

The study of the relationship between manager's communication skills and staff's job satisfaction (case study: education department of Zanjan)

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Abstract: In this study, we were looking for the identification of component of manager's communication skill and its relationship with staff's job satisfaction. In this regard, eight indicator have been identified for manager's communication skills which consist of self- openness, empathy, supportivism, positivism, self – discipline, social skill, idealized influence and inspiring, the intellectual stimulation. The final coefficient amount of questionnaire of manager's communication skill and staff's job satisfaction was 0.94. The Community which was under study has been the staff of Education Department of Zanjan which its sample number was 88, which for the purpose of data credibility enhancement, 96 questionnaires have been distributed and collected. The research's results indicated that there is a significant and positive relationship between manager's communication skill indicator and staff job satisfaction. Among the indicator of communication skill, the relationship between empathy and social skill with staff's job satisfaction was a strong relationship and there was an average to low relationship between manager's self-discipline and staff's job satisfaction. There was an average to high relationship between self-disclosure, supportiveness and the intellectual stimulation with staff's job satisfaction and by examining the relationship between idealized influence and inspiring and stimulation showed that there is an average relationship between them and job satisfaction and finally, by examining the relationship between a set of indicators of managers' communication and staff's job satisfaction, the results showed that there is a strong and direct relationship between communication skill and job satisfaction which is about 0.802.

Key words: *Manager's communication skill; Staff's job satisfaction; Education department*

1. Introduction

Communication is a social category, so we could not be placed it among the new and up-to-date topics and talk about it by this view. Actually, the essence of humans' social being is the relationship between them. In the study of communication discussion and its historical context, we can say that as long as humans decided to live with together, the need to establishing communication was created and humans tried to establish communication with together, and it was from here that the communication discussion propounded as one of the important and determiner topic for human life. Although communication is a term which took under consideration at scientific and academic circles in the recent decades, but the fact is that human has been involved in this activity (communication establishment) from the beginning of his/her life and how to communicate has always been his major concern. Certainly communication discussion which existed in the past, was entirely the result of individuals' experiences, and what is considered today as the science of communication, came in existence since the final years of twentieth century. Human always do all of his activities somehow in relation with others. This is obvious that the kind of

communication was face-to-face at the first of human creation and gradually along with technology and industry development, new kinds of communication have been formed among humans. It should be noted that although communication channels have been transformed and found a virtual bed, but yet they are people who communicate. Paying attention to this point will correct the false view on communication discussion. Today, technology has come into our lives in such a way that people in large cities prefer to apply technological tools for communication instead of face-to-face communications. This problem has been developed in such a way that whenever the communication topic exposed to discussion, the imagine that is formed in the mind of people consist of technological tools like: telephone, wireless, etc., but anyway, however we look at communication topic, surely it is a category which plays a undeniable role in human life. Human, whether at home or in the community, involve with a complex network of different communications which spent a large amount of his mind and thought and energy. With this description, when we enter to organizations, this communication network and its quality and productivity will play an unique role. As long as organizations generated as one of the basic unit of community, consequently the communication topic has been one of the main topic in the organizations. Everyone knows the importance of

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organizations. Humans in today society born in an organization, live in different organizations and die in an organization and buried in another organization. Therefore we somehow deal with organizational communication .If you are employee of an organization, your effort to be coordinated with your co-workers up to taking command of your chief, giving order to servitors, interaction with customers and coordinating with other organizations will require communication .You may be a client of an organization and communicate with it for receiving goods or service. However, organizational communication discussion is not an issue which we can disregard it. Because it will have a direct effect on our prosperities and failures. Although the most people imagine organization as a set of giant structures and buildings, but the fact is that the organizations' real essence constituted by people who work at them and these people have to make extended communication with their co-workers, managers, servitors and clients in doing their individual and group activities .If an extensive collection of communication are considered in an organization and some serious intentional and practical step are took toward its improvement, that organization's chance in achieving its goal will surely increase remarkably. An important part of communication network at organization is related to relationship between managers and staff and in order to establish this relationship with a high efficacy, in testing the hypothesis's point of view, the communication skills are necessary for managers. In the visit with different organization and by an in-depth and expertly look on the communication process in these organizations, it would be clear for every observer that one of the main difficulties which always has been felt at organization and the staff also complain about them, is lack of communication skills for the managers. Testing the hypothesis also in their visit with different organization, and during several discussions which were discussed with staff regarding their difficulties in job circumstance, the low level of manager's communication skills was one of the main problems which staff always refers to. Of course organization's staff considered these problems in the form of such vocabularies like: misconduct, bitterness, failure to respect dignity of staff, do not listen to criticism, lack of feedback on performance, not being understood by managers and some other words like these. But if we look at these problems realistically, the main problem will be managers' communication skills. As referred, the low level of communication skills causes a lot of difficulties in organization to achieve to their goals and function. From the testing the hypothesis's point of view, one of the problem which is consequence of low level of these skills is low level of staff's job satisfaction which this thesis will study the significance level of relationship between these two categories (manager's communication skills and staff's job satisfaction). This research seek to answer to these questions:

- what is the components of manager's communication skill?

- Is there a relationship between manager's communication skills and staff's job satisfaction?

According to this, the research organized as below:

In the second part, we deal with research history, in third part, we consider research methodology and in forth part data analysis will e discussed and in the final part the conclusion will be discussed.

2. Research history

2.1. Communication and communication skills

Communication establishment between individuals and groups in all the organization is a vital matter.

The first reason of importance of communication is creating the coordination between organizational actions. Communication like human's nervous system with react against stimulus and coordinate responds by sending message to different organs of body, it also coordinates actions of organization's different parts. The other reason of importance of communication is to provide the required context for staff's participation in information. The most important reason is information related to organization goals which suggest purpose and desired direction of organization to individual. On the other hand, communication leads staff to perform their duties. Summarily, information which related to organizational goals explain correspondence rate of individual activities with whole organization to individuals, while information related to duties specify which issues included their duties and which ones excluded. In addition, communication is one of the necessities of decision – making process. Information and also its exchange is required for the purpose of solution evaluation, decision – making and controlling and evaluating required conclusions. Finally, communication represents feelings and emotions. Organizational communication is something more than a set of facts and statistics.

2.2. Effectiveness features of interpersonal communication

In this part we deal with effectiveness features of interpersonal communication regarding pragmatic goals and satisfaction of communication action. These features separated to five features. It should be noted that although these five features seem to be qualitative in the first stage, but it should be mentioned that in addition to these qualitative features which caused increase in communication's effectiveness, their qualitative rate should be considered. Existence of these five features may not lead to communication action's effectiveness, and also lack of them may not lead to effectiveness of communication action, but surely they influence on

effectiveness significantly. These five features consist of: openness, empathy, supportiveness, positiveness, and equality these five features observed in Fig. 1 and then it is tried to explain shortly about each one and refer to their performance in interpersonal communication briefly.

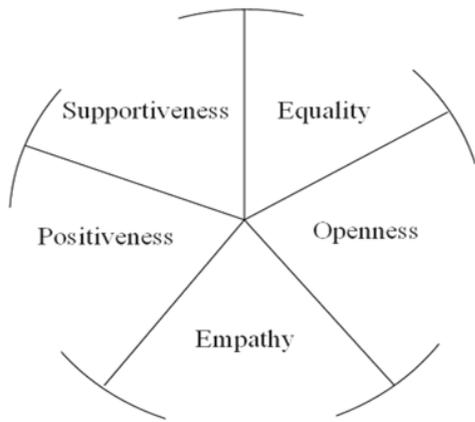


Fig. 1: effectiveness features of interpersonal communication

2.3. Different models of emotional intelligence

Some experts believe that emotional intelligence is very important in normal life .It seems that the assumption that those who could not cope with their emotions perfectly, do not have a desirable interpersonal communication, and they do not enjoy mental health and they experience less job success, is a reasonable assumption. For example, if you are unable to control your anger in your work place and so you cause concern and inconvenience of your employer and other co-workers get upset, you will lose your job certainly. Thus, if you are unable to understand the other’s emotion, so it is impossible to

have a desirable social communication with them, and consequently you will have a few numbers of friends. (Siaroochi, 1383, page 53).Daniel Goleman analyzed the manager’s competency model in an extended research at 188 company (most of them were large and universal company).He classified these performances in three ranking: Fully technical skills, like: accounting; recognition abilities, like analytical reasoning and capabilities which indicated emotional intelligence. After this research data analysis, he achieve to some remarkable results. This revealed – structure research which was stimulus of wonderful performance without any doubt in its wisdom. Recognition abilities like macro – oriented thinking and long – term perspective were also very important. But when he calculated ratio of technical skills, intelligence quotient and emotional intelligence as constructive components of superior performance, it was proved that in all the levels, emotional intelligence’s importance is twice. In addition, investigations showed that as much as a person stand in a higher ranking at executive classification, emotional intelligence’s role in his effectiveness will show itself better. The other testing the hypothesis has also confirmed this point that emotional intelligence not only cause differences between prominent leader, but also can be related to a strong performance. Mack kalland in the study which was done on a universal company of food and beverage in 1996, understood that when senior manager’s enjoy a high level of emotional intelligence. The profit of the part of their management was 20 percent higher than annual expected goals (Goleman, 1383).

Since the beginning of advent of emotional intelligence theory, many models have been proposed for this aspect of competency and abilities of the managers.

Table 1: Models of emotional intelligence

Row	Model name	Dimensions	Source
1	Bar-An emotional model	Self-Esteem, emotional self-awareness, to dare, stress tolerance, stroke controlling, reality testing – flexibility, problem solving, empathy	Bar-An 1383, page 149
2	Managers’ competency models	Self-management, management on team, management on job environment, partner relationship – seeking management	The manager competency model, 2001, Hay acquisition company, P.4
3	Emotional competency list model	Social awareness, self awareness, management, self-discipline	Richard E Boyarzis, Weather head school of management, 2005, P.2
4	Piter Salovy emotional intelligence model	Recognizing personal emotion, apply the excitements correctly, Motivate themselves recognizing emotions in others, keep the communication.	Goleman, 1382, page 74-73
5	Danniel Goleman emotional intelligence model	Self-awareness, self-discipline empathy-stimulation – social skill	Emotional intelligence personality team roles, the test agency, Burgner, P.8
6	Managers emotional competency framework	Personal competency, social competency	Goleman, 2005, 26-27

2.4. Job satisfaction of staff

Hoppock considered job satisfaction as a complicated and multi-dimensional concept and he linked it with mental, physical and social factors. He

believes that only one factor does not lead to individual's job satisfaction, but a combination of different factors may lead to job satisfaction for an individual in a specific moment. People may have a specific amount of job satisfaction regarding the importance of different factors like: income, social status, working environment conditions (shafi Abadi, 1375). Job satisfaction consists of the extent of positive feeling and looking which individual has toward his/her job. When a person expresses that he / she has a high job satisfaction, it means that he like his job really and has a good sense about it and value it very much (Moghimi, 1377). Job satisfaction consists of a satisfaction (in concept of mental pleasure comes from satisfying the needs, desires and hopes which person get from his work (French and Saverd, 1370). Job satisfaction is a set of adaptive and maladaptive emotions by which the staff look at their work (Davis, 1370).

Ginzberg and his co-workers divided job satisfaction as two types: Inner satisfaction and extrinsic satisfaction.

- Inner satisfaction which is result of two sources: First, the feel of pleasure which people gain just from employment and activities .Second, the pleasure obtained from progress observation or social responsibilities accomplishing and personal interest and ability display.
- Extrinsic satisfaction which related to employment condition and work environment and every moment is under changes and transformation .Extrinsic satisfaction's factors consisted of like: work environment conditions, amount of wage and bonuses, kind of job and relationship between employer and employee.
- It seems that inner factors which consisted of individual factors and features are more stable in compared with extrinsic factors including job environment conditions. Therefore it can be said that inner satisfaction is more stable than extrinsic one. Job satisfaction is the result of interaction between inner and extrinsic satisfaction (Shafi Abadi, 1375). Creating job satisfaction in staff may not have a high speed, but surely disappeared with a very high acceleration. All the condition for keeping high staff's satisfaction maybe established extraordinarily, but only one manager's inappropriate behavior, this good condition effect will vanish noticeably.

2.5. A Review on the studies

The first research has been done by Mrs. Fatemeh Masudi far and in the frame of master degree thesis at Kerman Azad University and under the heading "Study of relationship between organizational communications with staff' job satisfaction at hospital affiliated to Kerman medical science university in 1381."In this research, testing the hypothesis discussed three main hypotheses and looked for testing them. The first hypothesis has been that there is a relationship between effective

communication and job satisfaction. In second hypothesis, the testing the hypothesis has claimed that there is a feedback between communication process and job satisfaction, and in third hypothesis, research expressed that there is a relationship between communication channels multiplicity and job satisfaction .After field research accomplishing in hospital affiliated to Kerman medical science university, and obtained data analysis, below results were achieved. This research results regarding first hypothesis test showed that there is a positive and significant relationship between effective communication and staff's job satisfaction .In second hypothesis test, testing the hypothesis also concluded that there is a significant relationship between feedback in communication process and job satisfaction and also according to obtained results, a relationship between communication channels multiplicity and job satisfaction has been proved. At last, this research's results generally expressed that there is a significant relationship between organizational communication and staff' job satisfaction. It means that if organizational communication improved, simultaneously staff' job satisfaction will receive to an appropriate improvement.

The other research under the heading "organizational communication system study and its effect on staff' job satisfaction at Mazandaran's power distribution company, which has been done by Mr. Mofid Gholami in 1378 at Tehran university master degree thesis format. The testing the hypothesis considered four indicators for organizational communication system including staff's freedom in action in establishing communication with managers, communication channels openness among same level units, informal communication channels and managers effective communication with staff's. Testing the hypothesis has presented four main hypothesis of his research based on relationship between communication indicators and staff's job satisfaction. This research results showed that there is not a significant relationship between staff's freedom in action in establishing communication with managers and staff's job satisfaction level, regarding second hypothesis, findings showed that there is a significant relationship between communication channels openness among same level unit and staff's job satisfaction. But there is a reverse relationship type. So that whatever communication channels among same level unit was more open, the staff job satisfaction level would be lower. Regarding third hypothesis, findings showed that there is a positive and significant relationship between informed communication channels utilization and staff's job satisfaction level .Regarding fourth hypothesis, findings indicated that there is a significant relationship between managers' effective communication establishment With staff's and staff's job satisfaction, and there is a direct and positive relationship type.

The third research is the research under the heading "managers' awareness of human relationships principles with job satisfaction of teachers" at a boyish high school at Tehran which has been done by Mr. Rashid Zolfaghari in 1385 in the master degree thesis format. The research's purpose has been the identification of relationship between educational managers' awareness about human's principles and teachers' job satisfaction. This research's main question was that what is the effect of educational managers' awareness about humans' principles on teachers' job satisfaction? Testing the hypothesis has claimed in the research main hypothesis that educational managers high awareness of human s principles will increase teachers job satisfaction. The information obtained of this research sample group showed that there's a relationship between human s of educational managers and teacher job satisfaction, and this is a positive and direct relationship .Therefore by testing the hypothesis concluded that human s establishment increases job satisfaction and happiness. The other research has been done under the heading "evaluation of managers' human relationship' effect on job satisfaction of the teachers of a girlie middle school at Tehran district 4 and 8 by Mrs. Firoozeh Shojaee in 1383 and in bachelor's degree format .This research purpose has been recognition of the manager's human s effect on job satisfaction of girl junior high school teachers at Tehran district 4 and 8 and to present necessary suggestion. This research's main question has been that is there a relationship between the managers' humane relationship and teachers' job satisfaction of Tehran district 4 and 8 teachers ?This research has two main hypothesis: A-There is a significant difference between humane relationship condition of the managers of district 4 and district 8. B-Appropriate condition of managers' humane relationship will increase teachers' job satisfaction. These results of this research regarding to first hypothesis showed that the district 4 has been more successful and there is a significant difference between these two districts from the human s status point of view. Regarding the second hypothesis, this research results showed that the level of district 4 teacher's job satisfaction is higher compared with that of district 8 which indicated that there is a significant difference between these two districts. Therefore, testing the hypothesis concluded that there is a relationship between managers' appropriate human condition and teacher's job satisfaction, as along with managers' human relationship improvement, teachers' job satisfaction will be increased.

The other research has been done under the heading "appropriate organizational communication pattern presentation at Iran steel industry national group by Mr. Habib Daayi in 1379 and it the Tehran university doctoral dissertation format. This research results indicated that a successful organization is the one in which individuals establish communication with together perfectly and work

together effectively .The organization under study is not functional regarding communication indicators, therefore it is necessary to provide some activities toward these indicators increase. Finally testing the hypothesis has presented suggestions in order to increase the staffs and managers' job satisfaction. Testing the hypothesis believes that some techniques including staffs encouragement, internal structure enhancing obviously and communication training will be effective in staffs and managers job satisfaction increase. One research has been done under the heading "communication establishment ability as a predictive factor in job satisfaction" by Douglas David Raphael at Hawaii university in 2002. In this research, the relationship between communication establishment ability and job satisfaction in manage mental and non-manage mental position has been discussed. In this research six other indicators in communication skill model format has been presented for managers and non-managers communication skill evaluation. These indicators consist of: emotional expressivity, emotional sensitivity, emotional controlling, social expressivity, social sensitivity and social controlling. JDI indicators (Job Descriptive Indicator) have been used including: working environment, payment amount, promotion opportunities, supervision and co-workers group regarding job satisfaction. Four main question has discussed in this research: what is the relationship between communication skill and job satisfaction?- Is there an positive and strong relationship between communication skill and managers job satisfaction compared with non-managers?- Do the managers who possesses higher ability in communication skill, have more job satisfaction .Investigations regarding the first question indicated that there is a positive relationship between communication skill and job satisfaction without considering staff's position (manage mental and non-manage mental).The amount of this was $R=0/244$ Investigation regarding second question showed that relationship rate between communication skill and job satisfaction for managers is less than non-managers. In addition, the type of this also calculated negative. The amount of this calculated $R = -0/019$, while the amount of relationship between communication skill and job satisfaction of managers obtained as $R= 0/31$.Regarding the third question, in this research a significant relationship between managers emotional and social expressivity and their job satisfaction has not been observed .Regarding fourth question, this research determined that there is a positive and significant relationship between non managers communication skill and their job satisfaction as $R = 0/693$. Finally, Raphael generally expressed that in this research result has been shown a significant relationship between communication skill and job satisfaction.

The other research has been done under the heading "study of relationship between communication skill of health care providers with customers' (patients') satisfaction by Debra Roter

and his co-workers in the hospitals of three different countries including Honduras, Trinidad, Tobago and Egypt in 1996. Of course the main aim of this research has been the assessment of communication skills training for medical staff and its effect on patients' satisfaction. Finally, the aim has been to determine that what is the relationship between communication skill training for medical staff and improvement of communications between them and their job performance. During this research the community which was under the study was divided to two groups including experiment and control groups and experiment group got under social skill training. This research results showed that social skills training led to more informal relationship between health staff and finally it has led efforts to improve the communication effectiveness. In addition, the results showed that there is a significant relationship between patients satisfaction rate and their exchanges with trained health staff. Of course in the more study, it was found that some of this correlation was due to the behavior of the patients who have had more notification conducts. It means that they provided more information about their condition to health staff. In addition, after the end of training course, they measured the level of communication skills of health staff which specified that the mean total score on the communication skills of untrained subjects was 94.4 and it was while the average score of trained subjects was calculated 136.6. As a result, by performing required test, a significant difference has been obtained. (P- Value = 0.0001). As a result, it was found that there's a significant difference between untrained and trained medical staff regarding both positive and negative expressions. Finally, generally Rotter and his co-workers have concluded that there was a significant correlation between communication skills training course holding for health care and increase in their communication skill and these skills are also effective in patients' satisfaction increase.

3. Research methodology

The research method which has been used in this research is descriptive method in correlation kind. This research is a descriptive one in this respect that it has described a situation or a series of condition in detail. Also, in correlation research the main purpose is to determine that is there a relationship between two or more variable? And if there is this relationship, what is its extent?

In this research, to analyze the data obtained, the spearman correlation coefficient was used. To enhance responses validity, only employees who work a minimum of 10 years' experience and a bachelor's degree and above it have been placed in this research statistical community. With these explanations, statistical community number regarding statistics obtained from the planning unit of this organization is 205 persons. Random sampling has been used in this research. The below

formula was used to determine the sample size in this research:

$$n = \frac{z^2(1-r^2)}{r^2 \cdot d^2}$$

After insertion of the values in the above formula, the sample members number was 88 which to enhance the data validity, 22 questionnaires distributed and collected. In this research, for final questionnaires evaluation, pre-test stage has been fulfilled, In this case that first 31 questionnaires number have been distributed and collected in targeted community and after insertion of the values, by using the software SPSS, final coefficient has been calculated (cronbach's alpha) and coefficient of cronbach's alpha has been calculated that targeted coefficient for questionnaires almost 0.94 was determined after discussion on research literature, now should focus on presenting conceptual model and operational definitions. In this research, after initial studies and long discussions with dear professors to clarify the dimensions and indicators of managers' communication skill and staff's job satisfaction, finally we got to the following model. Different models and theories were used in designing the managers' communication skill and finally a combined model consists of eight indicators has been designed. These indicators including: self-disclosure, empathy, supportiveness, positivism, self-discipline, social skill, communication, intellectual stimulation.

3.1. Conceptual and operational definition of variables

In this part the variables defined as follows:

- Self- openness: it means that contact receiver or sender open his self or herself in front of social party and deal with them with a relative openness.
- Empathy: it means that feel with another one. Empathy with one means that you understand him/her.

- Supportiveness: it means a suitable environment establishment as a social database accompanied by certainty and assurance.

- positivity: it means managers' positive attitude toward staff's.

- self - discipline: Ability to control and guide the destructive factors and feeling.

- social skill: ability in managing the communication and networking

- Idealized and inspiration influence: influence and impress the beliefs and ideas and create a spirit of confidence and full capacity in individuals.

- intellectual stimulation: it means the activities which lead to followers individual and group initiatives and creativity.

- Managers' communication skill: Ability or specialty in establishing communication with individuals and groups and understanding and motivating them.

- Job satisfaction: a set of adaptive and maladaptive emotion which staff's regard their job by them.

3.2. Research hypothesis

According to the main question of research, the hypothesis is as follows:

The main hypothesis: there is a relationship between managers' communication skill and staff' job satisfaction

The first hypothesis: there is a relationship between managers' self-disclosure and staff' job satisfaction.

The second hypothesis: there is a relationship between managers' empathy and staff' job satisfaction.

The third hypothesis: there is a relationship between managers' supportiveness and staff' job satisfaction.

The fourth hypothesis: there is a relationship between managers' positivity and staff' job satisfaction.

Table 2: Conceptual and operational definition of variables

Component	Dimension	Gauge
Managers communication skill	Self - openness	Expressing their personal emotions and feeling to staff's
		Clear statement of management style
	Empathy	Understanding staff's emotions and feeling by managers
		Sympathize with staff's in the time of problem
	Supportiveness	Protection of the rights and dignity of staff's
		Protection of expressed point of view by staff's
	Positivity	Positive feeling of managers toward staff's
		Positive attitude of managers toward their own abilities
	Self- discipline	Staff's encouragement and appreciation
		Controlling emotions and feelings in undesirable condition
		Flexibility in different condition
	Social skill	Managers coordination ability with new information, hypothesis and theories
		Managers collaborate with staff to achieve better results
		Full attention to staff statement when they speak with managers
		Utilizing the skill of working with others practically by managers
		Managers ability to form active kernel for performing as a teamwork
	Idealized and inspiring influence	Managers attention to opinions of co-workers and staff's in their meeting
		Managers enjoying of required skills to influence on staff's behavior
Commitment of staff to manager and type of his behavior.		
Intellectual stimulation	The staff's interest to follow the manager behavior pattern	
	Providing a promising outlook of the organization 's future to staff	
	Inducing need to transformation of organization to staff's by manager	
Nature of job	Directors welcome to initiative and creativity in the way they do business	
	Encouragement and appreciation of the creative and successful staff by managers	
	Observing criteria in management by managers	
	Clarity and lack of ambiguity in assigned work	
Relationship with co-workers	Usefulness and worthiness feel about job	
	Job assistance in order to achieve the goals and successes	
	Work variety	
Promotions	Pride and honor feeling toward the job	
	A good working relationship between co-workers	
	Official s respect between co-workers	
Job security	Attractiveness and loveliness of co-workers	
	Providing job promotion opportunities	
	Promotion in the organizations based on staff abilities.	
Non-financial services compensation	Probability of staying on the job up to new several years	
	Hope to stay in the organization and job status preservation.	
	Satisfaction of working in the organization	
Participation	Enjoy the style of manager management	
	Satisfaction of atmosphere and culture governed on organization	
	Desire to have more responsibility	
		Desire to organization problem solving participation

The fifth hypothesis: there is a relationship between managers' self-discipline and staff' job satisfaction.

The sixth Hypothesis: there is a relationship between managers' social skill and staff' job satisfaction.

The seventh hypothesis: there is a relationship between managers' idealized influence and inspiring and staff job satisfaction.

The eighth Hypothesis: there is a relationship between managers' intellectual stimulation and staff job satisfaction.

4. Data analysis

Regarding the collected data from the distributed questionnaires, the research hypothesis have been investigated whose results mentioned following.

4.1. The first hypothesis test

The relationship between managers' self-openness and staff's job satisfaction.

Testing hypothesis

{There is not a relationship between managers' self-openness and staff's job satisfaction H.: p=0

There is a relationship between managers' self-disclosure and staff's job satisfaction H.: p≠0}

According to relevant test performing, the amount P-value=0.000 was obtained with a 99% confidence level.

Therefore, we reject the null hypothesis and accept the opposite hypothesis.

It means that there is a significant relationship between managers' self-disclosure and staff's job satisfaction. The amount of Spearman coefficient of correlation for the above test is 0.678.

4.2. The second hypothesis test

The relationship between managers' empathy and staff's job satisfaction.

Testing hypothesis

{There is not a relationship between managers' empathy and staff's job satisfaction H.: p=0

There is a relationship between managers' empathy and staff's job satisfaction H.: p≠0}

According to relevant test performing, the amount P-value=0.000 was computed with a 99% confidence level.

Therefore, we reject the null hypothesis and accept the opposite hypothesis.

It means that there is a significant relationship between managers' empathy and staff's job satisfaction. The amount of Spearman coefficient of correlation for the above test is 0.752

4.3. The third hypothesis test

The relationship between managers' supportiveness and staff's job satisfaction.

Testing the hypothesis

{There is not a relationship between managers' supportiveness and staff's job satisfaction H.: p=0

There is a relationship between managers' supportiveness and staff's job satisfaction H.: p≠0}

According to relevant test performing, the amount P-value=0.000 was computed with a 99% confidence level.

Therefore, we reject the null hypothesis and accept the alternative hypothesis .It means that there is a significant relationship between managers' supportiveness and staffs job satisfaction. The amount of Spearman coefficient of correlation for the above test is 0.66

4.4. The fourth hypothesis test

The relationship between managers' positivism and staff's job satisfaction.

Testing hypothesis

{There is not a relationship between managers' positivism and staff's job satisfaction H.: p=0

There is a relationship between managers' positivism and staff's job satisfaction H.: p≠0}

According to relevant test performing, the amount P-value=0.000 was computed with a 99% confidence level.

Therefore, we reject the null hypothesis and accept the opposite hypothesis.

It means that there is a significant relationship between managers' positivism and staff's job satisfaction. The amount of Spearman coefficient of correlation for the above test is 0.578

4.5. The fifth hypothesis test

The relationship between managers' self-discipline and staff's job satisfaction.

Testing hypothesis

{There is not a relationship between managers' self-discipline and staff's job satisfaction H.: p=0

There is a relationship between managers' self-discipline and staff's job satisfaction H.: p≠0}

According to relevant test performing, the amount P-value=0.000 was computed with a 99% confidence level.

Therefore, we reject the null hypothesis and accept the alternative hypothesis .It means that there is a significant relationship between managers' self-discipline and staff's job satisfaction. The amount of Spearman coefficient of correlation for the above test is 0.386

4.6. The sixth hypothesis test

The relationship between managers' social skill and staff's job satisfaction.

Testing hypothesis

{There is not a relationship between managers' social skill and staff's job satisfaction H.: p=0

There is a relationship between managers' social skill and staff's job satisfaction H.: p≠0}

According to relevant test performing, the amount P-value=0.000 was computed with a 99% confidence level.

Therefore, we reject the null hypothesis and accept the opposite hypothesis.

It means that there is a significant relationship between managers' social skill and staff's job satisfaction. The amount of Spearman coefficient of correlation for the above test is 0.797

4.7. The seventh hypothesis test:

The relationship between managers' idealized and inspiring influence and staff's job satisfaction.

Testing hypothesis

{There is not a relationship between managers' idealized and inspiring influence and staff's job satisfaction H.: $p=0$

There is a relationship between managers' idealized and inspiring influence and staff's job satisfaction H.: $p \neq 0$ }

According to relevant test performing, the amount P-value=0.000 was obtained with a 99% confidence level.

Therefore, we reject the null hypothesis and accept the opposite hypothesis.

It means that there is a significant relationship between managers' idealized and inspiring influence and staff's job satisfaction. The amount of Spearman correlation coefficient for the above test is 0.533

4.8. The eight hypothesis test

The relationship between managers' intellectual stimulation and staff's job satisfaction.

Testing the hypothesis

{There is not a relationship between managers' intellectual stimulation and staff's job satisfaction H.: $p=0$

There is a relationship between managers' intellectual stimulation and staff's job satisfaction H.: $p \neq 0$ }

According to relevant test performing, the amount P-value=0.000 was computed with a 99% confidence level.

Therefore, we reject the null hypothesis and accept the opposite hypothesis.

It means that there is a significant relationship between managers' intellectual stimulation and staff's job satisfaction. The amount of Spearman coefficient of correlation for the above test is 0.662.

4.9. The main hypothesis test

The relationship between managers' communication skill and staff's job satisfaction.

Testing the hypothesis

{There is not a relationship between managers' communication skill and staff's job satisfaction H.: $p=0$

There is a relationship between managers' communication skill and staff's job satisfaction H.: $p \neq 0$ }

According to relevant test performing, the amount P-value=0.000 was computed with a 99% confidence level.

Therefore, we reject the null hypothesis and accept the opposite hypothesis.

It means that there is a significant relationship between managers' communication skill and staff's job satisfaction. The amount of Spearman coefficient of correlation for the above test is 0.802

5. Suggestion

In this part and according to the results which obtained, at first practical suggestions have been presented to managers of organizations and then some suggestions which may be useful for the next testing the hypothesis, in the testing the hypothesis's point of view, will be presented.

Practical suggestions for the managers

The purpose of this part is to presenting the suggestions in the obtained results' framework and any manipulation, distortion and exaggeration in the results will be avoided.

Indeed, in this part some suggestion is presented to managers in order to apply the communication skill indicators in organizations.

- ✓ In applying self-disclosure, the managers should meet the staff with an open look; it means that they should be eager to open their inner valve on the staff. Summarily, they should offer the information concerning their interest and emotions to the staff cheerfully.
- ✓ Regarding sympathy, the managers should try to identify the staff's feelings and emotions. This identification requires a greater intimacy between managers and staff.
- ✓ As the staff referred to this subject, the managers will be able to achieve this significant by establishing a friendly relationship with staff.
- ✓ The managers should avoid blaming the staff as much as possible in order to create a supportiveness environment, because otherwise a supportiveness environment will never form in the organization. Because if staff get defensive mode, they will try the lack of openness which will reduce the effectiveness of communication.
- ✓ The managers should try to consider silence as a value when communicate with them and listen to staff' speech more. In addition, they should try that the staff do not have a sense of inequality regarding the social position in relationship with them.
- ✓ Regarding positivism, the managers should primarily have a positive view toward themselves. And the one who does not have a positive view toward him/her self, certainly will not have a positive view toward others. In second stage, the managers should have a positive view toward staff's behavior and characteristic and consider to this point that the principle is always based on accuracy.
- ✓ The self-discipline summarily is the balance in expressing the emotions, feelings and excitement

and it is not in no way involved the emotion suppression.

- ✓ It means that they should not loss their control even in the time of anger eruption, and express the feelings after analyzing the situation.
- ✓ Regarding social skill, it should be noted that the managers should not only establish a friendly relationship with staff, but also these relationships should be purposive. The most important attribute of the managers who have a high social skill is that they are able to cope with condition and of course it does not mean that they have been defeated by conditions and deal with conditions passively, but it means that they have prepared themselves to deal with any condition.
- ✓ Idealized influence and inspiring is an attribute which emerge over a relatively long process. The managers should behave in communicating with staff so that the staff regards these behaviors with an admirable view and in addition these behaviors bring so much respect for the managers so that the staff applies these them as a behavioral pattern in communication establishment process. And finally the managers will inspire staff to move toward organization goal by improving the self-confidence morale among the staff.
- ✓ Regarding intellectual stimulation, the managers should welcome cheerfully to the criticism against the existing structures and methods in organization. In addition, they should encourage the creative and innovator staff in order to provide the necessary field for reassessment and amendment of the existing methods.
- ✓ We told in concluding of open question of questionnaire's analysis that the staff, with a high percentage, considered worthiness variables as one of the main indicators of managers' communication skill. Therefore, the managers of organization and especially this mentioned organization are recommended to try to enhance these indicators in their characteristics and behaviors in the extent possible. Regarding the staff's emphasis on these indicators and this point that one of the indicators of idealized influence and inspiring is that the managers' behaviors is often patterned by the staff, and by proving the relationship between this indicator and staff's job satisfaction , the attention necessity to this indicator will be revealed more than before.
- ✓ The other indicator which we referred to in analysis of the questionnaire's open question, is the establishing a friendly relationship with staff and paying attention to staff's family's needs. Concerning friendly relationship establishment with staff, the required discussions were done regarding the importance of this issue in self-disclosure, supportiveness, empathy and social skill of managers which all of them are the effective indicators in staff's job satisfaction.

But more than this relationship, paying attention to staff's family's need which the staff focused on in their comments, should be considered. Because paying attention to staff's family's needs create their

positive view toward the organization and this family's positive view influence on staff's view toward the organization and their job and finally provide an improvement in staff's job satisfaction.

6. Conclusion and discussion

In descriptive study of communication skill's indicators, it is determined that almost all the indicators in organization have been placed in the slightly higher than average limit, except the openness indicator which represent the more attention necessity to enhance this indicator in the managers of organizations.

In reviewing the indicators which the staff referred to them as other indicators of communication skill, we also achieved remarkable results.

The most important point which acquired in investigating these items was that paying attention to value issue enjoys a high desirability.

As the staff referred to this indicator 1.5 times more than other ones.

Of course some indicators which the staff referred to are the indicators were under study in this research and in the form of questionnaire, but regard to their high frequency in staff's comments, we also referred to them in the description of these items.

In addition, the staff's pointing and emphasis on these items confirmed the model which has been presented in this research.

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