The impact of the effectiveness of organizational communication on job satisfaction through job motivation of employees in Izeh County Health and Medical Network

Dr. Mehrdad Matani, Saeideh Sarkamaryan, Farhad Amiri, Ajdar Akson and Katayoun Asharouznia

Abstract

This research is a kind of correlational-casual (post facto) study that was conducted to investigate the impact of the effectiveness of organizational communication on employee’s job satisfaction through job motivation in Izeh County Health and Medical Network. The study population consisted of all employees of Izeh County Health and Medical Network of which 248 people, through simple random sampling, have been selected to participate in the study. The data collection tool includes three questionnaires of organizational communication effectiveness, job satisfaction and job motivation. The data obtained from the questionnaires were analyzed through SPSS and LISREL software and using descriptive and inferential statistics. The research findings show that in Izeh Health and Medical Network, the effectiveness of organizational communication affected job satisfaction, job motivation affected job satisfaction, the effectiveness of organizational communication affected job motivation and job motivation works as a mediator in the direction of organizational communication on job satisfaction.

Keywords: The effectiveness of organizational communication, Job motivation and Job satisfaction.

Introduction

In a working group or an organization, communication leads to motivation of employees through controlling working method. Also, for many of the staff and organization members, the group is the most important source of social relations (reciprocity relations or interaction) and in this way, employees reduce their mental stress, finally, the communication can provide information that individuals and groups need it to decide and by exchanging data, they can evaluate various executive ways and select the best method or solution [18]. In the workplace, establishing and maintaining social interaction with others is of great importance to staff satisfaction. But this issue finds more evidence about employees who need more affiliation than others. People with a high need for affiliation, prefer jobs to be able to interact with others and protect them. Regardless of the amount of affiliation of staff, when working groups are formed on the basis of similar skill levels, job satisfaction and productivity increase. In other studies it has been found that job satisfaction is influenced by popularity and reputation between the partners and the amount of group correlation [16].

Although the organizational promotions can bring many benefits and advantages for the individual and the organization, but due to roles of numerous factors such as gender, education, type of personal needs, working skills etc. only a few of the staff can gain higher levels [19]. But the important thing is that firms have to develop and improve the career way of employees and eventually, provide the satisfaction of employees who are seeking professional development. Therefore, determining and implementing transparent and objective criteria, would be a very useful way for promotion. If reasons or lack of job satisfaction of staff be specified, it is

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possible that in order to improve working conditions and more satisfying them, to make more fundamental efforts. Because when a man is gratified from his job, unconsciously does his responsibility more carefully and will be happy. Therefore, this study investigated the impact of the effectiveness of organizational communication on job satisfaction and mediation of job motivation.

Research literature:

Communications:

Communication means conveying of data. If there is no transition of data or ideas, the connection does not exist. A speaker who his words are not heard or a writer, who his text is not ridden, has not communicated at all. To make a successful connection, not only its meaning have to be transferred, also it should be understood. Thus, the communication is transmitting and understanding of the concept. Complete communication - if such a thing is possible – is when that the transmitted thought or idea be received exactly according to the same purpose that is sent [7].

The importance of communication:

Communications are of the fundamental elements of corporate identity and as Pfeiffer said, is the heart and essence of management which through it, the activities of planning, organizing, coordinating, leading and control is done by management. Communications is the exchange of "message" from one person to another person through a mediator or awareness and understanding human factors. John Kotter knows the communication process consists of three elements: sender - message - receiver. He believed that if between human factors of an organization no communication phenomenon exists, in any kind and form that can be used to define the organization, however, it is not an organization.

Communications in an organization is a source of power to optimally apply legal and administrative rights and implementing them in the organizational hierarchy. Communication as a "means" for implementing power and the path of corporate networks and related law, is a channel for that follow. In an organization, the power moves through communication channels and initially implemented through opportunities provided by the communication flow and then expanded and eventually added to the organization’s body and is maintained [13].

Effective communication is important for managers for two reasons. First, the communication is a process by which managers reach the planning, leadership and control structure. Second, the communication is an activity between managers that spend much of their time to it. Managers rarely think or plan alone at their desks. In fact, management time is mainly spent to face-to-face, electrical and phone communication with individuals, peers, supervisors, suppliers or customers. When dealing with others physically or by telephone, managers may write or read memo, report or a letter [1].

Effectiveness in interpersonal communications:

Interpersonal communication like other forms of human behavior can beraisedin both highly effective and highly ineffective forms. Very likely, no human interaction can be successful or entirely accompanied with failure and loss. It could be better and it also is likely to worsen as well. In other words, the concept of the relativity of human behavior is not eventually ruled on the relationship between the parties. The effectiveness of interpersonal communication has two fundamental aspects. First, the pragmatic dimension that here, the effectiveness of communication is related to the achievement and success to reach goals and desires.

The second is Personal- Satisfaction dimension which in this case, the effectiveness of communicative action is related to joy and enthusiasm that is obtained to practitioners of the communication. If practitioners can acquire their desired joy, it is possible to say that through satisfaction criteria, the action is effective. It should be considered that according to this classification, it should not be thought that these dimensions are always separated from each other and each acts separately. Often, the contest of an individual from the communication is related to that how much he has arrived to his goals and how much he is away. On the other hand, we can say that in many times, goals and a sense of accomplishment are referred to a level of satisfaction that is derived from the interaction [14].

Importance of Communication in Organization:

Communication is crucial for the organization and its function. Kanter (1977) concluded that managers spend a large percentage of their time to communications. Usually this communication is established through contacts and councils. Managers should respond to phone and e-mail messages. In short, the manager task is summarized in communication [8].

Communication is a very important skill and the needed principle for efficient management that through it, managers establish and maintain relationships that are necessary for staff to perform daily tasks properly [12].

Organizational communication is the level of organization or association that exist between the bases of the organization. In today's organizations, the information should flow, faster than any other time [10]. Communication is necessary to advance the goals of an institution, that's why this task connect other
management tasks to each other. Communications also link the institution to external environment. Through the exchange of information, it is possible for managers to be aware about customer requirements, material availability, and demands of shareholders, government regulations and society reactions. Through communication, any organization becomes an open system which has mutual relations with its environment [15].

Communication is one of the most important elements of the management process. The existence of effective and accurate communication in organizations always is an important component in the success of the management. Experience has proved that if the organization does not have the proper relationship, the flow and tasks are disturbed. Coordination, planning, organization, control and other functions in the absence of an effective communication system, are not feasible and managing the organization is not possible.

In today’s organizations, due to changes in priorities of employees’ needs, such an environment must be provided to be able to stimulate and satisfy the needs beyond the physiological and safety needs [17].

Job Satisfaction:
Fisher and Hanna (1939) has described the job satisfaction as a psychological factor and define it as an emotional adjustment to the job and job requirements. This means that if a person's job favorable conditions be provided, he will be satisfied with his job. But if a job does not provides the satisfaction and pleasure for him, he will start reproaching the job and will leaves his job, if possible.

The types of job satisfaction:
Ginsberg and colleagues, who have considered the job satisfaction from different perspectives, refer to two types of job satisfaction:
- Inner satisfaction is obtained from two sources. First, the feel of joy that a man acquires from the career and activities. Second, a pleasure of viewing progress or doing some social responsibilities and the emergence of human capabilities and desires.
- Outer satisfaction which is related with the conditions of employment and working environment and always changes and evolves. Among outer satisfaction factors, it is possible to point out conditions of work, wages and perks, the kind of job and relations between workers and employers [2].

Individual job satisfaction depends on several factors which together lead to the desired result. Job satisfaction as a key factor affects many of the features of individual behavior and organization functionality, job satisfaction causes increased productivity, commitment to the organization, guarantee the physical and mental health and also increase in person's motivation. Some of the consequences of lack of job satisfaction are including performance, absence, transferring, delays in work and turnover [4]. Job dissatisfaction although at first reduces efficiency and increases costs in the workplace, but its continuing leads to loosening commitment to values, norms, system goals and social trust. Undoubtedly, managers must be sensitive about their personnel satisfaction.

The importance of paying attention to job satisfaction and job dissatisfaction consequences in the workplace and consequently in the society, cause that the directors and authorities of each company pay special attention to it. Managers by measuring employees’ job satisfaction can identify major issues of staff and through addressing these issues. In 1935, the concept of job satisfaction was expressed by Hoppock[2] for the first time. He found that job satisfaction is derived from the combination of physical and psychological senses of staff about their work environment. Job satisfaction consists of people's cognitive and emotional reactions as his attitude about his job [6].

Job satisfaction is a positive or pleasant emotional state that is a result of evaluation of employee about his job or job experiences and the factors that play an important role in job satisfaction can be named as follows:
1 - Rival seeking in job: challenging jobs that individual can show his abilities and skills and freely present his successful achievements, 2. the same rights and benefits: if the wages and benefits are fair it leads to a satisfactory result. People related to the type of their job and skills; tend to enjoy a payment system and the policy of fair promotion and unambiguous and consistent expectations.3. The suitable working conditions: the suitable working conditions refer to workplace. 4. Having a good colleague: good and intimate colleagues will increase job satisfaction. 5. Fit the job: If the person fits with his job, he will be successful and this success leads to job satisfaction.

Over the years, various theories have directly or indirectly addressed the issue of job satisfaction; Herzberg's two-factor theory is one of these theories. Frederick Herzberg presented the theory between 1950 and 1960.

The basic framework of the two-factor theory is based on interviews of 200 accountants and engineers who worked in Pittsburgh area. Herzberg said that human needs are two different groups that essentially are independent from each other and affect the behavior in different ways. He found when people feel job dissatisfaction; their dissatisfaction is related to the environment that they work there. Vice versa, when people feel satisfaction about their work, this satisfaction is related to their job. Herzberg called hygiene factors as the
first category of needs. Because these needs describe the human environment and their main function is to prevent job dissatisfaction, he named the second category as motivators because they stimulate people for better performance. Health factors include: organization and management policies, supervision, working conditions, the interrelationships of people, money, security and supply. The health factors don't affect production capability and proficiency of the worker. The motivational factors include: success, gratitude for doing a job, and amazing effort, increasing responsibility, growth and prosperity. These factors have a positive impact on job satisfaction and are likely to increase the overall efficiency of an individual [17].

Although Herzberg’s models fame in relation to motivation in work and widely accepted by managers, however, it soon has been criticized very much. For example, this two-factor theory just explains a part of the content of the motivation and fails to full explain of motivational issues in organizations. Other objections of this theory including that this theory does not take into consideration individual differences. Moreover, this theory does not specify the relationship between motivation and job satisfaction and in fact, the general job satisfaction is considered and this theory has not considered the situational variables and also people tend to respond in a way that their responses be socially desirable.

In today’s competitive world, the manager can success only relying on technical skills. He must also have great skills and abilities in terms of human relations. Among all management tasks, the human element management is crucial, because all other tasks are depending on how this task is performed. Among the behavioral sciences, perhaps job satisfaction is one of the most important and controversial concepts that on the one hand, absorbed theoretical and fundamental efforts and on the other hand, are important at all levels of management and human resources of organizations.

This importance, on the one hand is due to a role that this structure play for improvement and health and safety of workforce and on the other hand, due to the fact that job satisfaction in addition to frequent and sometimes complex definitions and conception, is the confluence and the structures of many scientific fields such as education, psychology, management, sociology, economics and even politics. According to many experts, among all the concepts that organizational behavior experts, management and industrial and organizational psychologists have studied in different organizational contexts, job satisfaction was among the most important research areas.

**Motivation:**

The term motivation first time was derived from the Latin word "move" which means movement. Motivation is called away to behave. In other words, a person does not perform any conduct unless it has an incentive or trigger. Human motivation, whether conscious or unconscious, is due to his needs. So it can be said for the definition of motivation: motivation or need is an internal state and or a lack or deprivation that stimulates a man to do something [13].

The meaning of job motivation refers to factors, terms and conditions that lead to impassion, direction and continue of an individual’s behavior, in connection with his employment status.

Career Motivation is a process that triggers human behavior and preserves his desire to achieve the objectives of the organization.

Job motivation is one of the tools that can be used to be closer to organization’s objectives or achieve them. For managers there are various options to motivate staff: but motivation is not something that can be implemented on staff by one test and then using its benefits. Motivation is floating and is changing each moment and in accordance with the desires and tastes and forces that are active in the person and characteristics which affect him. Managers are faced with many problems to motivate staff. For example, choosing a method of motivation is one of the hardships of managers.

In the present study, job motivations are presented based on Hackman and Oldham's model. Richard Hackman and Greg Oldham developed the most comprehensive job profile model, they understanding the idea that what are the characteristics of a motivator job?, determined 5 key characteristic including skill variety, task identity, task significance, autonomy and feedback which can be used to describe the potential motivation of a job. The definitions are:

1. Skill variety: the degree that a job forces employees to use their different skills and abilities.
2. Task identity: whether the job has a definite beginning and end or not? And a certain part of job completion refers to this career.
3. Task significance: the degree to which a job affects other people inside and outside the organization.
4. Autonomy: refers to the job independence and how much employees are free and have control in determining their schedule, decisions or set of working tools.

Given the importance, roles and tasks of organizations, the importance of corporate communications will be doubled. Management of any organization should be noted that they should be effective to achieve organizational goals at different levels. This becomes possible when communications and communication paths are properly designed and clearly specified.
Lack of proper communication can lead to idle being of beneficial capacities in units and non-awareness of managers about capacities of organization units. Organizations as a source of production, services and development for the society, when will be able to play their role in society that pay attention to manpower as the most important asset and organizational factor. Manpower is a complex factor that has various motivations and attitudes. Sometimes, managers and employees’ inability to effectively communicate with colleagues at work environment or the negative attitudes and lack of interest in the employee, cause that they are not able to perform the tasks and finally, we are faced with declining productivity and job satisfaction of employees.

<table>
<thead>
<tr>
<th>The effectiveness of organizational communication</th>
<th>Job motivation</th>
<th>Job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>Task significance</td>
<td>Inner satisfaction</td>
</tr>
<tr>
<td>Feedback</td>
<td>Task variety</td>
<td>Outer satisfaction</td>
</tr>
<tr>
<td>The frequency of communication channels</td>
<td>Task identity</td>
<td>Outer satisfaction</td>
</tr>
<tr>
<td></td>
<td>Feedback</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Autonomy</td>
<td></td>
</tr>
</tbody>
</table>

**Fig. 1:** The conceptual model of research

**Fig. 2:** The casual model of research

**Hypothesis:**
1. Organizational communication has a significant impact on job satisfaction in Izeh County Health and Medical Network.
2. There is a significant relationship between job motivation and satisfaction of employees in Izeh County Health and Medical Network.
3. A significant relationship exists between organizational communication and job motivation of employees.
4. Organizational communication has a significant effect on job satisfaction of employees in Izeh County Health and Medical Network through mediation of job motivation.

**Research methods:**

The present study in terms of goal is functional and in terms of implementation method is a correlational-casual study (post facto). The study population consisted of all employees of Izeh County Health and Medical
Network. According to statistics obtained from Izeh County Health and Medical Network, the number of active employees in this organization are around 700 people. The sample size was calculated 248 people, based on the formula Krejcie and Morgan. To collect data needed for this research, 3 questionnaires "Effectiveness of Corporate Communications “(Nanchianetc., 2000) a 25- question questionnaire, Minnesota Job Satisfaction Questionnaire (1967 ) which was compiled at the University of Minnesota by Weiss Davis , George England and Lankiest and the job motivation questionnaire of Hackman and Oldham (1976).

Reliability scores (based on Cronbach’s alpha test) for the questionnaires of the present survey were calculated as follows:

The questionnaire of effectiveness of organizational communication: 0.84 and effectiveness components: communication, 0.84, feedback0.83, communication channels 0.83.

Job motivation questionnaire: 0.82 and motivational factors: the significance of the task, 0.81, task variety 0.8, task identity 0.82, feedback 0.81, and autonomy 0.81.

Job satisfaction questionnaire: 0.79 and job satisfaction dimensions: inner satisfaction, 0.78, outersatisfaction, 79, overall satisfaction, 79.

Data of the research after collecting was analyzed using SPSS and LISREL software. Statistical methods used in this study are the criteria and methods of correlational statistics which were used to measure hypotheses’ accuracy.

Test the hypothesis:

The first hypothesis:

Effectiveness of communication has a significant impact on satisfaction.

\[ H_0: \mu_e = \mu_r \]
\[ H_1: \mu_e \neq \mu_r \]

Due to the impact factor of \( \beta=0.22 \) and the critical value \( = 3.27 \) coefficient \( t (1.96 < t < .96) \) reported in Table 1, the predictor variable of the effectiveness of communication can change the satisfaction criteria variable and explain it. Also, this hypothesis is confirmed at level of 95%.

The second hypothesis:

Job motivation has a significant impact on job satisfaction.

\[ H_0: \mu_e = \mu_r \]
\[ H_1: \mu_e \neq \mu_r \]

Due to the impact factor of \( \beta=0.61 \) and the critical value \( = 8.44 \) coefficient \( t (1.96 < t < .96) \) reported in Table 2, which is greater than 1.96, the predictor variable of job motivation can change the variable of job satisfaction criteria and explain it. As a result, this hypothesis is confirmed at confidence level of 95%.

Third hypothesis:

Effectiveness of communication has a significant impact on job motivation.

\[ H_0: \mu_e = \mu_r \]
\[ H_1: \mu_e \neq \mu_r \]

Due to the impact factor of \( \beta=0.2342 \) and the critical value \( = 8.41 \) coefficient \( t (1.96 < t < .96) \) reported in Table 3, which is greater than 1.96, the predictor variable of effectiveness of communication can change the
variable of job motivation criteria and explain it. As a result, this hypothesis is confirmed at confidence level of 95%.

**Forth hypothesis:**
Effectiveness of communication by a mediation of job motivation has a significant impact on job satisfaction.

\[
\begin{align*}
H_0 &: \mu_e = \mu_r \\
H_1 &: \mu_e \neq \mu_r
\end{align*}
\]

Table 4: The effect of variable of Effectiveness of communication by a mediation of job motivation on job satisfaction

<table>
<thead>
<tr>
<th>Effectiveness of communication</th>
<th>Job motivation</th>
<th>Job satisfaction</th>
<th>Indirect effect</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>impact coefficient ($\beta$)</td>
<td>Hypothesis was verified</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0.61 $\times$ 0.34</td>
<td>8.44 4.61</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Significance number (t-value)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>8.44 4.61</td>
<td></td>
</tr>
</tbody>
</table>

According to Table 4, effectiveness of communication has a significant positive effect on job motivation ($\beta=0.34$ and 4.61 = t coefficient) and job motivation has an impact on job satisfaction and can explain it. ($\beta=0.61$ and 8.44 = t coefficient) Therefore, the predictor variable of the effectiveness of communication explains the criteria variable of job satisfaction by a mediation of job motivation. As a result, the main hypothesis namely the effectiveness of communication by a mediation of job motivation has a significant impact on job satisfaction of job motivation mediation are confirmed.

**Goodness of fit tests:**
When models have an appropriate theoretical support, in the next step, is the time to investigate the fit of the model with 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 is able to check the average of lack of fit for each degree of freedom that it is equal to 0.0214. The amount less than 0.0 represent the good fit of the model. If the amount is less than 0.1, indicates a good fit of the model, so this model has a good fit. Other fit indicators of the mentioned model based on indicators: RMR, GFI, IFI, CFI, NFI has been measured (Table 4-5) which indicates a good fit of the model.

Table 5: The ultimate model fit indicators

<table>
<thead>
<tr>
<th>Statistical title of indicator</th>
<th>Main model</th>
<th>Acceptable range</th>
<th>Test result</th>
</tr>
</thead>
<tbody>
<tr>
<td>$\chi^2$/ df</td>
<td>1.92</td>
<td>$\chi^2$/ df &lt;2</td>
<td>Model confirmation</td>
</tr>
<tr>
<td>P-value</td>
<td>0.198</td>
<td>P &gt; 0.05</td>
<td>Model confirmation</td>
</tr>
<tr>
<td>RMSEA</td>
<td>0.0214</td>
<td>RMSEA &lt; 0.09</td>
<td>Model confirmation</td>
</tr>
<tr>
<td>RMR</td>
<td>0.0012</td>
<td>RMR &lt; 0.09</td>
<td>Model confirmation</td>
</tr>
<tr>
<td>GFI</td>
<td>0.9</td>
<td>GFI &gt; 0.9</td>
<td>Model confirmation</td>
</tr>
<tr>
<td>AGFI</td>
<td>0.93</td>
<td>AGFI &gt; 0.9</td>
<td>Model confirmation</td>
</tr>
<tr>
<td>CFI</td>
<td>0.95</td>
<td>CFI &gt; 0.9</td>
<td>Model confirmation</td>
</tr>
<tr>
<td>RFI</td>
<td>0.91</td>
<td>RFI &gt; 0.9</td>
<td>Model confirmation</td>
</tr>
<tr>
<td>NFI</td>
<td>0.94</td>
<td>NFI &gt; 0.9</td>
<td>Model confirmation</td>
</tr>
<tr>
<td>NNFI</td>
<td>0.92</td>
<td>NNFI &gt; 0.9</td>
<td>Model confirmation</td>
</tr>
</tbody>
</table>

**Structural equation:**
Next, the research model was fitted and the results of the model are as follows:
RESULTS AND DISCUSSION

- Effectiveness of organizational communications with impact factor 0.22 has an impact on job satisfaction and the hypothesis of the impact of this variable on job satisfaction, by 0.95% confidence is verified.

- Job motivation with impact factor 0.61 has an impact on job satisfaction and hypothesis of the impact of this variable on job satisfaction, by 0.95% confidence has been verified.

- Effectiveness of organizational communications with impact factor 0.34 has an impact on job motivation and job motivation with impact factor 0.61 has an impact on job satisfaction and the main hypothesis based on the mediation role of job motivation in the way of effectiveness of communications in job satisfaction, has been verified.
The goodness of fit test also verified the conceptual model of the research based on the impact of the effectiveness of organizational communication on job motivation and the effect of this variable and its components job satisfaction.

Above items lead to this result that the effectiveness of organizational communication through increased job motivation leads to increased job satisfaction of employees. Thus, the managers and authorities of the company can increase their staff’s job satisfaction by increasing the motivation of employees and proper management of organization communications.

Suggestions:
• According to the first hypothesis based on the impact of organizational communication on job satisfaction, it is recommended that managers and authorities of Izeh County Health and Medical Network provide required measures to improve organizational relationships between managers and employees and also employee’s relations together, in order to increase the job satisfaction of employees.
• According to the second hypothesis based on the impact of job motivation on job satisfaction, it is recommended that through the proper functions for each individual and providing independence for employees, their job motivation be increased in order to raise their employee’s job satisfaction.

REFERENCES