often people's satisfaction of communicative action is contingent on how much they have reached their goals and how much they are distant from them. On the other hand, we can say most of the time achieving goals and sense of success based on the level of satisfaction has been resumed of the interaction (Farhangi, 2001).

2.3. Importance of organization Communications

Communication is vital for organization managers and their job. Kanter (1977) found that managers spend a large amount of their time on communications. This communication is usually established by holding council. Managers should respond to messages by phone and e-mail. In short, it is said that managers' main task is communication (Parsaeeyan and Araabi, 1997).

Communication is a very important skill and the need for efficient management; through which managers establish and maintain interactions between employees to perform necessary daily tasks properly (Abbas poor and Barootian, 2010).

Organization Communication is a coordination of relationships that exist between organization bodies. In today's organizations, information should be transferred faster than any other time (Moshabaki, 2001). Communication is necessary to advance the goals of the institution, because this task, relates other management tasks together. Communication also links institution to the external environment. It is through exchange of information that managers are informed of customer requirements, availability of materials, the demands of shareholders, government regulations, and the reaction of society. It is through communication that each organization becomes an open system, which has reciprocity with its environment (Kuntz et al., 1980).

Communication is one of the most important elements of the management process. Effective and proper communication in organization has always been essential part of success in management.

Experience has proved that, if the organization is not in a proper communication, circulation of affaires will be disturbed and messed. Coordination, planning, organization, control and other functions in the absence of an effective communication system are not realized and the possibility of managing organizations will not be provided (Mirabi, 2001).

Effective communication is inevitable and binding activity of individual, group, organization and community in all human societies. In this study, four key indicators of effective communication such as: empathy, openness, support and social skills and its relation to indicators of job satisfaction and job

motivation are discussed. In today's organizations, due to changes in employees' needs, environment should be provided that is stimulating and satisfying much more than just physiological and safety needs (Hersey and Blanchard, 1989).

2.4. Job satisfaction

Fisher and Hanna (1939) consider job satisfaction as a psychological factor and define it as a kind of emotional adjustment to the job requirements, meaning that if the job provides ideal conditions, the person will be satisfied with the job. But if the job does not provide satisfaction and joy, the person starts reproaching job and will possibly leave the job.

2.5. Types of job satisfaction

Ginsberg and colleagues, who have considered the various perspectives of job satisfaction, refer to two types of job satisfaction:

• Inner satisfaction is obtained from two sources. The first is feeling of joy that a man obtains only by engagement and activities. The second is pleasure of observing the progress or doing some social responsibilities and conveying the appearance of abilities and individual interests.

• Outer satisfaction which is connected to the conditions of employment and work out and is permanently changing and evolving. External factors can be pointed as conditions of job, wages and bonuses, type of work and relations between workers and employers (Zirak Abdarloo, 2012).

Achieving Individual job satisfaction depends on several factors that all together lead to the desired result. Job satisfaction is a key factor in many of individual behavior features and affects organization functions; job satisfaction increases productivity and commitment to the organization, ensures the person's physical and mental health and also increases a person's hope. Some of the consequences of lack of job satisfaction include performance, absenteeism, transportation, delay for job and desertion (Gholizdeh et al., 2011). Although job dissatisfaction, primarily reduces efficiency and increases costs in the workplace, but when continues it will weaken individuals' commitment to the values, norms, and social trust and goals (Maeedfar and Zahani, 2005). Undoubtedly managers must be sensitive about employees' dissatisfaction. The importance of job satisfaction and consequences of job dissatisfaction in the workplace and consequently in society cause the special attention of directors and officers of each company to that. Managers can find a solution to problems by measuring job satisfaction and identifying employees' major issues. In 1935 for the first time the concept of job satisfaction was expressed by Hopok who found that job satisfaction of employees is a combination of physical and psychological sense of their workplace (Tissa et al, 2007). Job satisfaction

is formed by individuals' cognitive and emotional reactions and their attitudes toward their job and work (Golparvar and Nadi, 2010). Job satisfaction is a positive or pleasant emotional state resulting from the appraisal of practitioner of the job or job experiences (Weiss, 2002, quoted by Ravari, 2012) and the factors that play an important role in job satisfaction can be named as follows:

1-Seeking challenging jobs: Jobs that are challenging and provide the opportunity for individuals to express their abilities and skills and freely show their successful achievements,

2- Same rights and benefits: fair rights and benefits result to satisfaction. Individuals expect that type of job, level of skills, payment system and promotion policy to be fair and unequivocal.

3- Proper working conditions: the purpose of working conditions is workplace.

4- Having good colleagues: Having good colleagues increase job satisfaction,

5- The proportion of people with jobs: If the job is commensurate with the person, he will succeed and therefore satisfied (Asghari, 2007).

Over the years, various theories have been paid attention directly or indirectly to the subject of job satisfaction, Herzberg's two-factor theory is one of these theories, Frederick Herzberg's presented the theory between 1950 and 1960.

The basic framework of the two-factor theory was founded, based on interviews of 200 accountants and engineers in the Petersburg. Herzberg stated that man has two different kinds of needs which are essentially independent of each other and each kind influence behavior differently. He realized that when people feel dissatisfaction of their job, the dissatisfaction is related to the environment in which they work. When people feel satisfaction of their work, the satisfaction is concerned the work itself. Herzberg's described health factors first kind of needs since these needs describe the man's environment and their main function is to prevent job dissatisfaction, he called the second kind motivational since these needs provide motivation for better performance. Health factors include: organization policies and management, supervision, working conditions, the interrelationships of people, money, position and security. Health factors do not influence worker's productivity and efficiency; they only prevent waste resulting from negligence in the performance of the worker. Motivational factors include: business success, gratitude for doing so, and effortful job, increasing responsibility, growth and prosperity. These factors have a positive impact on job satisfaction and often increase the overall efficiency of the man (Hersey and Blanchard, 1972).

Although Herzberg's model in relation to job motivation is of great fame and widely accepted by managers, but was quickly criticized and objected, For example, the two-factor theory of motivation, is just a piece of content, and fails to present the full expression of motivational issues in organizations (Broomand, 2006). Another defect of the theory is

that it does not take individual differences into consideration. Moreover, this theory does not specify the relationship between motivation and job satisfaction, in fact in this theory job satisfaction has been considered generally and the situational variables have not been considered and as a reply to Herzberg's questions people tend to give socially desirable answers (Asghari, 2007).

In today's competitive world, the manager can not only rely on technical skills to succeed. He must also have the skills and abilities of human relations. Among all management tasks, managing human elements is the main task, since all other tasks depend on this. Among the behavioral sciences, perhaps one of the most important and boisterous concepts is job satisfaction which on one hand has derived theoretical and fundamental efforts and on the other, has been the most important at all levels of management and human resources. This importance is because of its role on improvement and development of organization and workforce health and on the other hand, it is due to the fact that job satisfaction in addition to numerous definitions and conception, it has been the structure of the confluence of many scientific fields such as education, psychology, management, sociology, economics and even politics. According to many experts, among all concepts that experts in organizational behavior, management and organizational and industrial psychologists have studied about in various organizational opportunities, job satisfaction is the most important research area (Abbasi zadeh and Raeesi, 2008).

2.6. Motivation

Motivation was taken from the Latin term "move" for the first time meaning changing place from one position to another. Motivation is the reason for a particular behavior. In other words, an individual would not have a particular behavior if there was not any incentive or stimulus. Human motivation, whether conscious or unconscious, is due to his needs. So it can be said that the definition of motivation is: motivation or need is the internal state and a deficit or deprivation that stimulate people to perform as some activities (Seyyed Javadian, 2007).

The purpose of job motivation is factors, conditions and circumstances that have drawn, and continue to give the desired behavior associated with its job positions (Moghadami poor, 2003).

Job Motivation is a process by which affect human behavior and preserve his interest to achieve the goals of the organization (Safavi, 1998).

Job motivation is one of the tools that can be used to get close or achieve goals. For managers, there are various options to motivate employees: but Motivation cannot be loaded on each of the employees after a test and then use its advantages. Motivation is somehow floating and changing every moment due to individuals' active desires, tastes and characteristics which influence them. Managers are

faced with many problems to motivate employees. For example, choosing a method of motivation is a difficult management (Afje, 2006).

In the present study, job motivation has been considered based on Hackman and Oldham model. Richard Hackman and Greg Oldham have developed the most comprehensive job profile model, understanding the concept of characteristics of job motivational, they have determined 5 key features that can be used to describe the potential motivations job. These features are:

1-Variety of skills: it refers to the extent to which a job requires employees to use their skills and abilities.

2-Task identity: it refers to whether the job has definite start and end, and that upon the completion of certain parts of this jobs.

3-The importance of the task: The extent to which a job has an impact on other people inside and outside the organization.

4-independence: refers to the independence of the job and that how much employees have freedom and control in determining work schedule, decision or determination of a work tool.

Given the importance of the role and responsibilities of organizations the importance of organization communications will be doubled. Management of any organization should be noted that achieving organizational goals at different levels must be effective. This is possible when the communication and the communication paths are properly designed and clearly defined. Lack of proper connection can result idleness of useful capacity of the units and managers' unawareness of units abilities. Organizations will be successful in societies as a source of production and services and community development if pay special attention to human resources as the most important capital and factors in each organization. Human resource is a complex factor that has different motivations and attitudes. Sometimes managers' and employees' inability in communicating properly with other colleagues in workplace or their negative attitudes and lack of motivation cause inability to do their tasks desirably and ultimately we are faced with declining productivity and job satisfaction of employees.

Research hypothesis

1. Organization Communications has a significance effect on the job satisfaction of employees of Shiraz Telecommunication Company.

2. There is a significance relationship between job motivation and job satisfaction of employees of Shiraz Telecommunication Company.

3. There is a significant relationship between organizational communication and motivation of employees.

4. Organization Communication has significant influence on the job satisfaction of employees through job motivation of Shiraz Telecommunication Company.
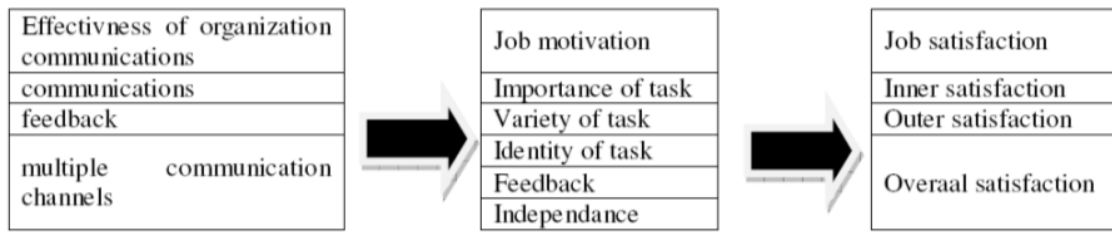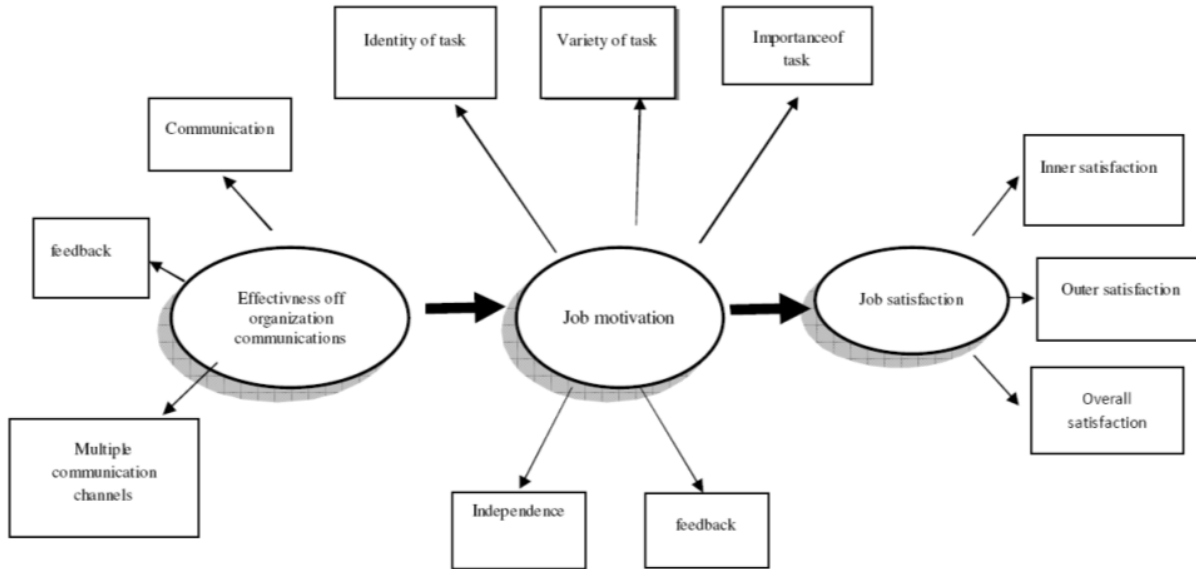
Fig. 1: Conceptual model of research

Fig. 2: Causal Model of Research

3. Research method

Present research from purpose point of view is practical and from performance point of view is solidarity and causal (subsequence). Study population of this research; consist of all employees of Shiraz telecommunication Company. According statistics obtained from Shiraz telecommunication, number of employees of the company is 700 members. Sample size, is calculated 248 members based on the krejeci and Morgan formula. 3 type of questionnaires has been used to gather information needed for the study of "the effectiveness of organizational communication" (Nanchyan and others, 2000)which is a 25 item questionnaire, Minnesota Job Satisfaction Questionnaire (1967) which has been prepared and compiled at the State University by Weiss Davis, George England and Lafcosit. Job motivation questionnaire of Hackman and Oldham (1976) also was used.

The scores of the reliability of the questionnaire were calculated as follows:

Questionnaire of effectiveness of organization communication: 0.84 and effectiveness component: communication, 0.84; feedback, 0.83; multiple communication channels, 0.83.

Questionnaire of job motivation: 0.82 and motivation components: importance of task, 0.81; variety of task, 0.8; identity of task, 0.82; feedback, 0.81 and independence, 0.81.

Questionnaire of job satisfaction: 0.79 and dimensions of job satisfaction: inner satisfaction, 0.78; outer satisfaction, 79; overall satisfaction, 79.

Data collected for this research were analyzed using SPSS software and LISREL. Statistical methods used in this study are criteria and methods of statistical correlation assumptions to assess the validity of hypothesis.

Research hypothesis test

Satisfaction has a significant impact on the effectiveness of communication

$$\begin{cases} H_0 : \mu_e = \mu_r \\ H_1 : \mu_e \neq \mu_r \end{cases}$$

Due to the effect factor of $\beta = 0.22$ and critical value = 3.27= t value (-1.96 < t< 1.96) reported in Table 1, which higher than 1.96, predictive variable effective communications can influence and explain the satisfaction criterion variables. As a result, by

ensuring 0.95, this hypothesis will be confirmed and conflicting claims rejected.

Table 1: the impact of communication effectiveness variable on satisfaction criterion variable

Direct way	Effect factor (β)	Number of significance (t-value)	Result
Effectiveness of communication → satisfaction	0.22	3.27	Hypothesis confirmation

The second hypothesis

$$\begin{cases} H_0 : \mu_e = \mu_r \\ H_1 : \mu_e \neq \mu_r \end{cases}$$

Job motivation has a significant impact on job satisfaction.

Table 2: The impact of job motivation variable on job satisfaction variable

Direct way	Effect factor (β)	Number of significance (t-value)	Result
Job motivation → job satisfaction	0.61	8.44	Hypothesis confirmation

Due to the effect factor of β =0.61 and critical value = 8.44 = t value (-1.96> t> 1.96) reported in Table 2, which is higher than 1.96, predictive variable job motivation can influence and explain job satisfaction variables. As a result, by ensuring 0.95, this hypothesis will be confirmed and conflicting claims rejected.

Effectiveness of communication has a significant impact on job motivation

$$\begin{cases} H_0 : \mu_e = \mu_r \\ H_1 : \mu_e \neq \mu_r \end{cases}$$

Third hypothesis

Table 3: Impact of effectiveness of communication variable on job motivation variable

Direct way	Effect factor (β)	Number of significance (t-value)	Result
effectiveness of communication → job motivation	0.34	4.61	Hypothesis confirmation

Due to the effect factor of β =0.34 and critical value = 4.61 = t value (-1.96> t> 1.96) reported in Table 3, which is higher than 1.96, predictive variable effectiveness of communication can influence and explain job motivation variables. As a result, by ensuring 0.95, this hypothesis will be confirmed and conflicting claims rejected.

Effectiveness of communication with mediation of job motivation has a significant impact on job satisfaction

$$\begin{cases} H_0 : \mu_e = \mu_r \\ H_1 : \mu_e \neq \mu_r \end{cases}$$

Fourth hypothesis

Table 4: illustration of the effectiveness of communication variables with mediation of job motivation on job satisfaction

	Indirect effect		result
Effectiveness of communication → Job motivation → Job satisfaction	Effect factor (β) 0.34 * 0.61		Hypothesis confirmation
	Number of significance (t-value) 4.61 8.44		

According Table 4, effectiveness of communication has a significant positive impact on job motivation (β=.34 and t coefficient=4.61) and job motivation has impact on job satisfaction and explain it. (β =0.61 and t coefficient=8.44). So effectiveness of communication variable, explains job satisfaction criterion variable with mediation of job motivation variable. As a result, the original hypothesis based on mediation of job motivation in the way of impact of effectiveness of communication on job satisfaction will be approved and conflicting claims will be rejected.

Goodness of fitting tests

When a model has been supported theoretically and appropriately, next stage is to investigate the proportion of this model and the data collected by the researcher. In this model, Root Mean Square Error of Approximation (RMSEA) which is an index based on a decentralized parameter and is less affected by sample size and could measure lack of fit for each degree of freedom equal to 0.0214Less than 0.0 indicates a good fit of the model, if less than 0.1 indicates a good fit of the model, then the model is a

good fit. Other indicators are based on the model fit indices: RMR, GFI, IFI, CFI, NFI has been measured (Table 4 and Table 5) shows a good fit of the model.

Structural equation

The research model was fitted and the results are shown in Fig. 3 and Fig. 4.

4. Discussion and Conclusion

- Effectiveness of organization Communications with effect coefficient of 0.22 has an impact on job satisfaction and assumption of impact of these variables on job satisfaction, by ensuring 0.95 is verified.
- job motivation with effect coefficient of 0.61 has impact on job satisfaction and assumption of impact of these variables on job satisfaction, by ensuring 0.95 is verified.
- Effectiveness of organization communication with effect coefficient of 0.34 has impact on job motivation and assumption of impact of these variables on job satisfaction, by ensuring 0.95 is verified.
- About the role of job motivation means, effectiveness of organization Communications with coefficient of 0.34 has impact on job motivation and job motivation with coefficient of 0.61 has impact on job satisfaction and the main hypothesis based on the role of job motivation mediator have been confirmed in the course of an impact on the effectiveness of communication.

Goodness of fitting tests, verify research conceptual method based on impact of effectiveness of Organization Company and its variables on job motivation and the impact of this variable and components on job satisfaction.

The results obtained above show that effectiveness of organization communication through increasing job motivation will enhance job satisfaction. Therefore, the directors and officers of the company can increase job satisfaction of their employees through enhancing employees' job motivation and organization communication proper management.

Management, environmental factors, social-psychological factors, personal factors and cultural factors confirmed profit-taking manpower productivity of Aghajari oil and gas firms.

Table 5: The ultimate model fit indexes of research

Test result	Acceptable range	Original model	Statistic indicators title
Model confirmation	$\chi^2 / df < 2$	1.92	χ^2 / df
Model confirmation	P >0.05	0.198	P-value
Model confirmation	RMSEA <0.09	0.0214	RMSEA
Model confirmation	RMR<0.09	0.0012	RMR
Model confirmation	GFI >0.9	0.9	GFI
Model confirmation	AGFI >0.9	0.93	AGFI
Model confirmation	CFI>0.9	0.95	CFI
Model confirmation	RFI >0.9	0.91	RFI
Model confirmation	NFI >0.9	0.94	NFI
Model confirmation	NNFI >0.9	0.92	NNFI

Chi-Square=78.75, df=41, P-value=0.1980, RMSEA=0.0214
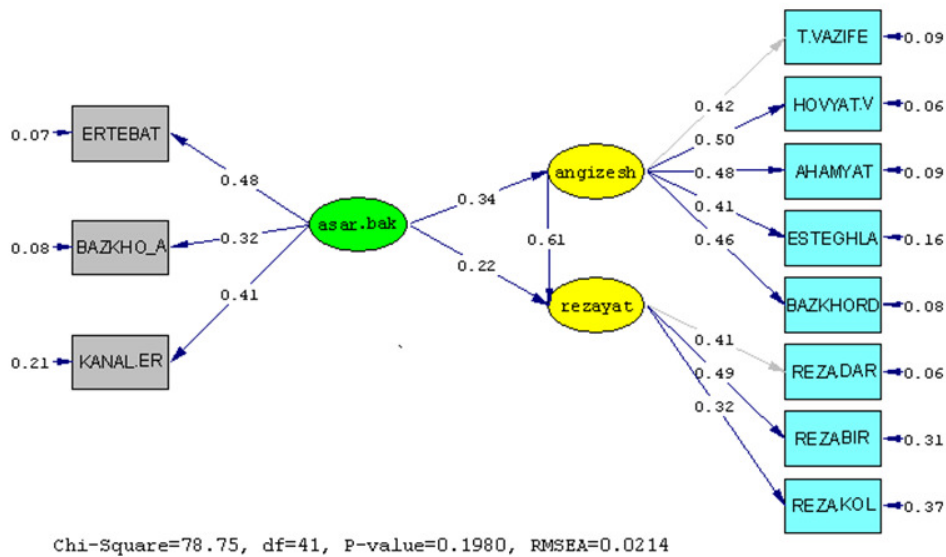
Fig. 3: fit in a standard estimate

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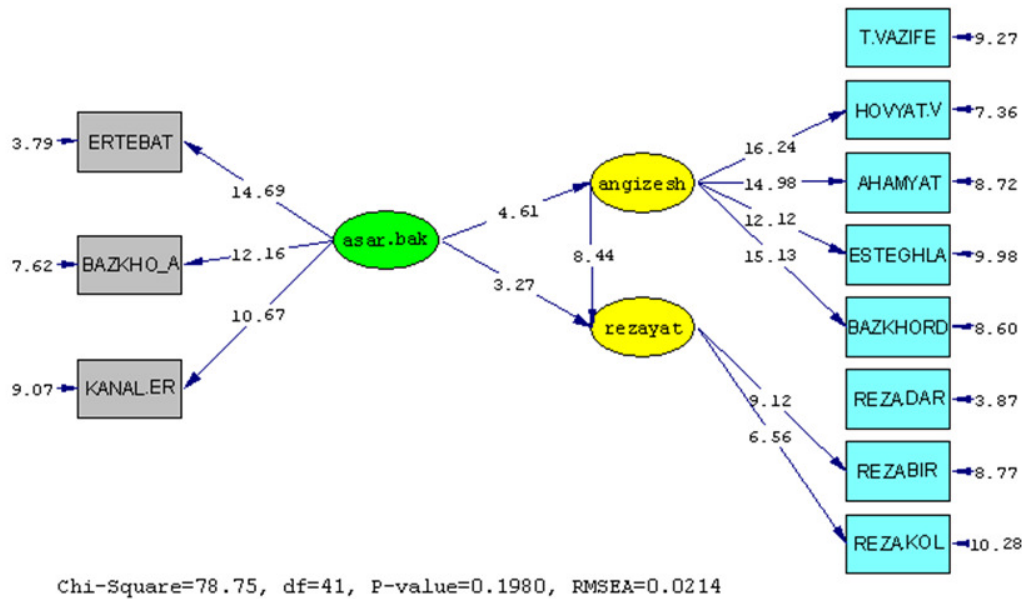Chi-Square=78.75, df=41, P-value=0.1980, RMSEA=0.0214

Fig. 4: model in a significant number

5. Suggestions

- According first hypothesis based on effectiveness of organization communications on job satisfaction, it is suggested that directors and officers of Shiraz Telecommunication Company, provide necessary arrangements to improve relations between managers and employees and employees among themselves and increase their job satisfaction.
- According second hypothesis based on impact of job motivation on job satisfaction, it is suggested that by giving proper task to each individual and providing independence of employees, they can increase their job motivation and job satisfaction.
- According third hypothesis based on impact of effectiveness of organization communications on job motivation, it is suggested that directors of Shiraz Telecommunication Company can reinforce employees' job motivation through communication strategies among employees and establishing proper relationship between managers and employees.
- According fourth hypothesis based on impact of effectiveness of organization communications on job satisfaction with mediation of job motivation, it is suggested that directors and decision makers of Shiraz Telecommunication Company can improve employee's job motivation and job satisfaction through communication strategies and improving the environment of organization, creating sense of independence, creating sense of importance of their tasks and sense of satisfaction due to the tasks they are assigned to.

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