

THE ROLE OF ORGANIZATIONAL STRUCTURE AND COMMUNICATION SKILLS IN PREDICTING EMPLOYEE JOB SATISFACTION

Majid Mahvi-Shirazi*, Afsaneh Alizadeh Asli, Farzaneh Mazinani
Department of Psychology, Buinzahra Branch, Islamic Azad University, Buinzahra, Iran

ABSTRACT: The present research has been done to analyze the role of organizational structures and communicational skills in predicting job satisfaction among industry workers. It includes 200 of the staff of Taksam Co. and has been fulfilled through random sampling. The means of research include Robbins's organizational structure questionnaire with alpha quotient of 0.7, Karazak's communicational skills questionnaire with an alpha quotient of 0.8, and evaluation scale of job satisfaction with an alpha quotient of 0.8. To analyze the given data, the step by step regression and Pearson correlation style has been used. The result of the research implied that communicational skills caused the job satisfaction to increase, complexity of organizational structure causes job satisfaction to decrease, there's not a meaningful relation between the organizational structure and staff's job satisfaction, concentration of organizational structure causes job satisfaction to decrease too, and organizational structure, by means of communicational skills, has a predictive role in expressing job satisfaction among employees.

KEYWORDS: Organizational Structure, Communication Skills, Job Satisfaction.

INTRODUCTION

Always, it is said that, "a happy official is a work official" and a happy official should be satisfied from his (her) job but are all people satisfied from their jobs? Subjectivity of job satisfaction result from the situation that most people spend half of their awakening time in their offices. In the present research two variables related with job satisfaction of industrial officials have been surveyed they include: organizational structure of work environment and communicational skills ([Bass and Avolio, 1990](#); [Bowditch et al., 2008](#)).

Lack of job satisfaction decreases personnel moral and low morale is undesirable for work. Some indexes of low morale are: apprehension absenteeism delay at work job drop-out and premature retirement. But job satisfaction leads to increasing productivity, Organizational commitment mental and physical health and as a result personnel morale increases their function promotes ([Gibson et al., 2009](#); [Guleryaz et al., 2008](#)). This variable results from factors such as: conditions of work environment organizational system of job relations ruling on work environment organizational structure and effect of cultural factors ([Paul and Madlock, 2008](#); [Pinder, 1991](#)). Job satisfaction, resulting from job evaluation is a means that can provide factors of getting important job values. There values are

coordinated with satisfying basic needs of a person and help them to be realized. The present research is going to answer this question that if there is meaningful relation between job satisfaction and general health or not ([Muris et al., 2004](#); [Goodman, 1997](#)).

One of the new branches of science and knowledge that has put manpower and their sides of work in its center of attention is industrial and organizational psychology. This branch of science has paid attention to scientific study of man and work with characteristics of their work place, with people that work there and with what they do there. In fact industrial and organizational psychology deals with relation of psychological principles with problems that people are facing with in industry and commerce. Often it is said that a happy employee is an efficient one and a happy employee is satisfied from his work and whatever he does during his work. Job satisfaction is important because most people spend half of their waking time in their work milieu. Job satisfaction is positive attitude and feeling that people have toward their work ([Koper, 1994](#); [Berman, 1998](#)).

Present research tries to study the role of organizational structure and relation skills in prediction job satisfaction of personnel in Texam Company in these way suitable

suggestions will be presented for that organization.

The aims of present research are:

General aim: studying the role of organizational structure and skills in predicting job satisfaction of industrial personnel.

Slight aims:

1. Predicting job satisfaction of industrial personnel on the basis of skills. Communicational
2. Predicting job satisfaction of industrial personnel on the basis of complexity of organizational structure.
3. Predicting job satisfaction of industrial personnel on the basis of formality in organizational structure.
4. Predicting job satisfaction of industrial personnel on the basis of formality in organizational structure.

RESEARCH METHOD

Statistical universe of this research were all personnel of Texam Company with different degrees that worked there in spring and summer 2012. According to the statistics of human resources 400 people worked there.

After distinguishing the title of the research and its variables, suitable tools for measuring were chosen. After choosing the sample from statistical universe, the two measuring tools were developed for them and after coordinating and giving enough explanation about the test they were given to the personnel and the personnel were asked to answer the questions of these questionnaire carefully.

As it mentioned the present research has been done to analyze the role of organizational structures and communicational skills in predicting job satisfaction among industry workers. It includes 200 of the staff of Taksam Co. and has been fulfilled through random sampling. The means of research include Robbins's organizational structure questionnaire with alpha quotient of 0.7, Karazak's communicational skills questionnaire with an alpha quotient of 0.8, and evaluation scale of job satisfaction with an alpha quotient of 0.8.

It should be paid attention to this case that present research is a multivariable research that for each prediction variable 5 to 15 persons should be selected as volume of sample group. In the present research number of independent variable are 10 variables. Instead of each independent

variable 15 people were chosen and for much safety the research was done on 237 persons 27 of the people were deleted from the research because their questionnaire were incomplete so sample people or sample group were 200 persons.

For choosing research sample random sampling method has been used and according to this method all persons have equal chance to take part in the research.

In this method the researcher is sure that selected sample is the real sample of considered group.

Devices of present research are:

1. Roan's organizational structure questionnaire.
2. Communicational skills questionnaire
3. Job satisfaction questionnaire.

In order to perform this research after getting personnel statistics of Tehran Texam co by referring to the company verbally their demographic traits was gotten and after explaining about the research aim the questionnaire were completed.

for completing personnel questionnaire of the company they were uniformed individually on the basis of personal demographic traits such as: age sex marriage situation employment situation knowledge degree and record of working and then on the basis of suitable classified random sampling people were selected and sampling was done so that they could get suitable sample from statistical universe.

For more safety as it was said before the research was performed on 227 persons and 27 persons were deleted because their questionnaires weren't complete. Therefore number of sample decreased to 200 persons.

For analyzing the results at descriptive level, information of each of research variables was studied using: diagram frequency distribution tables and indexes and summarizing data.

At inferential statistics level for studying the role of organizational structure and relation skills in predicting job satisfaction of industrial personnel person's correlation coefficient method and step by step regression method used. In this direction SPSS 20 software was used for analyzing data.

RESULTS

Without doubt many jobs cause pressure. Some personnel of organs know how to cope with the pressure and being safe from

its harms. But some people because of some factors feel tension continually. Feeling pressure continually causes some harmful effects that are called job exhaustion. Job satisfaction that is a kind of mental feeling is a part of life satisfaction and this feeling affects personnel's work so because job is a main part of every ones life then job satisfaction has influence on the whole of

people lives. In table 1, mean and standard deviation of variables are presented. The variables of this table are: Job satisfaction, Supervisor, Satisfaction from work, Satisfaction from colleague, Satisfaction from promotion, Satisfaction from payment, Communication skills, Organizational complexity, Formality and Centralization.

Table 1: mean and standard deviation of research variables

Variable	Average	SD	Minimum	Maximum
Job satisfaction	117.5	13.71	85	155
Supervisor	34.92	4.51		44
Satisfaction from work	24.65	3.99	15	36
Satisfaction from colleague	28.29	6.48	12	46
Satisfaction from promotion	14.22	3.63	6	23
Satisfaction from payment	15.45	3.89	6	28
Communication skills	114.74	10.62	90	142
Organizational complexity	23.57	4.33	13	35
Formality	17.63	4.51	9	31
Centralization	26.01	5.22	16	45

For standing the relation among communicational relations complexity formality and organizational structure concentration with job satisfaction correlation coefficient test has been used and in table 2, correlation matrix among research variables has been presented. In

this table variable are: Job satisfaction, Satisfaction from work, Satisfaction from Supervisor, Satisfaction from colleague, Satisfaction from promotion, Satisfaction from payment, Communication skills, Organizational complexity, Formality and Centralization.

Table 2: correlation matrix among research variables

Variable	1	2	3	4	5	6	7	8	9	10
Job satisfaction	1	-	-	-	-	-	-	-	-	-
Satisfaction from work	0.51**	1	-	-	-	-	-	-	-	-
Satisfaction from Supervisor	0.64**	0.20	1	-	-	-	-	-	-	-
Satisfaction from colleague	0.73**	0.17*	0.29**	1	-	-	-	-	-	-
Satisfaction from promotion	0.63**	0.29**	0.30**	0.29**	1	-	-	-	-	-
Satisfaction from payment	0.45**	0.10	0.25**	0.16*	0.19**	1	-	-	-	-
Communication skills	0.26**	0.12	0.08	0.28**	0.14*	0.12	1	-	-	-
Organizational complexity	-0.17**	-0.05	0.12	-0.13	-0.23**	-0.22**	0.11	1	-	-
Formality	-0.30**	-0.21**	-0.20**	-0.16**	-0.21**	0.14*	0.16*	0.07	1	-
Centralization	-0.45**	-0.46**	-0.15*	-0.36**	-0.26**	-0.04**	-0.17**	0.11	-0.52**	1

Results of correlation coefficient of variables such as: communicational skills complexity formality and concentration in organizational structure with job satisfaction is positive and meaningful. For studying the role of variables in predicting job satisfaction, regression analyses has

been used, that its results have been presented in table 3. This table shows results of regression analyses for predicting job satisfaction through communicational skills and organizational structure. Variable of this table are: Communication skills, Complexity, Formality and Centralization.

Table 3: results of regression analyses for predicting job satisfaction through communicational skills and organizational structure

Variable	B	B	R	R2	SE
Communication skills	0.27*	0.21			
Complexity	-0.52*	-0.15	0.51	0.26*	11.91
Formality	-0.23	-0.07			
Centralization	-0.96	-0.35			

**p>0.01
*P<0.05

As it is seen in the table multivariable correlation of variables such as: communicational skills complexity and

concentration in organizational structure with job satisfaction is 0.51, and these therevariables together explain 26 percent

of changes of job satisfaction. This degree of explanation statistically is meaningful [$R_2=0.26$, $f(4-195)=17.11$, $p<0.01$]. The result of the research implied that communicational skills caused the job satisfaction to increase, complexity of organizational structure causes job satisfaction to decrease, there's not a meaningful relation between the organizational structure and staff's job satisfaction, concentration of organizational structure causes job satisfaction to decrease too, and organizational structure, by means of communicational skills, has a predictive role in expressing job satisfaction among employees.

CONCLUSION

Lack of job satisfaction decreases personnel moral and low morale is undesirable for work. Some indexes of low morale are: apprehension absenteeism delay at work job drop-out and premature retirement. But job satisfaction leads to increasing productivity, Organizational commitment mental and physical health and as a result personnel morale increases their function promotes. This variable results from factors such as: conditions of work environment organizational system of job relations ruling on work environment organizational structure and effect of cultural factors. In fact industrial and organizational psychology deals with relation of psychological principles with problems that people are facing with in industry and commerce. Often it is said that a happy employee is an efficient one and a happy employee is satisfied from his work and whatever he does during his work. Job satisfaction is important because most people spend half of their waking time in their work milieu. Job satisfaction is positive attitude and feeling that people have toward their work.

According to the present research and previous one we can find that there is relation among communicational skills and job satisfaction.

Because communicational skills can have an effective role in increasing confidence in work place so they can affect job satisfaction factors and cause job satisfaction among personnel. So according to present and previous researches organizational structure complexity can decrease job satisfaction.

Organizational structure complexity faces understanding of person from his (her) organization with trouble through

developing job wishes and also specialization and being complex charts in an organ a person's job satisfaction is decreased.

According to this research organizational importance can't cause decrease of job satisfaction because of being many non-homolateral problems in the results of this research maybe complexity of work place being little time for answering the questions and organizational culture of Texam co have caused such results.

Texam is a private company and because there are little indexes in organizational charts maybe people don't pay so much attention to organizational structure formality for achieving job satisfaction and cultural differences between work places in many researches justify this situation.

According to the present and previous researches concentration in organizational structure can decrease job satisfaction. Concentration in organizational structure can decrease job satisfaction because all personnel can't take part in the decisions and special part makes all decisions so job satisfaction can increase in an organ only through de-centralization process.

REFERENCES

- Bass BM, Avolio BJ. Developing transformational leadership and beyond. *Journal of European Industrial Training* 1990; 14: 21-27.
- Berman MR. People in organs, Organizational behavior background. In: Shokr Kor H (Translator), 1998.
- Bowditch J, Buono A, Stewart M. A primer on Organizational Behaviour. 7th edition, Westford, John Wiley & Sonp 2008.
- Gibson L, Ivancevich JM, Donnelly J, Konpaske R. Organizational Behaviour. New York: Mac Graw-Hill 2009.
- Goodman R. The Strengths and Difficulties Questionnaire: A research note. *Journal of Child Psychology and Psychiatry* 1997; 38: 581-586.
- Guleryaz G, Guney S, Miski Aydin E, Asan D. The mediating effect of Job satisfaction between emotional intelligence and organizational commitment of nurses: A questionnaire survey. *International Journal of nursing studies* 2008; 13: 11-26.
- Koper K. In: Gharachedaghi M, Jhariatzadeh N (Translation), Mental pressure and ways of identifying and confronting with it. Khoshrang publications 1994.
- Muris P, Meesters C, Eijkelenboom A, Vincken M. The self-report version of the Strengths and Difficulties Questionnaire: Its psychometric

properties in 8 to 13-year-old non-clinical children. *British Journal of Clinical Psychology* 2004; 43: 437-448.

Paul E, Madlock J. The Link between Leadership Style, Communicator Competence, and Employee Satisfaction. *Journal of Business Communication* 2008; 5: 45-61.

Pinder CC. Valence-instrumentality expectancy theory. In: Steers RM, Porter LW (Eds.), *Motivation and work behavior*, New York: McGraw-Hill 1991; pp: 144- 164.