

The Effect of Organizational Relations Effectiveness Through Job Motivation of Khozestan Cement Company Staff

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Abstract: The present research is of correlation and causative (after events) type which has done with the goal of analyzing the influence of organizational relations on staff job satisfaction of Khozestan cement company through job motivation. Research society includes all of the staff of Khozestan cement company which have been selected among 248 individuals through the simple random sampling in order to take part in research. The tool of information gathering had included three questioners which are organizational relations effectiveness, job satisfaction and job motivation which have been gathered and distributed among society members after confirming their validity and stability. The resulted data(s) from questioners are put under analysis using SPSS and Lisrel Software and through applying the descriptive and inferential statistical methods. Researchers results show that organizational relations effectiveness has influence on job satisfaction, job motivation has influence on job motivation, organizational relations effectiveness has influence on job motivation and job motivation act as a mediator in the way of the effect of organizational relations on job satisfaction.

Key words: Organizational relations effectiveness, job motivation, job satisfaction, individuals, satisfaction

INTERODUCATION

Preface: In a working group or organization, relations cause motivation in staff through controlling the manner of doing a job. Also, group is considered as the most important source of social relations (mutual relations or communication) for most of the staff and organization members and reduce its mental staff pressures through this way. Finally, the relations factor can offer information which is necessary for individuals and groups in order to make decision and can evaluate different executive methods and choose the best method or solution through data exchange (Scott and Mitchell, 1976).

Establishing and maintaining social communication with others has great importance in satisfying the staff in working environments. However, this issue is more applicable for the staff who need the higher level of linking in comparison with others. Individuals with higher need of linking prefer the jobs which can make relations with others through them and support them. Regardless of level of staff linking needs when working groups are made based on the same skill levels, job satisfaction and productivity increases. Also, it has been determined in

other researches that job satisfaction is under the influence of popularity and reputation among colleagues and the amount of group correlation.

Although, organizational upgrading and promoting can have so much advantages and benefits for individual and organization but because of the important role of multiple factors such as sexuality, educations, the type of personal needs, skills in job and etcetera. Just a few number of staff can reach higher degrees in organization. But the important point is that organizations are forced to develop and improve the staff job path and finally prepare staff satisfaction who want professional development and progress. For this purpose determining and implementing transparent and objective criterions for promoting the staff with the most useful.

If the causes or staff dissatisfaction regarding their job is determined it is possible to do more fundamental efforts in order to improve and promote job conditions and also attracting more satisfaction. Because when an individual is satisfied toward his job, unconsciously he has done his job with more accuracy and will be more happier. Therefore in this research, analyzing the organizational relations effectiveness on job satisfaction through job motivation mediation is paid attention.

Literature review

Communications: Communications means concepts transference. If there is no information or thinking exchange, relation is not made. The speaker whose speeches are not heard or the writer whose writings are not read has not made a relation. In order to have a successful relation not only the meaning should be convey but also it should be understood. Therefore, relation is transferring and understanding the concept. Complete communication if such a thing is possible is present when a sent thought is delivered precisely for the goal which is sent for (Fakhimi, 2000).

The importance of communication: Communications are of the basic factors of organizational identity which are palpitating heart and the main essence of management from Pfiffner's point of view and the acts of planning, organizing, coordinating, leading and controlling by the manager are done through it. Communications are transferring the flow of "message" from one individual to another individual through a middleman or in other words are the factor for informing and understanding among human elements. John Kotter believes that communication process includes three elements of transmitter message receiver. He believes that in an organization with no relation among human elements in every kind and model of definition which is presented for an organization, does not consider as an organization. Communications in an organizations cause strength and are used for applying the optimum range of legal and administrative authorities and applying it organizational hierarchy. Communications as an "instrument" for applying the power and the channels of organizational networks and related rules are the route for its flow. Power in organizations has moved through communication flows and through provided situations caused by communicational flows is applied at first and then it has developed and finally added to the body of organization and kept there (Fakhimi, 2000).

Effective relation is important for managers through two reasons. First, communication is a process through which managers gain the planning structure, leadership and control. Second, communication is an activity which managers devote most of their time to it. Managers are rarely thinking or planning lonely in the working desk. As a matter of fact, management time is a time for face to face, electronic or telephone communication with other individuals, counterparts, supervisors, producers and customers. When there is no verbal or telephone communication, managers may write a report or a letter or read them.

Effectiveness in interpersonal relations: Like other forms, interpersonal communications can be proposed in humans behaviors in two final limits of very effective or very non-effective. Very possibly, no mutual human behavior can be completely successful or be completely unsuccessful with failure. It can get better and on the other hand there is a possibility of getting worse. In other words, the concept of relativity in human behaviors and the communications between individuals is completely dominant. Interpersonal relations effectiveness includes two main aspects. First, the pragmatic dimension which relations effectiveness paid attention to the result and being successful in achieving the goals and demands of communicate or the message sender. Second, personal-satisfaction dimension which in this case, the effectiveness of communicating action is related to the pleasure and happiness which is resulted for those who are involved in communication process. If those who are involved in interpersonal communication process, enjoy their desired communication, through using satisfaction criterion it can be said that the action is effective. It should be considered that through paying attention to this kind of classification it should not be thought as if these aspects are always separated from each other and act separately for themselves. Usually, the level of personal satisfaction from communication action depends on how much he has achieved his goals and how far he is away from it. On the other hand, it can be said that most of the time achieving the goals and feeling successful are based on the level of satisfaction which is resulted from mutual interaction (Farhangi, 1960).

The importance of communications in organization: Communications are vital for organization managers and the job there are doing. Conter concluded that managers spend most of their time for communicating. Usually these relations are hold in forms of contacts and also in forms of holding the councils. Managers should answer telephone messages and posted letters. To make the story short, manager duty is summarized in communication (Robins, 1997).

Communications are the most important skill and the required base for an efficient management which is used by managers for establishing and maintaining the relations which are necessary for the staff in order to do their daily duties among individuals (Abbas and Armen, 1996).

Organizational communications are the level of coordination or the relation which is present between organization pillars. Information should flow faster than any other time in today's organizations.

Communications are necessary for advancing the goals of an organization. Because this duty, make a relation between manager's other duties. Also, communication relates an organization to its outside environment. Through information transference, managers are informed about customer's requirements, material availability, stockholders' demands, governmental rules and society reactions. Through communication, every organization becomes an open system which has mutual relations with its environment.

Communication is considered as the most important element of managing process. The presence of effective and correct relations in an organization is always considered as one of the important elements of success in management. Experience has proved that if there is no correct relations in an organization then affairs flow is disturbed and things are confused. Coordinating, planning, organizing, control and other duties are not realized without the presence of an effective communication system and the possibility of organization governing is not provided.

Effective communication is an effective and inevitable and binding activity for individual, group, organizational and collective life in all of human societies. In this research four key factors of effective relations: empathy, open heart, supporting and social skills and its relation with job satisfaction and motivation criterions will be put under analysis. In today's organizations because of the changes which have been occurred in staff priority requires, a kind of environment which encouraging and fulfilling the needs which are beyond just the physiological and safety needs, should be provided.

Job satisfaction: Fisher and Hanna has considered job satisfaction as a kind of mental factor and defined it as a kind of emotional adjustment with job and job conditions. In other words if job prepares a desirable conditions for an individual then an individual will be satisfied toward his job. But if job satisfaction does not provide a satisfaction and desired pleasure for him, an individual has begun to reproach the job and will leave the job if possible.

Types of job satisfaction: Kingsberg and his colleagues have paid attention to job satisfaction from different points of view and point to two job satisfactions.

Internal satisfaction which resulted from two sources. First the feeling of pleasure which is got only through working and acting. Second the pressure which is obtained through noticing the progress or doing some social responsibilities and realizing the abilities and personal relishes.

External satisfaction which is related to job condition and working environment and is changing every time. From external satisfaction factors, working environment conditions, the amount of salary and prize, the type of job and the relations between employee and the employer can be pointed out.

Developing job satisfaction in every individual depends on different factors which finally lead to an appropriate result. As an important factor, job satisfaction effects on many features of personal behavior and organization functions. Job satisfaction causes increasing of productivity and personal commitment regarding the organization, insures physical and mental health and also causes a better personal spirit. Some outcomes of job dissatisfaction include operation, absence, locomotion, work delays and desertion. Although, job dissatisfaction causes a reduction in efficiency and increases costs in working place but its continuity looses personal commitment toward values, norms, system goals and social trust. Undoubtedly, managers should be sensitive about staff satisfaction or dissatisfaction. The importance of paying attention to job satisfaction and job dissatisfaction outcomes in working environment and consequently in society motivates the managers and authorities to devote an special attention to it. Through evaluating the level of staff job satisfaction, managers are able to identify staff major problems and act in order to solve their problems. For the 1st time, the concept of job satisfaction was proposed by Hopok in 1953. He believed that job satisfaction is make through combining physical and mental feelings which staff get in their working environment. Job satisfaction contains individuals' cognitive and emotional reaction in form of an attitude regarding to their job. Job satisfaction is a kind of positive or pleasant exciting emotion which is resulted from practitioner's evaluation from his job or his job experience. Factors which have an important role in establishing job satisfaction are as follows: job rival seeking: those jobs which are challenging and an individual can get an opportunity to present his skills and abilities and freely offers his successful achievements; equality of salary: if salary is fair it causes satisfaction. Individuals tend to have a paying system and justly promotion policy without any ambiguity and according to their expectations which is based on the type of job and the level of everybody skills; appropriate working conditions: its purpose is an appropriate working environment; having good colleagues: having good and sincere colleagues causes an increasing in job satisfaction, individual's suitability with his job; if an individual is suitable for his job he gains success which causes job satisfaction.

Different direct and indirect theories have paid attention to the issue of job satisfaction during the years, one of these theories is Feredrik Hersberg's two factors theory. Feredrik Hersberg proposed this theory between 1950 and 1960.

The primary frame of two factors theory was based on interviews which were done with 200 accountant and engineer who were working in Petersburg region. Hersberg announced that every individual has two groups of different needs which basically independent from each other and influence behaviors in different ways. He understood that when people feel dissatisfied toward their job their dissatisfaction relates to the environment which they are working in it. On the other hand when individuals feel satisfy toward their job their satisfaction relates to their job itself. Hersberg named the first class of requires sanitary factors because these needs describe human environment and their main function is job dissatisfaction prevention he named the second class of requires, motivations because these needs motive individuals for better performance. Sanitary factors contains: policies and organization management, supervision, job conditions, people mutual relations, money, position and security. Sanitary factors do not any effect on worker's ability for produce and return, they just prevent wastes which are resulted from hypothyroidism and renewal work in worker's performance. Motivation factors include: gaining success, appreciating for doing a job, effortful working, increasing responsibility, development and inflorescence. These factors have positive effects on job satisfaction and frequently result an increment in individual's general outcome ability.

Although, Hersberg's Model relating to job motivation has so much reputation and has been accepted in wide range but it was criticized and protested very soon, for example, two factors theory has described only a part of job motivation content and is unable to describe motivation issues in organizations completely. Another objection is this theory has not paid attention to personal differences. Also, this theory does not determine the relation between motivation and job satisfaction and actually general job satisfaction is paid attention in this theory, opportunity variables are not considered in this theory and people tend to answers Hersberg's questions with sentences which are socially appropriate.

In present competitive world, manager can not be successful by only relying to his technical skills. He should have high skills and abilities in human relations. Human element management has pivotal duty among all

of the other management tasks. Because all the other tasks depends to the manner of doing this task. Among behavioral sciences issues, one of the main or perhaps challenging concepts which focuses many theoretical and fundamental attempts to itself from one side and has got a high importance in all levels of management and organizations human forces is job satisfaction. This importance is because of the role of this issue in progressing and improving the organization and also work force health from one hand and on the other hand is because in addition to definitions and different or often complicated conceptualizations, job satisfaction is a place of confluence and also had been the shared structure of many scientific realms of education, psychology, management, sociology, economic or even politics. In man expert's viewpoints, among many concepts which organizational behavior experts, management and organizational and industrial psychologists in different organizational positions have put under analysis, job satisfaction had been the most important research context (Robbins, 1998).

Motivation: The concept of motivation was derived from a Latin term "move" which means movement. Motivation described the reason of behavior. In other words, nobody behaves without motivation or need which motivates it. Human motivation includes consciousness or unconsciousness is resulted from his needs. Therefore, in defining motivation it can be said that: motivation or need contains internal state and lack or deprivation which makes man to do a series of activity (Javadin and Reza, 2007).

The purpose of job motivation factors is conditions and situations which motives, directs and continues personal behavior in its suitable way in relation to his job opportunities.

Job motivation contains a process which flows human behavior and maintains his interest in order to reach organization objects.

Job motivation is one of the instruments which help to get closer to organization goal or even reach them through using it. There are different options for managers in order to motivate their staff: but motivation is not something which can be used once it was applied for each of the staff and then enjoying its benefits.

Motivation has a floating state which is changing every time and is based on personal desire and taste and forces which are activated in every body and features

which effect everybody. Mangers face many problems in order to motivate their employees. For example choosing motivation manner is one of the difficulties for manager's job.

In this research, job motivation has been analyzed based on Hackman and Oldham Model. Richard Hackman and Geroge Oldham has codified the most comprehensive model of job characteristics through understanding the fact that what is motivated by job characteristics they have determined 5 key characteristics which can be used in order to describe a job potential motivation, these characteristics are as follows:

Skill diversity: The level of persuasion which is made by job for the employees in order to use their different skills and abilities.

Identity of duty: Points to this fact the whether this job has an specific beginning and end and also the specific part of job complement which this job is responsible for it.

Importance of duty: The level of job influence on other people in or outside the organization.

Independence: Points to job independence and how much freedom and control is there for the staff to determine their job scheduling table, decision making or determining the working instruments.

Paying attention to the importance, position and serious organization tasks, the importance of organizational relation will be doubled. Every organization management should pay attention to this fact that reaching organization goals in different levels should be effective somehow. This fact is possible when relations and relational paths are designed correctly and are determined precisely. Lack of correct relations can cause useful capacities in units staying in idle state and managers are uninformed from the abilities of organization units. As a source of society production and servicing and developing, organizations will be more successful in playing their role when an special attention is paid to human force which is the most important wealth and factors of each organization. Human force is a complicated factor which has different motivation and visions. Sometimes manager and staff disability in making a proper communication with other colleagues in working environment or the presence of negative attitudes and staff non-motivation cause a situation in which they can not do their tasks appropriately and finally they faced a reduction in productivity and staff job satisfaction (Fig. 1).

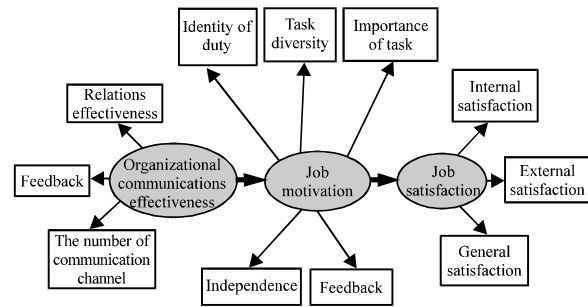


Fig. 1: Research conceptual model

Research hypothesis:

- Organizational relations have meaningful effects on the level of staff job satisfaction
- There is a meaningful influence between job motivation and staff job satisfaction
- There is a meaningful influence between organization relations and staff job motivation
- Organizational relations have meaningful effect on staff job satisfaction with job motivation interference

MATERIALS AND METHODS

The present research is practical from its goal point of view and is correlative and causative (post-event) from its implementation point of view. The statistical society of this research includes all the staff of Khozestan cement company. According to the gathered statics, the number of employees of this company is 720 individuals. Also, sample volume has been calculated 249 individuals which is based on Kerjsi and Morgan formula. In order to gather the required information of this research three questioners are used which are "organizational relations effectiveness" which is a questioner that contains 25 questions, the questioner of job satisfaction by Minnesota in Minnesota Province university which is provided and codified by Weiss Davis, George England and Lafkvsytrprshnamh. The questioner of job motivation by Hackman and Oldham.

Stability scores of research questioners are as calculated as follows: Questioner of organizational relations effectiveness: 0.84 and effectiveness components: relations, 0.84; feedback, 0.83; the number of communicational channels, 0.83.

Questioner of job motivation: 0.82 and motivation components: importance of duty, 0.81; diversity of duty, 0.8; identity of duty, 0.82; feedback, 0.81 and independence, 0.81.

Questioner of job satisfaction: 0.79 and job satisfaction aspects: internal satisfaction, 0.78; external satisfaction, 79; general satisfaction, 79.

After gathering, data(s) of this research put under analysis through using SPSS and Lisrel Software. Statistical methods which are used in this research include criterions and statistical techniques of inferential correlation which have been applied in order to evaluate accuracy of hypotheses.

RESULTS AND DISCUSSION

Test of research hypotheses

First hypothesis: Relations effectiveness has meaningful effect on satisfaction:

$$\begin{cases} H_0: \mu_e = \mu_r \\ H_1: \mu_e \neq \mu_r \end{cases}$$

Considering impact factor $\beta = 0.22$ and critical value t-variable = 3.27 ($-1.96 < t < 1.96$) which was reported from Table 1 and is >1.96 , predictive relations effectiveness variable can influence the variable of satisfaction criterion and determines it. Consequently this hypothesis is confirmed with confidence of 0.95 and its contradictory is failed.

Second hypothesis: Job motivation has meaningful effect on job satisfaction:

$$\begin{cases} H_0: \mu_e = \mu_r \\ H_1: \mu_e \neq \mu_r \end{cases}$$

Considering impact factor $\beta = 0.61$ and critical value of t-variable = 8.44 ($-1.96 < t < 1.96$) which was reported in Table 2 which is >1.96 , predictive variable of job motivation can influence the variable of job satisfaction criterion variable and determines it. Consequently this hypothesis is confirmed with the confidence of 0.95 and its contradictory is failed.

Third hypothesis: Communication effectiveness has meaningful influence on job motivation:

Table 1: Effect of relations effectiveness predictive variable on satisfaction criterion variable

Direct path	Coefficient effect (β)	t-value	Result
Communication effectiveness~Satisfaction	0.22	3.27	Confirming the hypothesis

Table 2: Effect of job motivation predictive variable on job satisfaction criterion variable

Direct path	Coefficient effect (β)	t-value	Result
Job motivation~Job satisfaction	0.61	8.44	Confirming the hypothesis

$$\begin{cases} H_0: \mu_e = \mu_r \\ H_1: \mu_e \neq \mu_r \end{cases}$$

Considering the impact factor $\beta = 0.2342$ and the critical value of t-variable = 4.61 ($-1.96 < t < 1.96$) which was reported in Table 3 that is >1.96 , the predictive factor of relations effectiveness can effect job motivation criterion variable and determines it. Consequently this hypothesis is confirmed with the confidence of 0.95 and its contradictory is failed.

Fourth hypothesis: Communication effectiveness has meaningful effect on job satisfaction through job motivation interference:

$$\begin{cases} H_0: \mu_e = \mu_r \\ H_1: \mu_e \neq \mu_r \end{cases}$$

Considering Table 4, communication effectiveness has meaningful and positive influence on job motivation ($\beta = 0.34$ and t-variable = 4.61) and job motivation has influence on job satisfaction and can determines it ($\beta = 0.61$ and t variable = 8.44). Therefore predictive variable of communication effectiveness, determines job satisfaction criterion variable through job motivation variable interference. Consequently the main hypothesis based on interfering job motivation in the way of communication effectiveness influence on job satisfaction is confirmed and its contradictory is failed.

Goodness of fit tests: When a model gains a good theoretical background, the next step is analyzing the suitability between this model and data(s) which a research has gathered them. In this model the value of Root Mean Square Error of Approximation (RMSEA) which is an indicator based on decentralized parameter and is able to evaluate the mean value of non-fitness for

Table 3: Effect of predictive variable of relation effectiveness on job motivation criterion variable

Direct path	Coefficient effect (β)	t-value	Result
Relation effectiveness~Job motivation	0.34	4.61	Confirming the hypothesis

Table 4: Determining communication effectiveness variable influence on job satisfaction through job motivation interference

Direct path	Indirect influence	Result
Job satisfaction communications~Job motivations~Effectiveness	Impact factor (β) 0.34×0.61 Meaningful number (t-value) 4.61×8.44	Confirming the hypothesis

Table 5: Fitness indicators if research final model

Indicator type	Main statistical model	Acceptable domain	Result of test
χ^2/df	1.92	$\chi^2/df < 2$	Model is confirmed
p-value	0.198	$p > 0.05$	Model is confirmed
RMSEA	0.0214	$RMSEA < 0.09$	Model is confirmed
RMR	0.0012	$PMR < 0.09$	Model is confirmed
GFI	0.9	$GFI > 0.9$	Model is confirmed
AGFI	0.93	$AGFI > 0.9$	Model is confirmed
CFI	0.95	$CFI > 0.9$	Model is confirmed
RFI	0.91	$RFI > 0.9$	Model is confirmed
NFI	0.94	$NFI > 0.9$	Model is confirmed
NNFI	0.92	$NNFI > 0.9$	Model is confirmed

each degree of freedom equals to 0.0214 and the value which is lesser than 0.0 indicates the suitable fitness of the model if it's value is lesser than 0.1 indicates a proper fitness of the model, therefore this model has suitable fitness. Other indicators of fitness for this model have been measured according to indicators: NFI, CFI, IFI, GFI, RMR (Table 5) which indicate a good fitness of the model.

Structural equations: In the following research model is fitted and the resulted outcomes from fitting the model are in following Fig. 2 and 3.

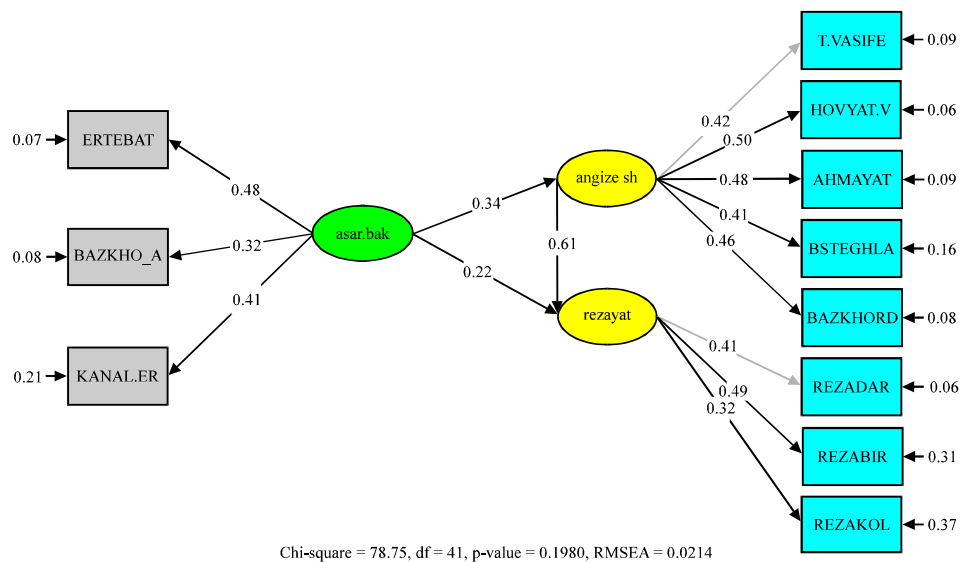


Fig. 2: Fitting the model in standard estimate state

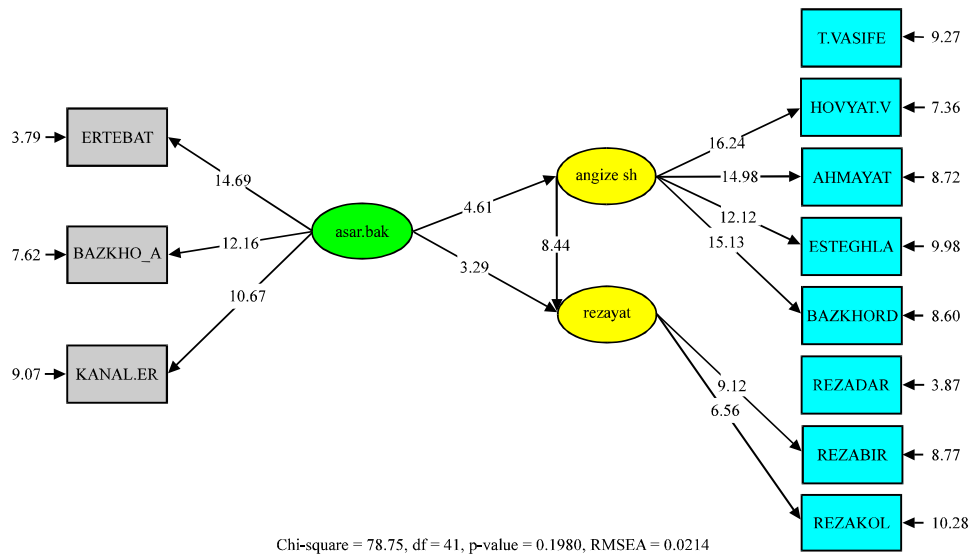


Fig. 3: Fitting the model in meaningful number state

CONCLUSION

With impact factor of 0.22, organizational communication has influenced job satisfaction and the hypothesis of the impact of this variable on job satisfaction has been confirmed with confidence of 0.95.

With impact factor of 0.61, job motivation has influenced job satisfaction and the hypothesis of the impact of this variable on job satisfaction is confirmed with confidence of 0.95.

With impact factor of 0.34, organizational communication effectiveness has influenced job motivation and the hypothesis of the effect of this variable on job motivation has been confirmed with confidence of 0.95.

Also about the role of job motivation interference, organizational communication effectiveness has influenced job motivation with the factor of 0.34 and job motivation has influenced job satisfaction through factor of 0.61 and the main hypothesis which is based on role of interfering of job motivation in communication effectiveness direction on job satisfaction has been confirmed.

Also goodness of fit test confirmed research conceptual model which is based on the effect of organizational communication effectiveness and its variables on job motivation and the effect of this variable and its components on job satisfaction.

This study lead to the result that organizational communication effectiveness causes an increasing in staff job satisfaction through job motivation. Therefore, managers and authorities of this company can increase job satisfaction of their staff through increasing staff job motivation and appropriate management of organizational communications.

Managing, environmental, social-mental factors, personal factors and cultural factors confirmed on the productivity of Khozestan cement company.

SUGGESTIONS

According to the first hypothesis based on the effect of organizational communication on job satisfaction it is recommended that managers and authorities of Khozestan cement company think about the required acts for improving organizational relations among managers and

employees and also the relations which employees have with each other to increase the level of staff job satisfaction.

According to the second hypothesis based the effect of job motivation on staff satisfaction, it is recommended that through giving a duty which is appropriate for everybody and giving job independence to employees their job motivation is increased and their staff job satisfaction increased in this way.

According to the third hypothesis based on the effect of organizational communication effectiveness on job motivation it is recommended that Khozestan cement company managers empower staff job motivation through using communicational solutions and establishing an appropriate communicational atmosphere among staff and also an appropriate relation between managers and staff will strengths staff job motivation.

According to the fourth hypothesis based on the effect of organizational communication effectiveness on job satisfaction through interfering of job motivation it is recommended that managers and decision makers of Khozestan cement company increases the feeling of independence and importance of employees' duties and their satisfaction regarding the kind of duty which they are responsible for through using communicational solutions and preparing an appropriate atmosphere in organization.

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