Relationship between communication skills and organizational justice with sport managers' perception of organizational change

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ABSTRACT

This study is aimed to investigate the relationship between communication skills and organizational justice with sport managers' perception of organizational change in the Department of Education. Participants of the study consisted of all physical education managers and experts (600 individuals) in 2012 among whom 234 were randomly selected based on Morgan Table. Of the 234, 200 filled out organizational justice, communication skills, and perceiving organizational change questionnaires. Data analysis was done by means of correlation coefficient statistical techniques. Results showed that there is a significant positive relationship between organizational justice and communication skills with organizational change perceptions. The results suggest that further attention be paid to improve communication skills and organizational justice to make positive changes.

Key words: communication skills, organizational justice, organizational change, sport managers
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INTRODUCTION

The main capital of organizations and major factor of realizing their objectives and plans in each organization are individuals working in there. Contemporary and future age is the time called as inconsistent or reorganizing systems age by "Peter Drucker". None of the today organization's phenomena and communities can survive out of an ever-changing environment. According to Richard L. Daft (1990), an organization is a system which must be interacting in the environment to survive and both receive resources from the environment and transfer them into the environment (Naderi, Jamshidian & Salimi, 2008). When top management changes, to execute the change, the staff's interests (e.g. low and medium managers) must be considered and the need for change must be accepted by them. Communication is known to be the cornerstone of human civilization. Although communication skill is not exclusive to human, human inherently seeking for communicating others. Based on Hargie and Dickson (2004), about %70 of awaking time of the adults is spent with others. They believe that communication skill is the ability to behave so as to be ended in the fulfillment of a duty's objectives and indeed makes an individual capable of behaving appropriately. Dickson (1993) believes that skillful communication depends on the correct and facilitating use of suitable and efficient communication methods (ctd. by Hargie et al, 1994). Today, communication process has become one of the main elements of different organizations' activities. Many organizational problems, vague

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communication between individuals, misunderstanding and abnormalities all are resulted from weak or improper communication that itself is one of the obstacles on the organizations' working process and reduces its efficiency. Inter alia, successful and effective communication leads to the creation of high spirit, high efficiency, and in the end desirable communication between the staff (Shayan, 2009).

Studying justice in work environments have grown in recent years (Zhang et al, 2009). Studies have showed that justice process play significant role in the organization and the way to behave individuals may influence the individuals' beliefs and feelings and views. Due to the spread of justice compliance consequences, studying the effects of perceiving justice in organizations have drawn the attention of many human resources researchers with an interest of organizational justice (Bish et al, 2004). Organizational justice refers to the employees' view on whether organization treats them fairly or not? (Abu Elanian, 2010). Generally, theories and researches on organizational justice are evaluated in three main parts: first, based on distributive justice; second, based on procedural justice; and third based on interactional justice (Ozgoli, 2004). Based on the existing evidences, at least three types of justice are accepted by experts and researchers. The three dimensions interact with each other and create generally perceived justice by individuals in workplaces (Golparvar & Nadi, 2010). Distributive justice: refers to the perceived justice from organizational consequences (Forret & Sue Love, 2008). Procedural justice: refers to the perceived justice from the methods applied to decision making regarding specifications and results (Olson et al, 2006). Interactional justice: refers to the quality of interpersonal behavior felt by each individual (Afjeh, 2006).

With respect to the studies done, results indicate the mean amount of managers' evolutionary leadership and experts' perception from organizational justice in physical education organization (Moradi et al, 2008). Besides, in a study on the relationship between organizational justice and staff's preparation toward change, Ne'matollah (2011) concluded that organizational justice can create positive attitude and behavior in the organization's employees. In the same regard, Foster (2010) conducted a study on change resistance, justice and commitment and concluded that there is relationship between organizational justice and organizational commitment.

As can be inferred from the all studies above, organizational justice, communication skill and positive perception of organization evolution are variables which have significant effect on an organization's efficacy and success. The existence of suitable organizations in any society which can fulfill their functions with efficiency and efficacy is of the major tools for achieving progress and advance. The efficiency and efficacy in duties create desirable occupational performance. To do so, organizations must focus on factors which provide the opportunities for desirable occupational performance. Via studying communication skills and organizational justice which can achieve desirable organizational evolution and relationship between variables are in fact the main issues in present study. In this article, the relationship between organizational justice and communication skills is examined by perceiving organizational evolution so as to explain a strategy in the effective enactment of organizational changes.

MATERIALS AND METHODS

This study is of descriptive-correlative types which examined the relationship between organizational justice, communication skills and perceiving organizational change. Participants of the study consisted of all physical education managers and experts (600 individuals) in 2012 among whom 234 were randomly selected based on Kukran s method. Data collection tool included following questionnaires: organizational justice (Niehoff & Moorman, 1993); communication skills (Bareon J A, 1990); and perceiving organizational change (Marki Penrika, 2011). In this study, descriptive statistics methods (mean, standard deviation) and Pearson correlation coefficient and independent t groups were applied.

RESULTS

Based on Diagram (1), participants of the study consisted of %63 men and %37 women managers and experts. Besides, of this number, %93 was married and %7 single.
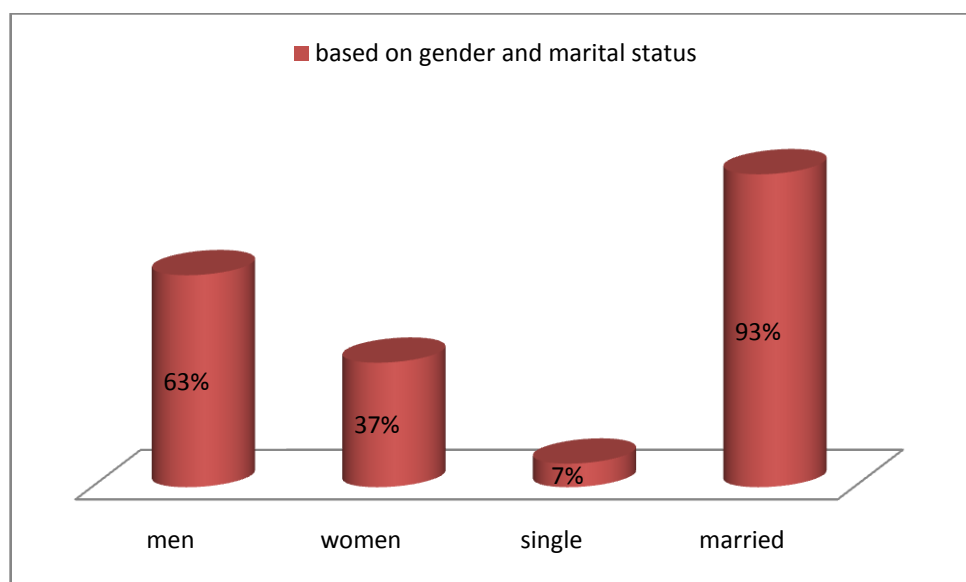
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Diagram (1) sample based on gender and marital status

Table (1) the correlation matrix of communication skills and organizational justice

*****	Statistical factors	**Organizational justice**
	Pearson coefficient	**0.283**
Communication skills	Sig	**0.001**
	N	**200**

Based on Table (1), from the sport managers and experts' view, there is a significant relationship between the managers and experts' communication skills and organizational justice (r= %95).

Table (2) the correlation matrix of communication skills and organizational justice with organizational change perception

******	Statistical factors	Organizational change
	Pearson coefficient	0.448
Communication skills	Sig	0.001
	N	200
	Pearson coefficient	0.345
Organizational justice	Sig	0.007
	N	200

Regarding the above table, correlation coefficients and significance levels, it can be seen that there is significant relationship (p<0.01) between communication skills and perceiving organizational change (correlation coefficient %34) and between organizational justice and perceiving organizational change (correlation coefficient %48) at the significance level of 0.01 and since this is below the acceptable amount (0.05), hence there is a significant relationship between the variables.

DISCUSSION AND CONCLUSION

Organizations and offices are of the key pillars in human society and management and leadership in the organization is of the critical indices for their survival, dynamicity, growth and or destruction. Various and diverse advances in technology have replaced traditional state and conventional management with organizational change and dynamic management. Today, organizations, in addition to their traditional and normal functions (that is to realize organizational objectives) must be responsive to the inside and outside society's demands and criticism.

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Concomitant the advances and dynamic management, organizations must execute informed and useful innovations. The intensity and influence of organizational changes are so much that new and advanced methods are required for coping and coordinating with them. Dynamic and efficient managers must consider efficacy and the application of science of organizational change in addition to functions like planning, organizing and supervising. Today, at extensive and general level, organizations face with change while some of them are not prepared for coordinating with them. Hence, organizations management must be flexible against varying environment yet they must have the ability to distinguish the issues and application of organizational change plans, because organizations are not static and permanently in challenge with external and internal factors. The change in new rules audiences and technological changes are factors for orienting toward environmental changes. Organizational change is of the major factors of productivity in organizations and human resources. Organization management must always consider the organization's individuals' perception of change phenomenon and manifest the behavior suited the feedbacks. In this study, two major factors, i.e. communication skills and organizational justice, were examined in relation to organizational change perception.

Since there is significant relationship between communication skills and perceiving organizations managers and sport experts' organization change perception, Harjie and Dickson (2004) view explains communication skill as a means of collectively fulfilling a function. Also, as the most important decision making factor (Nazari et al, 2011) communication skill level will influence organizational change. Communication competence and capability of accomplishing objectives will appear with more appropriate communication behaviors. Hence, the fitness of implying the realization of the others' normative expectations in social situation and also applying the behaviors more suitably for the organization's current activities require the function of various communication skills and understanding the matter that this performance is appropriate. When members lack the communication skills, change transfer will be challenging. They have a problem in change sense and feel the distrust better and less close to organization rather they trust others.

Additionally, regarding the fact that there is significant relationship between organizational justice and perceiving organizational change by sport managers and experts, results are not correlated with the results from a study by Nematollah (2011) yet correlate with Foster's (2010) study. Moradi et al (2008) reported significant relationship between change-based leadership style and organizational justice. Apparently, having organizational justice at the sense time leads to the acceptance and positive perception of organizational change; positive changes are also required for establishing organizational justice.

In general, the necessity for effective communication skills and organizational justice includes useful and specialized changes in organizations. On the other hand, positive perception of organizational changes is helpful for managers in establishing effective communication and organizational justice. Accepting the issue, sport organizations can move forward by enhancing communication skill level and organizational justice in fulfilling and administering positive changes, and lead change phenomenon required for the growth of today organizations.

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