

Structural equations modeling of fundamental communication skills with occupational satisfaction and its role on organizational commitment of the sport organizations

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ABSTRACT

This investigation has been performed aiming to provide a model in order to determine the relation between fundamental communication skills with occupational satisfaction and their role in organizational commitment. With regard to this goal, took advantage from scanning-descriptive research method. Statistical Samples were 127 persons have been selected randomly among the 200 managers of the Esfahan's Youth and Sport office. For gather data used standard questionnaires. The coherence tests, structural equations modeling together with SPSS and LISREL have been used for investigating the relation between variables. According the results of the structural equations test that the conceptual model for the relation between fundamental communication skills and occupational satisfaction and their role in organizational commitment enjoys from a suitable, good compatibility [RMSEA=0.013, GFI= 0.90, AGFI=0.92]. It represents the influence of the communication skills over the occupational satisfaction and the organizational commitment and also the organizational satisfaction shows the signs of the organizational satisfaction impact.

Key words: Communication Skills, Occupational Satisfaction, Organizational Commitment, Sport Organizations.

INTRODUCTION

What has been attracted the attention of the scholars is the importance and the role of the human forces as a development factor and they have emphasized on it and they regard it as the most important invest for every organization. The efficiency and the development of every organization also depend mostly on the correct utilizing of the human forces. Williams & Garrett [2002] the success and the efficiency of the human forces are depended on the efficient usage of the behavioral sciences and the recognition of those concepts influencing on the human force efficiency. Taking advantage from the capability to hold a correct communication is regarded as one of the basic social life. This communication is so important that some of the scholars regard it as the fundamental for human growth, personal damages and human progress in communication process [16]. This communication implants the whole organization constituents and it is the reason for their coherence and the organizational unity. Communications are critical and dynamic process in an organization and an effective communication can be converted to one of the organization's most important goal. Organization which does not take advantage from an effective relations between its personnel so it can not acquire the needed capabilities in order to perform its own duties and it will result to the decrease of their motivation, as the relation itself can be a suitable place for transferring the information, knowledge and experiences [13]. Manager takes the responsibility for providing a

correct communication in organization, so they should be aware of the communicational process quality and how to hold effective communications. They should focus on those ways to improve their communication so personnel will grow with better understanding, less conflicts and paradoxes and through analyzing the impact of the attitudes and manners, managers can preserve those positive reflexes result in the organizational success. What is necessary in order to achieve to these above mentioned goals is taking advantage from complete communicational skills by the whole personnel and managers working in an organization. In case that people do not have a suitable communication in their working place, they will frustrate the time and resources, and they will encounter failure in achieving their goal and their interactional relation will face with paradox. In the other hand the communicational capability is regarded as the most important organizational decision making factor and the employees success, so this mention to the relational abilities and powers among managers [11], although there we observe a meaningful difference between the status-quo averages and the desired situations in the field of verbal, audio, and feedback skills among sport managers [Nazari & etal; 2012].

As research shows, we see a relation between communicational skills and the occupational satisfaction of the employees [Kounenou, Aikaterini, & Georgia; 2011]. The occupational satisfaction is regarded as one of the important factors in achieving job satisfaction and the employee job efficiency enhancement. In organizational point of view, the high level of the occupational satisfaction reflects a very desirable organizational atmosphere which will result in the attraction and the survival of the employees and the organizational productivity and commitment [Back, Lee, & Abbott; 2011]. Regarding different issues, managers try to continuously monitor their employees. They believe that employee should accept all conditions and requirements of an organization when he/she starts to work. Some managers insist that rewards can bring employee satisfaction out. It might be that they know employee as their subordinates so they should obey the managers. Also employees prefer to have a more conceptual, independent job so they will feel more valuable [Zehir, Muceldili, & Zehir; 2012].

Another organizational variables leading to the desirable performance and productivity is the organizational commitment, which is defined as a dynamic interaction between one person and its surrounding place. It can also be defined simply as believing in organizational values and goals, being faithful to organization, moral commitment, feeling the need to stay in organization [10]. In past decades, the organizational commitment has dedicated an important place in the researches for the organizational manners to itself and it has attracted the attention of many management researchers which have been resulted in a plenty of studies which have been investigated the relations between organization commitment with prerequisites and it has investigated its consequences. The reason is that the organizational commitment is regarded as a working attitude which can anticipate employees job living and it will provide managers with useful information for organizational programming and personnel directing. As studies show, those organizations enjoying from employees with high level of organizational commitment usually feel higher performance level and less working absence and delay. In most cases organizations need those employees who try more for the organization benefits and this dedicate a noticeable importance to it especially in critical and sensitive jobs [12].

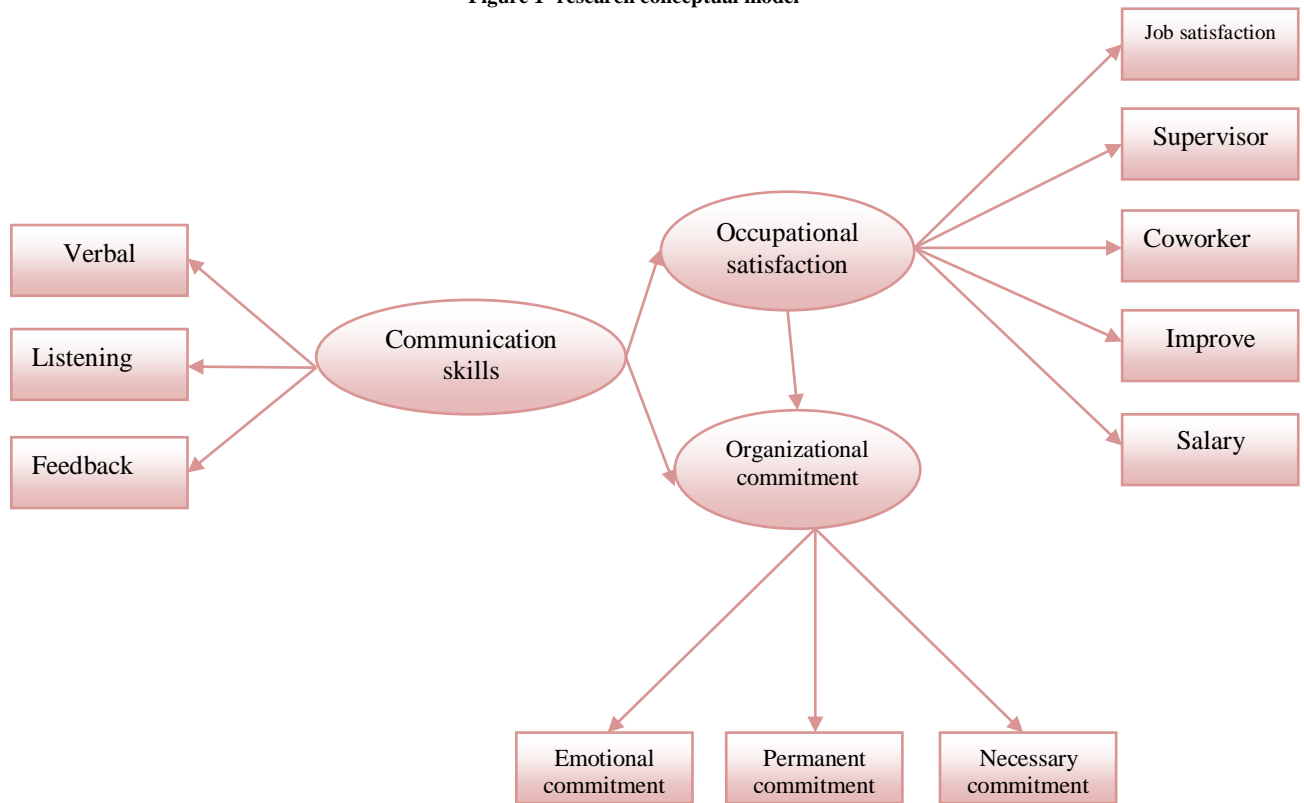
Among those researches which have confirmed the direct relation between occupational satisfactions with the organizational commitment [9]. In these relations Yuçel & Bektash[2012] show that the age factor has an adjusting impact over the relation between occupational satisfaction and the organizational commitment, so failure to bring out this commitment, belonging, and psychic dependence among employees needs the enhancement of huge expenses for the provision of precise, complex monitoring systems. Taking advantage from managers and employees who have internalized values and goals of organization who know these goals as their own aims, will make us sure that they are trying toward the achievement of the organization interests.

Another reason for this attention and importance dedicated to this issue is that the organizational commitment enjoys from a powerful theoretical base, meaningful solidarity and expanded concentration [Chang; 2011]. Commitment faces with organizational value among their employees, as it is regarded as a factor which leads to the decrease of the delay, absence, and inefficiency, so the liable employees will try hard to achieve the organizational goals and those who respect to the organizational values, most likely will be faithful to the organization [15]. Based on the several researches, it was seen that the occupational satisfaction has a meaningful relation with those demographical variables such as education level, marital status and the gender [14]. There are not so much researches in the field of relational skills and the occupational satisfaction, but these researches tells us that the communicational skills of managers and the occupational satisfaction of the employees has direct, meaningful relation and a positive relation between occupational satisfaction and the organizational commitment[Nazari & etal; 2012, Lambert & Pauline ;2008] .

Based on the hypothesis, the researchers is going to recognize the influence of the communicational skills on the occupational satisfaction and also he pay attention to the role of the holding several communicational skills and

interpersonal interactions over the organizational commitment formation. In this investigation, it has been tried to categorize the research conceptual model based on the relational models called Barsonji[1990], which categorize the fundamental communication skills of the relation as verbal, listening and feedback skills respectfully. Also here we mention to the occupational satisfaction model of which has been categorized the job satisfaction field as manager and co worker satisfaction, the way to promote and salary and privileges amount and the occupational commitment of the Alen and Mayer[1991] who have designed it as emotional, normative and permanent commitment.

Figure 1- research conceptual model



MATERIALS AND METHODS

The research method is descriptive in strategically side, it is fundamental in goals, and it is scanning in operation. The data gathering has been based on the domain studies. The statistical community included the managers of the Youth and Sport Offices, Sport experts and the Sport board's bosses in Isfahan. The whole amount of the research community was 200 people. In order to determine the sample volume, we used the Karjsey-Morgan table and a sample including 127 persons have been randomly selected. For gathering data we used the demographic information questionnaire and also 3 standard questionnaires including: Bartonji[1990] communication questionnaire, occupational satisfaction and the organizational commitment questionnaire with the durability of 0/81, 0/89, 0/85. For gather data used standard questionnaires. The coherence tests, structural equations modeling together with SPSS and LISREL have been used for investigating the relation between variables.

RESULTS

First we investigated the normality of the data distribution from Kolmogreph-Smirnoff test. We acquired a meaningful level that the data distribution for the whole research variables and their micro scales are normal. Based on the research findings, %48 of the experts and sport managers in the Youth and Sport office in Isfahan were in 28 to 48 year old, 55 percent was for men and the women formed 45 percent. 41 percent hold B.s and M.A. And just 28 percent had the body training educations. Those with average of 9 years working and 3 years of management past records, formed the sample group.

Table 1- The results for solidarity test and the demographic features with the research main variables

		Communication skills	Occupational satisfaction	Organizational commitment
age	Pierson solidarity	0.088	0.066	0.065
	Meaningful level	0.327	0.46	0.47
Working records	Pierson solidarity	0.136	0.073	0.190
	Solidarity level	0.127	0.423	0.032*
Management background	Pierson solidarity	0.140	0.083	0.192
	Meaningful level	0.117	0.351	0.031*

The relation between demographical specifications [age, working background, and Management background] with communication skills, job satisfaction and the organizational commitment has been investigated through using the Pierson solidarity test. The solidarity matrix represents the only relation between working records [$p=0.032$, $r=0.190$] and Management background [$p=0.031$, $r=0.192$] with the organizational commitment as positive and meaningful. Other variables do not have a meaningful relation.

Table 2 – The results of the one sample t test to investigate the Communication skills level for the occupational satisfaction and the organizational commitment

	Means differences	Meaningful level	df	t
Communication skills	6.45	0.001	126	9.93
Occupational satisfaction	4.95	0.001	126	7.88
Organizational commitment	-11.07	0.001	126	-12.69

The amount of the Communication skills, occupational satisfaction and the organizational commitment of the sport experts and the sport managers in Isfahan have been investigated by the one sample T test. The acquired meaningful level and the mean difference represents that the Communication skills mean and the occupational satisfaction in the sample group has been more than the fixed mean and it is in desirable level, but the organizational commitment is lower than the fixed mean and the sample group stay in lower level of the organizational commitment [$p=0.001$].

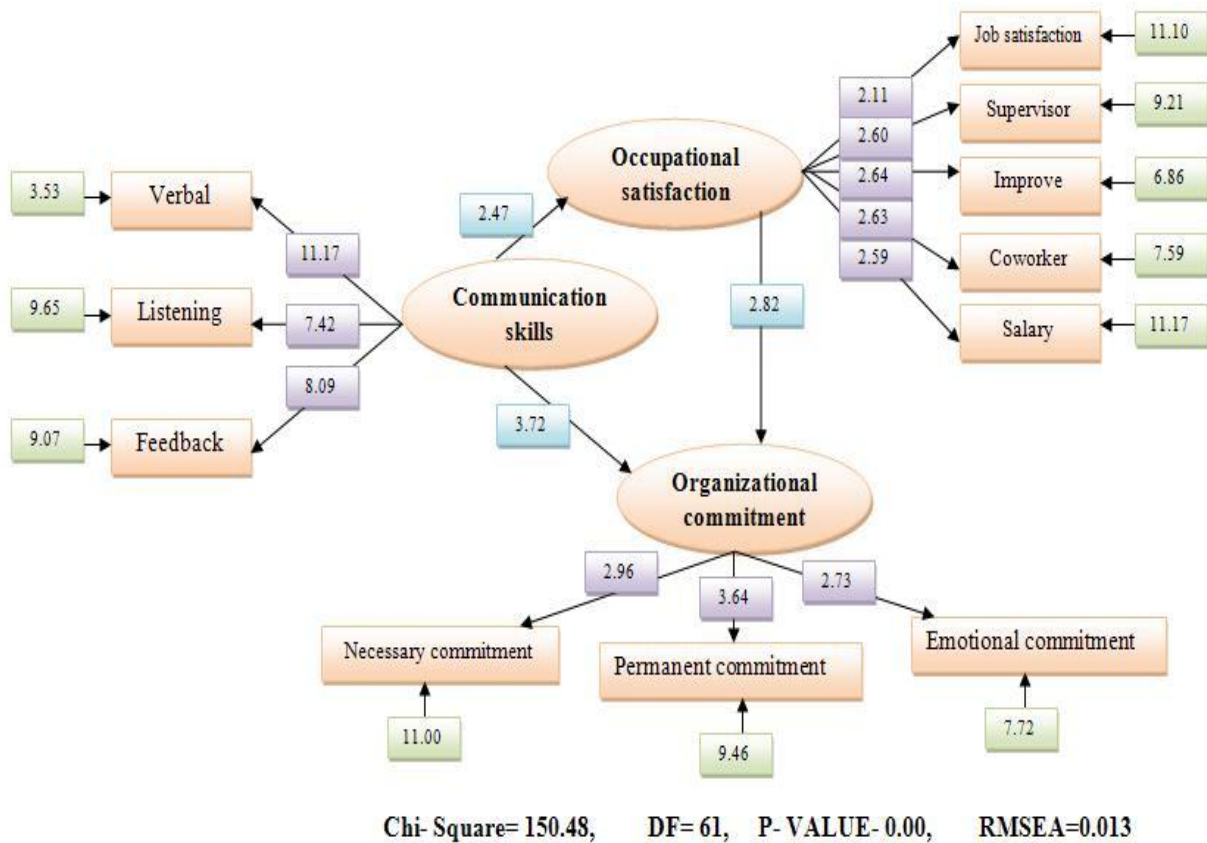
Table 3- The solidarity matrix between the Communication skills, job satisfaction and the organizational commitment

		Communicational skills	Occupational satisfaction	Organizational commitment
Communicational skills	Pierson solidarity	-	0.448	0.371
	Meaningful level	-	0.001	0.001
Occupational satisfaction	Pierson solidarity	0.448	-	0.469
	Meaningful level	0.001	-	0.001
Organizational commitment	Pierson solidarity	0.371	0.469	-
	Meaningful level	0.001	0.001	-

Table 2 represents the solidarity matrix between the communicational skill, occupational satisfaction and the organizational commitment among the sport experts and the managers of the Youth and Sport Offices in Isfahan. There we observe a positive and meaningful relation between the occupational satisfaction and the organizational commitment of the experts and the managers of the Youth and Sport offices in Isfahan [$p=0.001$].

The conceptual model between the relation fundamental communication skills and the occupational satisfaction and also their role in the organizational commitment of the sport experts and the manager of the Youth and Sport offices in Isfahan have been investigated through structural equations modeling and utilizing the Lisrel software.

Investigation variables including communication skills, occupational satisfaction, organizational commitment and their micro scales insert in model. These 3 variables as the hidden variable and their micro scales have been regarded as the clear-cut variables. There we see meaningful numbers in table 2. In case that the numbers stay between $1/96$ and $-1/96$, so the relation will not be regarded as meaningful. All the acquired numbers stay outside this domain which mentions to the whole statistical relations as meaningful. The meaningful indices of the alignment show that the model has a suitable alignment [Chi- Square= 150.48, $df= 61$, P- VALUE= 0.00, RMSEA=0.013]. The amount of the RMSEA is less than $0/05$ and the 2 AGFI and GFI indices as a sign for the model suitability were higher than $0/90$ which shows model suitability based on the data. Also the amount of $\chi^2 - 2$ to the freedom grades is less than 3 which is the sign for a suitable aligned structural model. In other word, the observed data are compatible with the research conceptual model and it talks about the influence of the communicational skills on occupational satisfaction and the organizational commitment and also the occupational satisfaction has impact over the organizational commitment.



DISCUSSION

The importance root of the occupational satisfaction and the organizational commitment is in the fact that people spend half of their awakens in their working place so that their job satisfaction and their commitment to organization hold high importance for personnel and for organization too. This investigation has performed aiming to analyze the communicational skills role in job satisfaction and also organizational commitment. Based on the research results, it is obvious that there exists a positive relation between the working and Management background and the organizational commitment but this is not seen between the job satisfaction and the Communication skills and age, working records and management experiences. The researches have been performed by Sedaghatifar and Khalaj [2011], talks about their observation of a positive relation between job commitment amount and the working years and they are not compatible with research results. As Metz and et al [2012] show, not exist a meaningful relation between the organizational commitment and age, so the results show consistency. But Yusel and Baktash [2012] talk about the adjusting influence of age over the job satisfaction and the organizational commitment. Regarding the relation between job satisfaction and the working records, karimi and et al [2010] believe that a meaningful relation does not exist between working records and job satisfaction but they have consistency with research results, but Sedaghati and Khalaj [2011] show the positive and meaningful relation between job satisfaction and working records. As a whole, the higher age means the higher job records and it leads in the dependence sensation to the job and organization which results in their commitment enhancement.

The level of Communication skills among the sport managers and experts in Isfahan is higher than average and it stays in desirable level. Nazari and et al [2012] mention to their meaningful relation between verbal, listening and feedback skills between sport managers. Iksan and et al [2012] mention to this fact that university students hold Communication skills higher than average level. The highness of the Communication skills among the sport managers and experts in Isfahan is a privilege. Several jobs in this offices needs using different Communication skills because of personnel continuous need to having interaction with subordinates, customers, colleagues and the superior managers, so that the result for this will be interaction in their empowerment and the enhancement of their communicational level.

Based on the acquired results, sport managers and experts in Isfahan show a job satisfaction level higher than the average level. As Gholampour and et al [2010] said, the job satisfaction is the result of people's satisfaction of their job conditions. And the difference between several organizations lies in their method of management, salary and

privileges, interaction and the cooperation between co-workers in offices, promotion method. Sport managers and experts in Isfahan feel more satisfaction in their occupation because of their desirable feeling toward their job.

The organizational commitment is less than average level and this level is very low among sport managers and experts in Isfahan. As Gholampour and et al [2010] believe, the organizational commitment is the result of accepting the organization values which mention to the motivation for job continuous and dependence to organization. The low level of organizational commitment has the same meaning with non adherence and emotional coherence with organization values. For three dimensional feature of the organizational commitment, the cause for the low level of the organizational commitment among the personnel lies in their low emotional dependency to the organization, the low level for leaving the organization or the same level for privilege relating in staying in organization and finally the low level for their liability feeling for reflecting the person identification in consistency with organization.

The communicational skills and occupational satisfaction have positive relation in results and this relation have been observed by Kuneono-Aykatrini and Georgia [2011]. The official jobs in sport sections needs the interaction with customers, co-workers, subordinates and the superior managers together with enjoying from communicational skills. The communicational skills and organizational commitment in Sport managers and experts in Isfahan have positive relation, but according to different models the organizational commitment is the result of person assessment of his interaction with organization, what organization gives him and what he returns! As necessary skills, employees should take advantage from communicational skills so that their interpersonal level can be consistent with their organizational commitment.

The job satisfaction and organizational commitment show a positive relation among the Sport managers and experts in Isfahan branch, and this result is compatible with many other results such as, not restricted to, Yucel, Baktas[2012], Metz & et al [2012], Zahir, Muceldili, and zahir [2012], Larsen, Bek, Lee and Abot [2011], Yang and Chang[2011], In elaboration of these results it can be said that the occupational satisfaction translates to a positive feeling of the employee toward his/her job, as in this situation he/she will accept the organization values and goals, he will try to achieve them and he also depends on his organization, therefore the relation existing between occupational satisfaction and the organizational commitment is justifiable.

As the studied model shows, the communicational skills influence over the job satisfaction and the organizational commitment and vice versa. All the dimensions of the job satisfaction hold a good influencing coefficient in elaboration of the job satisfaction among employees. these conditions are the same for the organizational commitment and the communicational skills which mention to the influencing power of the micro scales in the explanation of the job satisfaction, organizational commitment and the interact ional skills . Among those micro scale communicational skills, the feedback skills, listening skills and verbal ones had the most influencing coefficient in the communicational skills respectively, which is in consistency with the results taken by Nazari[2012]. The communicational skills influencing coefficient is meaningful in the amount of the organizational commitment and the job satisfaction which is the sign for the importance of these skills for sport managers and experts.

Job satisfaction also has impact over the organizational commitment. The influencing coefficient for job satisfaction has been reported positive by Golparvar and Javadian[2011]. The communicational skills as one of the fundamental communication skills among managers and experts can influence on most of the organizational variables, which in result of the social identity of sport and different job situations needing a plenty of interaction with different people such as subordinates, superiors and customers, all of them take impact from the communicational skills. So it is suggested that in sport organizations and in taking advantage from different persons in different situations, the fundamental communicational skills is regarded as an influencing factor over the job satisfaction, and the organizational commitment.

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