

## **THE RELATIONSHIP BETWEEN EFFECTIVE COMMUNICATION, JOB COMPATIBILITY AND EFFICIENCY IN YOUTH AND SPORTS OFFICES IN THE PROVINCE OF CHAHARMAHAL AND BAKHTIARI**

**Mostafa Barati<sup>1</sup> and \*Ahmadreza Askari<sup>2</sup>**

<sup>1</sup>*Department of Sport Management, Mobarakeh Branch, Islamic Azad University, Isfahan, Iran*

<sup>2</sup>*Department of Physical Education, Mobarakeh Branch, Islamic Azad University, Isfahan, Iran*

*\*Author for Correspondence*

### **ABSTRACT**

The present study aimed to investigate the relationship between effective communications, job compatibility and efficiency in offices of youth and sports in the Province of Chaharmahal and Bakhtiari. The current study was practical in terms of purpose and descriptive-correlation in terms of nature which was conducted in survey form. The statistical population was all the staffs in youth and sports offices of the General Administration of sports and youth in the Province of Chaharmahal and Bakhtiari around 150 individuals and 108 were selected randomly classy as samples according to Morgan table. The research instruments were questionnaires of effective communications (Sussman and Krynus, 1978), Job compatibility (Davis and Laf Quest, 1987), and efficiency (Hersey and Goldsmith, 1980). Cronbach's alpha coefficients for these three questionnaires were respectively (0/83, 0/80, and 0/87) and their validity was approved based on the view of expert professors. In the present study, the statistical methods of Pearson and Spearman correlation coefficient were used. The results showed that there was a significant positive relationship between variables of effective communications and job compatibility ( $\alpha=0.01$ ,  $r=0.581$ ), effective communications and efficiency ( $\alpha=0.01$ ,  $r=0.76$ ), and job compatibility and efficiency ( $\alpha=0.01$ ,  $r=0.59$ ).

**Keywords:** *Effective Communications, Job Compatibility, Efficiency, Sport and Youth Staffs*

### **INTRODUCTION**

In the current century with the technology and communication technology development, communication has become knowledge and a major industry that its use can cause great consequences in the organizations. The artistic use of these communications in organizations can positively impact on the organizational activities process.

Communications as the most important objective of every organization are the goals that all the organizational efforts performed in the direction to achieve them. Communication and management scholars believe that several factors (institutional, environmental, personal, etc.) are related to the organization staffs' job compatibility. In this regard, the behavioral characteristics of manager may play an important role in increasing or reducing organizational efficiency so that today sport activity as a great business has attracted millions of people to itself, and the individuals are making money through sport. Communication is the widest and most complex type of organizational behavior. In fact, the ability to communicate correctly at higher levels distinguishes man from other animals. Communication is a social issue that in fact is the essence of human sociability and the communication between them. It is the most important factor of human development as a critical issue (Javanmard, 2001). Collins *et al.*, (2015) in a study have expressed the role of effective communication in the development of organization activities quality. They believe that effective communication is the basis for continuous and ongoing communication with the community objectives. If the staffs can improve their communication skills and go to communicate effectively with each other, this reinforces the sense of collaboration and synergy within the organization which will lead to the organization success and efficiency increase.

Managers of sports organizations need communication knowledge. They are responsible for organization activities and planning, specific objectives, evaluation performance, and the staffs training. A competent manager will interact with both positive and negative environmental factors so that the organization can

### **Research Article**

show ways to study and discuss the positive and negative capital. Effective communication can become one of the most important objectives of the organization (Guo, 2009).

Communications and their orientation towards the organizational objectives are among the essential and interesting issues to the managers.

This attention is due to the fact that managers have found that effective communication with staffs and understanding their communicational motivations is a critical factor of the managers' success in achieving the organization designed objectives.

Therefore and based on studies implemented, most of the managers' time is spend on communicating with people. Organization`s managers can motivate their staffs using effectively communication in the organization and as a result provide the opportunities to improve organizational operation and consequently the opportunities to achieve strategic objectives.

Optimal performance in organization due to bearing efficiency and effectiveness for the organization has always been considered by managers and experts so that has become an independent field of organizational studies.

An organization performance indicates its survival state in the environment; and managers' emphasis on the staffs' role in the performance improvement reveals its importance which can be done in form of infrastructure investments in human resources.

Tabarsi (2001), in a study entitled 'investigation of the relationship between effective communications and management performance in high schools in the city of Hamedan from the perspective of teachers' arrived at the following results. In general, it can be said that effective communications in the studied population was high and strong, and from the teachers' perspective, the management tasks between managers were strong and high.

Employment issues and fathers feelings and their beliefs are among the influencing factors. They care high about the interpersonal relationship ability among the staffs. In the opinion of managers, the communication ability is the most important factor for the organization decision making when the staffs hiring and the succeeding at the start time. The managers' understanding of communications with the subordinates is much better than the super-ordinates while the subordinates' perceptions showed that managers have not communicated effectively communication with subordinates as they think (Graham, 1998).

Job compatibility is one of other factors related to creating harmony in work. Job compatibility includes explaining behaviors that leads to effective and good implementation of the required tasks and a positive attitude towards the new job role.

Hence, individual factors, social protection, and employment factors were emphasized in the definition of compatibility (Kiang Ji and Yang chi, 2007). Job compatibility is one of the important factors increasing the staffs' efficiency and profitability toward the organization, their belonging and affiliation to the workplace, increase of the work quantity and quality, good human relationships in the workplace, spirit raising, love and passion to work (Akbarifard, 2009).

In the current system of the world, efficiency and its development are among the major objectives of active organizations. In the changing and progressive system, the first step is the effort for recognition and efficiency and then the attempt for determination of factors influencing that which are counted as the necessary and vital conditions for development recognition. Efficiency is a factor that is tied with the survival of nation's life and is one of the criteria determining power in international community and the scientific circles (Henry, 2010).

In today's organizations environment, what is more interesting than anything else to the managers is promoting the organization from various aspects of the organization. Diverse and high quality products for the manufacturing organizations and providing high quality services that is required by the customers for service organizations are undertaken by the managers. Managers are seeking solutions by which they can improve the efficiency and effectiveness of their organizations in all areas. Effectiveness means doing the right work and making the right decisions in critical conditions of the organization and is essential for improving the organizational activities (Atolia, 2012).

## **Research Article**

Today, efficiency has been considered more than merely a standard but considered as a culture and attitude towards work, and its improvement is the main source of economic production. Efficiency improvement has profound effects on the main social, economic, political phenomena of society such as inflation decreases, increase of social welfare level, increase of the employment level, and it may be claimed that increase of efficiency in each country is dependent on the skilled, competent, and motivated people (Prokopenko, 1992).

Patty *et al.*, (1997) in a study entitled "evaluation of effective communications and job satisfaction" have found that the effective communications is an important predictor for job satisfaction, and the impact of communications on job satisfaction has been adjusted using regression analysis. Finally, it has been concluded that communications components are the strongest support, relationship with superiors, superior impact, and communication satisfaction.

Gue (2009), in his study stated that managers of sports organizations need the communication knowledge. They are responsible for organization activities and planning, specific objectives and evaluation performance, the staffs' training. A competent manager will communicate with both positive and negative environmental factors so that the organization can show ways to research and discuss on the positive and negative capital. Effective communication can become one of the most important goals of the organization.

Zibandeh (2006), in a study carried out on job compatibility and the staffs performance of physical education organization in the city of Birjand showed that as the compatibility level of individuals increases, their performance also will be better and will strive more to acquire information and increase their profession knowledge.

Leov (2001) in a review studied the job compatibility with job stress among the American staffs and the results showed that there was a negative relationship between job compatibility and job stress and conversely had a positive relationship with job satisfaction.

Christens *et al.*, (2007) examined the job compatibility and time out among Norwegian women and the results showed that job compatibility well overlapped back to work and conversely had a negative relationship with job compatibility.

Chen *et al.*, (2003), conducting a study entitled using a template to check the efficiency of companies human resources, offered four main dimensions regarding factors affecting on individual efficiency that included: acquisition factors which is in relation with the analysis of labor study and prediction of human resources, human resource development factors which include the factors indicating the organization ability in increasing added value and latent capacity development in human resources, paid factors which include wage and legal systems, benefits and incentives, working relations and conditions, and organizational support of staffs in the difficult conditions, and finally preservative factors which are necessary for efficiency and support the health conditions which increase the efficiency.

## **MATERIALS AND METHODS**

### **Methodology**

The current study was practical in terms of purpose and descriptive-correlation in terms of nature which was conducted in survey form.

The studied variables in the present research can be divided into four parts; these four sections were measured using four different questionnaires, as follows. The researcher made questionnaire of individual characteristics has included 4 questions to collect demographic data of the subjects including sex, marital status, work experience, and level of education.

The questionnaires of effective communication by Krynos & Sussman (1978), job compatibility by Davis & Lafquist (1987), and efficiency by Hersey & goldsmith (1980) were used. The answers were valued based on seven-point Likert's scale in the form of completely agree (7), partly agree (6), agree (5), no opinion (4), partly disagree (3), disagree (2), completely disagree (1). In the current study, the statistical methods of Pearson correlation coefficient, Spearman, multiple regressions were used. The significance level of 0.05 was considered, and analysis was performed using SPSS software.

## Research Article

### RESULTS AND DISCUSSION

#### Results

**Table 1: Examination of the correlation between effective communications and job compatibility**

Spearman correlation coefficient	N	correlation coefficient	P
Effective communications and job compatibility	108	**0.581	0.0001

**\*\* Correlation is significant at (0.01) level**

As seen in table 1, the obtained value of Spearman correlation coefficient for the relationship between effective communications and job compatibility at the significance level of  $\alpha=0.01$  is equal to (0.581) that is significant with 99% confidence and is generalizable to the whole society.

**Table 2: Examination of the correlation between effective communications and efficiency**

Spearman correlation coefficient	N	correlation coefficient	P
Effective communications and efficiency	108	**0.76	0.0001

**\*\* Correlation is significant at (0.01) level**

As can be seen in Table 2, the obtained value of Spearman correlation coefficient for the relationship between effective communications and efficiency at the significance level of  $\alpha=0.01$  is equal to (0.76) that with 99% confidence is applicable to the whole society.

**Table 3: Examination of the correlation between Job compatibility and efficiency**

Pearson correlation coefficient	N	correlation coefficient	P
Job compatibility and staffs' efficiency	108	**0.79	0.0001

**\*\* Correlation is significant at (0.01) level**

As can be seen in 3, the obtained value of Spearman correlation coefficient for the relationship between job compatibility and efficiency at the significance level of  $\alpha=0.01$  is equal to (0.79) that with 99% confidence the relationship is significant and applicable to the whole society.

#### Discussion and Conclusion

This study aimed to investigate the relationship between effective communications, job compatibility, and efficiency in youth and sports offices in the Province of Chaharmahal and Bakhtiari. In testing the first hypothesis, it was found that there was a significant relationship between effective communications and the staffs' job compatibility in Sport and youth offices in the Province of Chaharmahal and Bakhtiari. Abbaspour (2010) also investigated the relationship between effective communications and job compatibility and organizational performance based on the Achio model. He argued that the organizations' managers can motivate the staffs through creating effective communication in the organization and as a result provide the opportunities to improve organizational performance and consequently opportunities to achieve the strategic objectives. The present study indicated that effective communication as a predictive component can play an effective role in increasing the human resources' job compatibility. In this regard, results of this part of the study are in line with the study results obtained by Abbaspour (2010) and confirm them.

### **Research Article**

In testing the other hypothesis of the present study, the significant relation between job compatibility and efficiency has been proved among staffs of sport and youth offices in the province of Chaharmahal and Bakhtiari. The results of this part of research are in line with results obtained by Raj *et al.*, (2015), Stahel (2014), Piper (2014), Asgari *et al.*, (2014), Hejazi and Behravan (2009).

The third hypothesis of the present study stated that there is a significant relationship between effective communication and the staffs' efficiency of Sport and youth offices in the province of Chaharmahal and Bakhtiari. Asgari *et al.*, (2014) in their study examined the factors affecting on efficiency. They stated that one of the important factors in increasing the staffs' efficiency was promotion of working life quality. Working life is taken into consideration as a predictive factor in improving efficiency. What is important is that effective communication and job compatibility can also increase the working life quality and this outcome leads to increase of work force efficiency in organization. Based on results of this study, the staffs with higher job compatibility and effective communication can have more efficiency in the organization. In this regard, results of this study are in line with results obtained by Asgari *et al.*, (2014), Hejazi and Behravan (2009), Iranzadeh and Mehregan (2009), Anvari (2014) and confirm their results. Factors influencing on efficiency increase is an issue that has been addressed in many studies. In a study by Piper (2014), factors such as effective communication and job compatibility have been proposed as solutions to increase organizational efficiency. From this view, the present study results are consistent with the findings of this research.

Based on the results of the present study, special attention should be paid to impact of effective communications skills training to the organization staffs to increase efficiency so that by this way the efficiency level in organization has undergone positive changes.

What is considered more than any other factor in the present study is the need for effective communications as a factor for the development of sports organizations. Communication as cornerstone of all human organizations can help the director board through creating an organization such as a unified team in order to double the organization efficiency and outpace other organizations in achieving organizational goals. Effective communications can provide the increasing staffs' stay in organizations and minimize factors such as leaving workplace and time out. These factors together will cause the organizations efficiency to increase overly, and the organizations speed to achieve their goals. In this regard, offices of sport and youth also must realize necessity of this issue and seek to increase their effective communications and job compatibility and consequently efficiency through changing their management approaches.

### **REFERENCES**

- Akbarifard S (2009).** The relationship between Garmez Multiple intelligences and individual types with job compatibility among secondary school teachers in the city of Dorud. Master thesis, consultation field, Allameh Tabatabai University, Tehran.
- Anvari R and Atiyaye DM (2014).** Determinants of effective communication among undergraduate students. *International Education Studies* 7(9) 112.
- Atolia M and Chatterjee S et al., (2012).** Growth and inequality: Dependence on the time path of productivity increases (and other structural changes). *Journal of Economic Dynamics and Control* 36(3) 331-348.
- Graham JL (1998).** An analysis of sport managers interpersonal communication skills in selected Ontario amateur organization. Thesis, University of Windsor, Windsor Ontario Canada 66-72.
- Henry H, Rezaeian A, Kouzechi H and Ehsani M (2010).** The relationship between motivation and productivity of human resources at the Islamic Republic of Iran's Physical Education Organization. *Move Magazine* 23.
- Jafari T (2005).** Evaluation of the effectiveness of group counseling with job compatibility approaches towards job motivation increase. Educational research of Islamic Azad University of Bojnord.
- Kopelman RE (1986).** *Managing Productivity in Organizations* (McGraw Hill Inc).



**Research Article**

**Latifian A (2013).** Designing and validating the conceptual model of staffs' efficiency using interpretative structural modeling. *Magazine of Changing Management Bulletin* **5**(10) 192-218.

**Piper B (2014).** Factor-Specific Productivity. *SHSU Economics & Intl. Business Working* **3**(12) 121-135.

**Prokopenko I (1992).** *Productivity Management: A Practical Hand Book*, Geneva 110.

**Raj CY (2015).** Effective communication. *International Journal of Applied Engineering Research* **9**(15) 2893-2898.

**Shahrabi Farahani L (2011).** Study of the concept and components of Davis and Lafquist's theory of job compatibility and making tools to measure it among the female teachers at fifteenth region of Tehran in the academic year of 2010-2011. *Journal of Occupational and Organizational Consulting* (12).

**Stahel PF and Butler N (2014).** Effective Communication: Tips and Tricks. *Patient Safety in Surgery* 115-121.