

## The Effects of Communication Skills and Interpersonal Communication on Organizational Effectiveness of Iranian Sport Managers and Presenting a Model

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**Abstract:** The purposes of this study are the effects of relationship skills and interpersonal communication and its role on the organizational effectiveness between Iranian sport managers. Descriptive study was conducted through a survey. The study populations were of 670 sport managers. The sample survey selected by stratified random. The questionnaires include Barton J communication skills, Graham interpersonal communication and Hsu organizational effectiveness with reliability respectively (0.81, 0.86 and 0.90). Inferential statistical methods and structural equation models (SEM) were investigated to access variables observed effects on the latent variables. The results showed that there are significant relationship between communication skills, interpersonal communication with subordinates and upper management and organizational effectiveness in sport ( $p \leq 0.5$ ). Hence the implementation of research results measurement model confirmed for path analysis conceptual models of communication skills, interpersonal communication upper and subordinates and organizational effectiveness. Generally acknowledged that the feature set personality as a good index, predicted role in relation skills, interpersonal communication and organizational effectiveness, sport manager relation skills while by between interpersonal communication and organizational effectiveness will be assessed moderate and weak, so top manager must planning application appropriate management strategy that order to achieve optimal levels of these indicators.

**Key words:** Relation skills • Communication • Organizational effectiveness

### INTRODUCTION

Man as social creature to meet the needs of individual and social life goals and reach their organizational needs relations communication and interaction with other fellows its [1]. For the sustainable and better management of these resources, various policies have been advised, the most promising of which is the management of Human resources through participation of the local people [2]. Information and communication technologies (ICT) have become an essential element of the educational system [3]. Also the ability of staff in applying technique of management by objective, provide the possible establishment can help to managers. Also one of the fundamental organizational behaviors is cognition and communication features individual People productivity gain access to more and organizational goals [4]. Memon, *et al.* (2011), Education

is the lifeline for efficient and stable working of human society. Education help develop individual personality making the person knowledgeable, competent, capable and skillful [5]. Poczwardowski (2002), which refers to this update, since a particular behavior, is dependent on certain conditions, so successful managers in the organizational goals in troubleshooting pre projected thoughts, conduct, control and change employee behavior process and are considering individual differences and develop human communication in today's world and cultural differences in different societies requires extensive research. Communication, social sense of being human is raise and establish the connection to the person new skills and new ideas the way will be to where everything is organized massive are more communications, human formed complex [6]. Communications, information transfer from sender to receiver, so that both are understandable and clear. If one

of these elements, transmitters, receivers and the message is not available, does not establish any communication [7]. Models based on communication, information that the person through their five senses to bring, filter and process information based on values and beliefs are decisions pass data to the person and can be changed to extend [8].

Yukle (2008) nevertheless continues to influence the investment recipient sure of the amount of messages and create some impact of transition on Source purpose and understanding of the factors affecting the behavior and recognition of individual characteristics and personality the other hand, knowledge development and practical tactics influence and power and the factors affecting behavior including concerns influence management has on organizational behavior. Career issues and feelings and opinions of their managers including factors are affecting the relationship. Interpersonal communication abilities managers are important for connect with employees. Communication capabilities to their opinion, the most important factor decision making [9]. Managers usually in a matrix on two levels, effectiveness and value of data communications solutions are selected [10]. Sport managers need to know to communicate, their organization and responsible for planning activities, targets and performance assessment, staff education. Guo (2009) in every organization effective communication can be one of the most important factors for achieve organization goals [11]. Although the level of self-efficacy and self-confidence, political awareness, access to media and the amount of meeting staff's expectations from society were factors which promoted the level of their social participation [12].

Managers and staff pay in organizational communication at two levels and layers of communication to interact with others. Part of interpersonal communication in the horizontal plane is done in this kind of communication with employees or managers of people to communicate to their same level. Another level that looks the most volume of communication has been allocated to the vertical communication managers or employees in this sector with people under the hand and forced his hand up to communicate. It seems that managers in communication skills, speech, audio and better feedback, they managed to be effective communication, including problems that managers in sport organizations have less attention to it [13].

The process of human skills in four areas related to communication, interpersonal and group communication and mass communication is placed in the interpersonal

relation between the most important parts of human communication. Communication people are defined in the communications sector with subordinates, upper and rows. Graham (1998) as the interpersonal communication can be used includes communications between individual self-awareness and self-disclosure, self-Expression and clarity, Awareness of others, Acceptance of feedback and finally coping with feeling and differences [1]. Oremosu, *et al.* (2011) concluded that in most cases women tend to their disclosure and often louder in the reactions and actions of its reaction to occur [14].

Yukle (2008) Effectiveness of a real organization knows of organizational goals. The effectiveness of capacity utilization of valuable resources for the environment for business continuity practice opinion. Degree and extent of fulfilling needs and make security measures or people outside the organization defines. Chelladurai and Hajerati (1991), Rick Mathis (2007), Esfahani Asl and Bayat (2011), have pointed to this lack of skills in communication, leading to increase costs are ultimately reduces effectiveness. Through effective leadership communication to build bridges with words and performance, past and present to inspire a vision about the future are connected [15, 16, 17].

Papa Dimitriou *et al.* (2010) organizations usually the least satisfaction from the elite level of effectiveness had applications [18]. Yukle (2008) usually behaviors leadership, program management, the structural and external initiatives and how to use them on organizational performance is impressive. Among the items that were as programs and management systems are more effective [9]. As the research results the effectiveness of managers who have higher education administrators who have higher education is higher. Effectiveness of professional managers who are looking for more experience is more in sports organizations with regard to the nature of cultural, social relations between managers and their employees is very important and effective activity is effective. Hence the needs identified by managers are emphasized between personality characteristics and communication skills are a significant relationship [19]. Therefore, managers can consider by network and effective communication skills by human, including the development of skills field of communication and effective management facilitate organizational goals [20]. Hence the purpose of this research is understanding and awareness communication skills and interpersonal communication managers explaining the relationship between sport and their main goals. In addition to creating a better understanding of the field of environment and development work basic

knowledge in this area and access can be possible to achieve organizational goals in physical education and sport organization.

## MATERIALS AND METHODS

In order to affect communication skills and interpersonal communication and its role on the heads of sports organizations, structural equation models (SEM) used to assess the effects of independent variables on the dependent variables will be discussed and the effects of latent variables on observed variables will be reviewed. Hence this research is a descriptive survey that was conducted. The study population employed in the Physical Education Organization of Iran, including deputies, staff manager's organization, Director General of the provinces and deputies, staff organization, National Olympic Committee and Sports Federation of Iran considers the formation. The study population size based on the information received is about 670 people. In this study, stratified sampling method was used. To determine the sample size, the method mentioned Cochran than the allowable error (0.05) was considered. The sample survey was randomly selected from population; totally statistical sample was 245 sport managers. Measurement tools for this research included demographic Information, Barton G. (1991) communication skills, Graham (1998) interpersonal communication and Hus (2002) Organizational Effectiveness questionnaires, with reliability (0.81, 0.86, 0.90). Statistical methods included analysis of two levels descriptive and inferential Statistic. For data analysis used SPSS version 16 edition LISREL 8.54 percent and 95 percent confidence level.

## RESULTS

Results Figure (1) suggests that about 22 percent of 55 samples of Physical Education Organization and the International Managers General Offices and Physical Education 190 people from nearly 78 percent between managers and the National Olympic Committee Sport Federation, approximately 187 people 24 and 58 men nearly 76 percent of the sample make up the ladies. Approximately 84 percent of 206 married people and only about 16 percent of the 39 samples of the above directors were unmarried, while 85 percent of managers have a bachelor's degree, 14 percent have master's degree and only 1 percent of managers are the leader of the state holds are PhD.

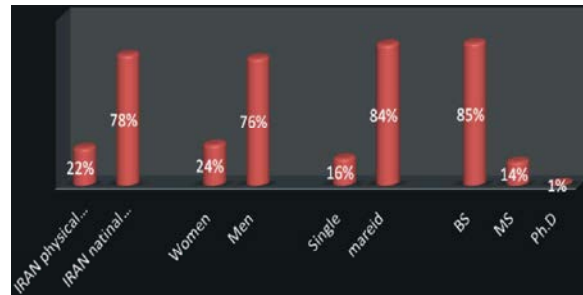


Fig. 1: Frequency of field activity managers, sex, marital status, education level and field sports

Results Table (1) shows that among the managers of Physical Education Organization and Physical Education General Offices and Managers National Olympic Committee and sports federations in the areas of communication skills including verbal skills with a minimum score of 12 and maximum 27 and average 20.1 and skills with a minimum feedback score of 12 and a maximum score of 29 and 20.5 with a mean ratio are above average but the Audio skills among managers with a minimum score of 11 and a maximum score of 26 and a mean average of 18.4 to close. From these results it is inferred that the sports administrators and feedback from the Audio skills well and the other two skills than verbal skills with a weak face ( $\alpha \leq 0.05$ ).

The results Table (2) suggests that areas averages interpersonal communication with the upper average of 89.2 and the average area of interpersonal communication with subordinates with an average 86.3 and the average total communication between the organization's managers and Physical Education General Physical Education departments National Olympic Committee and the provincial administrators and sports federations roughly one standard deviation above average, but main is to score the perfect 117, which represents an acceptable level of communication and is ideal for executives there are many differences. All can be concluded that, although managers in communication with more favorable conditions than the upper communication link with the subordinates but of the whole situation is not satisfactory ( $\alpha \leq 0.05$ ).

The results Table (3) suggests that organizational effectiveness areas averages include organizing a mean 15.8, 16.2 average decision making exactly as the original and communication areas with average nine People and areas below the mean job satisfaction than the average 19.1 Average is the dire situation that represents corporate directors is effective ( $\alpha \leq 0.05$ ).

Table 1: Statistical results related to communication skills scores

| Skill    | Minimum sample | Maximum score | Average score | Chi-Square | Sig   |
|----------|----------------|---------------|---------------|------------|-------|
| Verbal   | 12             | 27            | 20.1          | 1.66       | 0.000 |
| Audio    | 11             | 26            | 18.4          | 142.90     | 0.000 |
| Feedback | 12             | 29            | 20.5          | 176.60     | 0.000 |

Table 2: statistical results related to the scores of interpersonal

| Skills                                    | Minimum sample | Maximum score | Average score | Chi-Square | Sig   |
|-------------------------------------------|----------------|---------------|---------------|------------|-------|
| Communication with the upper score        | 73             | 108           | 89.2          | 95.89      | 0.000 |
| Communication with the subordinates score | 74             | 102           | 86.3          | 1.06       | 0.000 |

Table 3: Statistical results related to the scores of organizational effectiveness areas

| Skills             | Minimum sample | Maximum score | Average score | Chi-Square | Sig   |
|--------------------|----------------|---------------|---------------|------------|-------|
| Organizing         | 5              | 25            | 15.8          | 141.8      | 0.000 |
| Decision           | 5              | 25            | 16.2          | 125.6      | 0.000 |
| Who Communications | 3              | 15            | 9.5           | 116.2      | 0.000 |
| Job satisfaction   | 6              | 30            | 19.1          | 183.7      | 0.000 |

Table 4: Statistical results related to the relationship between communication skills and interpersonal communication with upper management and subordinates

| *****               | Statistical Factors | Interpersonal communication subordinates | Interpersonal communication with upper |
|---------------------|---------------------|------------------------------------------|----------------------------------------|
| communication skill | Pearson Coefficient | 0.558                                    | 0.777                                  |
|                     | Sig                 | 0.007*                                   | 0.007*                                 |
|                     | N                   | 245                                      | 245                                    |

Table 5: Statistical results related to the relationship between interpersonal communication with the upper and Organizational Effectiveness

| Skills                         | Statistical factors | Effectiveness |
|--------------------------------|---------------------|---------------|
| Communication with upper       | Pearson coefficient | 0.819         |
|                                | Sig                 | 0.015*        |
|                                | N                   | 245           |
| Communication with subordinate | Pearson coefficient | 0.991         |
|                                | Sig                 | 0.000*        |
|                                | N                   | 245           |

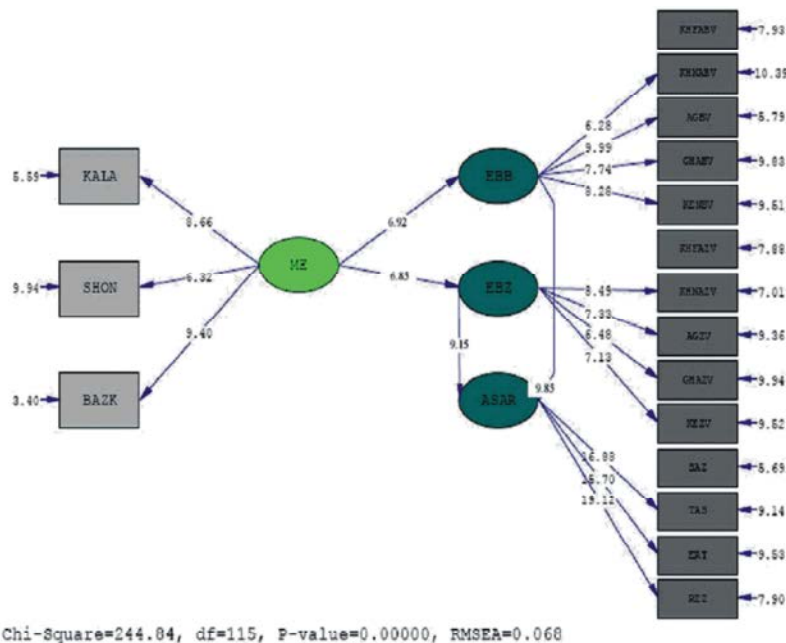


Fig. 2: Scores (T-value) path analysis, communication skills, interpersonal communication and organizational effectiveness of upper and subordinate

The results Table (4) show that significant relationship between communication skills and interpersonal communication with subordinates and upper level there ( $\alpha \leq 0.05$ ).

The results of Table (5) significant relationship between communication skills, interpersonal communication with upper management and subordinates and organizational effectiveness Sport and Physical Education Organization and the Provincial Office Managers Federation and National Olympic Committee sports in there ( $\alpha \leq 0.05$ ).

Figure (2) the first model measuring communication skills, interpersonal communication and organizational effectiveness upper and subordinate mode represents the standard estimate. Underside shape estimation results indicate the suitability model. Considering the amount of output LISREL Chi-square (244.84) is to complain that the amount is high. The low level of this index shows little difference between the conceptual models with observed data research is research. The outlet (0.068) RMSEA for the model shows. The lower the index, the model has a better fit. In other words, so the model has good fit and appropriateness. Significant coefficients and model parameters obtained by measuring the path analysis, communication skills, interpersonal communication upper and subordinates and organizational effectiveness shows that all significant coefficients are obtained.

Performance measurement results of path analysis models, communication skills, interpersonal communication upper and subordinates and organizational effectiveness models indicate approved conceptual study has shown. RMSEA lower rate and proper fit of these models and adapt appropriate conceptual model to study the observed data well shows.

## CONCLUSION

Managers given about two thirds of the time spent in communication or message with upper and subordinate [19]. So it seems at least some of the communication skills and interpersonal communication skills of each staff component of important factors are considered the communication in sports as a complex social phenomenon and important role is very important. Based on the analysis performed by the Physical Education Organization managers and agencies in the whole province, verbal skills and feedback to the National Olympic Committee executives and sports federations have better skills, but the Audio situation is quite contrary federations and managers are better. It seems it

could be because different types of interactions that managers and corporate office with a range of different people from sports, political, cultural are social can search. While communication between the upper and subordinates individual shows that among the National Olympic Committee executives and sports federations in their areas of knowledge and self-disclosure, their disorder and to accept feedback and evaluation scores than managers of Physical Education Organization and the General Offices of the provinces, perhaps because it is clear that the management types to be seen among managers better federations. Due to the difference between the two categories of managers there appears to NOC managers and sports federations in the process of communication and work enjoyed greater transparency and according to activity areas and managers better assess the Physical Education Organization General Offices and accept. Among managers of Physical Education Organization and General Offices because of the broader spectrum of society in the exercise more comfortable and accepted communication differences in different locations use different communication interactions. Appears to be considering the complex nature of the development process and the need for communication a skill communication between individual managers according to their professional needs must be trying to improve communication skills. Managers of sports skills and have a good dialogue and feedback than the other two skills are faced with weak verbal skills. Interpersonal communication in all areas is area above average is considered. All can be concluded that, although managers in communication with more favorable conditions than the upper communication link with the subordinates but of the whole situation is not satisfactory. Since the communication ability, the most important factor decision-making organizations and individuals succeed work, so having the ability and communication skills and communication among individual managers is very important. Because over %25 of problems related to relationships and people in the organization due to communication problems in individual and organizational level. We note that when people work together to communicate how badly they have wasted time, wasted resources to achieve goals in defeat and their relationships with each other are broken. Therefore, manager should focus on ways that will improve communication; to focus among employees shall have the better position. Minimize the incompatibility of influencing behavior on the comments and reactions to practical work to control the interaction. Overall results

indicate that managers of these organizations and Physical Education departments at Provincial Skills verbal feedback to managers and National Olympic Committee and sports federations have better skills, but the Audio situation was quite opposite and managers better federation have. Results and findings of this part of the research based on inappropriate level communication skills with athletic directors findings of Graham (1998), Nazari (2011), Arofzad (2009), Yukle (2008).

The results show that significant relationship between communication skills and interpersonal communication with the upper and subordinates. So often the managers of communication skills in all three areas higher verbal, feedback, audio have dialogue in relations among individuals in all five areas of self-awareness and self-disclosure, awareness of others and accept feedback and evaluation and transparency of its order and cope with feelings and differences should be more successful operation.

For example, managers may have poor verbal skills, well they cannot communicate in words and somewhat annoying that the way variables are associated not well controlled and not the concept formed in your mind exactly the message recipient in mind.

These people supposedly in the communications sector between upper and under the hands of someone with a problem are warranted. Hence the managers better interpersonal communication in both the upper level subordinate can enjoyed the feelings of employees and partners better understand, trust others better than themselves, Kim, helped others to understand him better. While the word intellectual rights to speak with greater clarity as well as the opinions of others listened, heard their criticism and the analysis and answers to make them move away and honestly consider their concepts to others will transfer.

Based on the results obtained between the actual perceptions of communication between individual persons and under the upper hand and their perception of the ideal are differences. Considering the mean communication between upper and under the hands of someone with the ideal level of communication with the upper average actual level is higher, so the type of communication with managers and subordinates in the upper sector was not satisfied with their actual performance and ideal mode communication with a high hand and the subordinates are expected to better their condition. Relation between the average people with average upper communication with subordinates is higher. Obtained according to the average sports

organizations studied managers more power and their skills are used in connection with upper were some kind of relationship with their subordinates were unaware of this weakness seems to be in communication with the extreme end of subordinates Organizational Effectiveness abuse in sports organizations, the managers have been made.

Results from this study can be the it can be concluded that communication skills and interpersonal communication with the upper and communicate with subordinates so that training can improve communication skills in individual level, between individual and collective investment amount of impact and influence on others increase access to facilitate organizational goals. In addition, through the communication skills of people can be kind of interpersonal communication and the impact they had predicted in various job position to choose the right people in post, according to  $\neg$ . This section of the study's results the relationship between communication skills and interpersonal communication studies and research with by the findings of Graham (1998), Nazari (2011) also had Join.

If the effectiveness of organizational level attainment targets predetermined consider (2009) point important is that the average effectiveness enterprise managers National Olympic Committee in the sphere of organizing decisions, communicate with people and job satisfaction of managers and Physical Education Provincial departments are higher and generally can be acknowledged that effective management of sports federations more acceptable to corporate managers and enjoyed the whole office, but should not neglect the fact that the effectiveness of two group scores average or below Finally, the average level indicates that the general managers of sports organizations studied did not have reasonable efficacy. According to the results that are available on a significant relationship between communication skills, interpersonal communication and organizational effectiveness there is sports management. Therefore this part of the research results regarding the existence of weak organizational effectiveness studies, sports administrators by Yousefi (1997), Tbaeyan (2002) is consistent.

Rick Mathis (2002) Lack of skills in communication, leading to increase fees is to be ultimately reduces the effectiveness. Through effective leadership communication to build bridges with words and performance, past and present to inspire a vision about the future are connected. Yukle (2008) usually leading behavior, program management, the structural and

external initiatives and how to use them on organizational performance is impressive. Among the items that were as programs and management systems are most effective. Such results are of can be inferred that due to being flexible communication skills training, sports administrators over time due to the better understanding of human factors (partners and community groups as part of exercise influence in the community) and business experience, a growing trend to have the communication skills.

Based on the results (3) the measurement model communication skills, interpersonal communication upper and subordinates and organizational effectiveness in standard mode estimation according to the amount of output LISREL Chi (244.84) is to complain that the amount is high. The low level of this index shows little difference between the conceptual models with observed data research is research. The outlet (0.068) RMSEA for the model shows. The lower the index, the model has a better fit. In other words, the model has good fit and that fitness level (0.068) for this index shows. Obtained significant coefficients and parameters measured path analysis model communication skills, interpersonal communication and

organizational effectiveness upper and subordinates show that all significant coefficients are obtained. Score of test significant because they are individually larger than the number 1.96 and 1.96-the number is smaller. These numbers indicate a significant and meaningful to be approved confirmatory factor analysis to analysis the way communication skills, interpersonal communication and organizational effectiveness upper and subordinates is the appropriate amount of low RMSEA fit of these models and adapt appropriate conceptual model with observed data research good to show. Thus the results measured performance models for analyzing the path of communication skills, interpersonal communication upper and subordinates and conceptual models of organizational effectiveness research (Figure 3) will confirm.

Given that managers use the findings of science management and communication, trying to understand their attitude, understood vision and communication patterns to determine management practices that. Hence they can consider network of effective communication skills human, including development of communication skills field of effective management and organizational

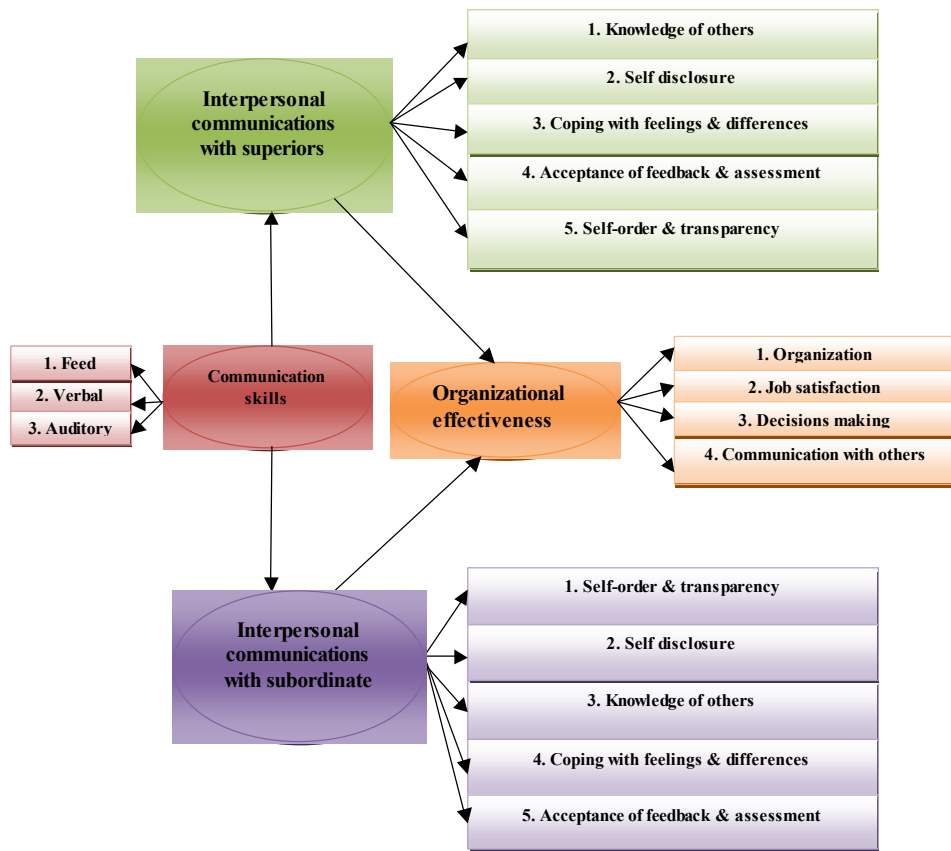


Fig. 3: The effect on communication skills, interpersonal communication and their role on the organizational effectiveness

goals facilitate. Understanding and awareness of the necessity therefore communication skills and interpersonal communication managers explaining the relationship between sport and they can lead to improve communication and ultimately organizational effectiveness is. In this model the behavior researcher relationship and influencing skills, communication as an important factor in influencing others and creating field to access individual and organizational goals and finally propose a new model. The characteristics communication skills and interpersonal communication and its role on the heads of sports offer.

What can be deduced from the proposed model suggests that the factor model, the communication skills of the order of skill areas including feedback skills, is theological dialogue. These skills in order to share more connections are allocated. Interpersonal communication in the upper areas, respectively, effective knowledge of others, self-disclosure, coping with feelings and differences, accept feedback and evaluation and finally has his order and clarity. In interpersonal communication with subordinates and the area is subject to change in this type of communication is the effect of each domain respectively included: Chaos and its transparency, its disclosure, awareness of others feelings and cope with differences in eventually accept feedback and evaluation. Effectiveness in the model was as effective by organizing, job satisfaction, decision making and ultimately communicate with people as the factors affecting organizational effectiveness is provided. Deduce the overall research findings, Duck [10] have pointed to this job issues and feelings and their opinions including the factors affecting them in connection. Their interpersonal communication ability for staff Bond attached special importance. Managers usually in a matrix on two levels, levels of effectiveness and value of data communications solutions they choose. According to research done best, effective communication and the figure is ok, so the managers were advised to communicate with people. Therefore, a skilled manager should focus on ways that will improve relations; to focus the staff position is better. Minimize the incompatibility of influencing behavior on the comments and reactions to practical work to control the interaction. Overall results showed that personality characteristics as a good index, predicted role in communication skills and effective communication between corporate managers and individual sporting. Hence this information, a broader understanding of the character relationships and communication skills and interpersonal communication gives managers. In

examining personality characteristics managers can field a factor such as social and cultural fabric of social structure and even different levels of performance in relation to managerial and organizational factors, the pressure monitoring system performance and selected manager is concerned. Plannin programs therefore need to determine the causes of the issue and provide solutions in this area the first row should be the priority of research. Based on research findings, communication skills by sports administrators in medium and low levels of interpersonal assessment is that this issue needs to review, research and training courses communication skills to develop cognitive skills and improve communication will be provided. Research findings in relation to interpersonal communication skills of manager's Sport expression scores were moderate. Therefore, administrators must be an appropriate management strategy that to order to achieve optimal levels.

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