Relationship between Effective Communication Skills on the Job Satisfaction of Employees in a Factory Manager Government

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Abstract
In managing the human relationships, factors affecting communication, formal and informal groups, and consider ways to improve communications in the communication barriers to human interaction in organizations is discussed. Communications manager and employees' satisfaction was evaluated. 60 patients (29 female, 31 male) employees of a state-owned factory in the study by Endo questionnaires communication skills manager and job satisfaction filled. Results showed that the amount of communication skill manager and consent there is a significant positive relationship between employees' job satisfaction in this study, more men than women.

Key words: communication skills, manager, job satisfaction, employee

1. Introduction:
Human communication and effective interpersonal foundation and perfection of human identity and his connection with others constitutes the primary basis for their prosperity and improve the quality of those relationships. Today's organizations need to have good communication with the people understand, but what still remains a lack of understanding and awareness of what the quality of communication in the Community organizations have an plays a (Koick, 1995). Today's organizations need to have good communication with the people understand, but what still remains a lack of understanding and awareness of what the quality of communication in the Community organizations have an plays a (Koic, 1995), the need to improve communication skills in the Leaders need is undeniable necessity (Fahim, 1383). Many managers are willing and able to establish a good relationship with the severity of the employees are not in the business environment, corporate culture, business process and technology to make changes. The manager despite having good technical knowledge can't be a successful manager. Effective managers are good managers of their emotional abilities and utilize constructive relationships and communicate effectively.

2. Types of communication:
One-way communication: a response to the message recipient does not express the connection unilaterally say. This kind of feedback is no connection process.
Bilateral relationship: the deployment environment in a manner that the client's reactions and comments about the content of his message to the sender Brsandvmla It does say this kind of bilateral relationship.

3. Effective communication skills:
Bolton (1386) five categories of interpersonal skills Introduces satisfied:
1 - listening skills, the ability to understand others' statements are made and involve new ways of responding. Reflective listening, when a person has a strong need or problem, it can be extremely effective. This person will help to destroy negative emotions or should solve your problem if the problem remains unresolved, could lead to a major conflict.

2 - assertiveness skills including verbal and non-verbal behaviors that help individuals to satisfy their needs without resorting to deception or control other people to defend their rights.

3 - skills, conflict resolution, allowing the emotional turmoil faced with conflict. Although it is impossible to eradicate all conflict, but the conflict prevention and containment, there could be many struggles being destroyed.

4 - Problem solving skills sharing needs Tarzamyz includes all individuals or organizations.

5 - Selection of skill in selecting appropriate communication skills will help the individual situation.

One of the skills a good manager, influence employees to change their behavior and attitude is such that maintaining a relationship with them, and prevent them from damaging the characters. Administrator to perform this task can take advantage of effective listening skills. After listening to his words reflect the employee feels validated and director of speech and behavior that reflects heart aches knowing and understanding his feelings, is considered to effectively listen to (Kashani, 1,382th). Cooling water (2000) believes that it is essential to establish a good relationship and communication skills, familiarity with poor communication skills can have a negative impact on employee performance. Effective communication between the various components of an organization's management of the key elements of success.

4. Necessary communication management:
Community management is important for the following reasons:

1 - effective communication and reducing stress in the workplace

2 - Communication is the process by which the functions of planning, organizing, directing, leading, and controlling it is done. The creation of a safe and effective communications, the tensions in the way these tasks destroys or at least reduced.

3 - Relationship Managers to coordinate activity that fits your time to take advantage of it (Fouladgar, 1383).

Ways to improve communication management:
Among the features that makes the relationship between stress and stress management and employee communications agencies in the environment decreases the knowledge of the issues of directors and staff area of the four personality feedback disclosed tongue simple listening correct, control emotions and non-verbal signals are given. More misunderstandings between managers and employees that arise from lack of knowledge and understanding of the principal characters is not messages. Personality is relatively stable, his interpretation of others' behavior. The principal character of his behavior and attitude to others known and unknown to others is also a field that is included. The principal component of personality that is based on what your

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manager or others known or unknown to the four district is divided into: 1 - The public area for the manager and the behaviors and characteristics that are known to others. 2 - Private area where the behaviors and characteristics that are known to the manager, but others are unknown. 3 - the blind, the behaviors and attributes that others known and unknown to the manager. Development of the region through two feedback mechanisms and disclosure is made.

Theories of job satisfaction and job satisfaction:

1. Job satisfaction as a cognitive reactions, internal job evaluation is defined as the proportion of individuals (Davis and Nyvastram, 1383). Another definition of job satisfaction difference between the amount received and the amount of reward expected rewards would suggest. All correspondence management on productivity, higher employee satisfaction and mental health - their social, as well as leaving the negative consequences of job dissatisfaction, absenteeism and negligence agree, disagree, most of the views and satisfaction of the discontent. The most important job ideas are summed up in these few theories.

2. Aldefer ERG theory: This theory is owned by Clayton alderfer, although there are differences between this theory and the theory of needs, but in many ways, ERG theory combining the first letters of life and survival (Existance), affiliation (Relatedness) and growth (Growth) has been achieved. Biological needs, needs that are necessary for basic human survival, and almost the same level of biological and security needs are Maslow. Dependency needs, including the need for and dependence on others and the level of needs and the needs of belonging and respect, with dignity and self-actualization needs in Maslow comparable.

3. Two-factor theory of Herzberg (Hygiene - Motivation): Herzberg's two-factor theory and his colleagues between 1950 and 1960 were presented. Motivators and hygiene factors, satisfactory factors Nakhshndh Hrzbzg the call. Health factors are considered guardians of the status quo, which causes dissatisfaction, but their lack of motivation and providing them cause severe and is not strong. Providing these factors prevent dissatisfaction, but their presence alone does not stimulate.

4. Inequality Theory: This theory argues that the influence of external factors on job satisfaction, dissatisfaction source of this theory is the willingness to relieve the tensions that arise from feelings of inequality and injustice. Relative equality is satisfied if the person is satisfied. This theory was first proposed by Adams in
1993, he said that if a person feels toward his inputs compared with the other he returns he is unequal, the sense of inequality emerges.

5 - systems theory: This theory is based on the organization as a system of human resource inputs, expectations, raw materials etc. and human interaction with each other and the job characteristics and the work environment, the formal structure of the organization and a set of individual, social and organizational provide that job satisfaction is one of the most important outcomes at the individual level (Mitchell and Larsen, 1986) according to this theory, the factors affecting job satisfaction factors include cultural, social, political, economic and internal factors include the nature of the duties, relationships with colleagues and payment amount are.

Consequences of job dissatisfaction

Four major response personnel include:
1) leave: An employee who is seeking the company or organization to leave.
2) Objection: Actively and constructively attempting to improve conditions, implies action.
3) Fidelity: Waiting is not improved. Against external expectations stand to benefit the organization and management believes that it is the right way.
4) negative action with their negative actions worsen the condition.

Hypothesis:
The main hypotheses: the communication skills of effective managers and employees' job satisfaction are related.

Sub-hypotheses:
1 - Listening and communicating the right message to the manager and employee job satisfaction are related.
2 - Non-verbal communication between manager and employee job satisfaction are related.
3 - assertiveness skills among managers (Staff Notification of decisions and occupational aspects) and are related to employees' satisfaction.
4 - The relationship between employee job satisfaction and emotional management skills there.
5 - There is a difference between male and female employees' job satisfaction.

Population, sample and sampling methods: The study sample consisted of factory workers shows Staff Hazraklyh According to reports, 60 people Bashndkh Nfrzn 29 and 31 are men.

Measurement tools:
Job Satisfaction Questionnaire: a measure of job satisfaction, job satisfaction questionnaire in 1373 by Nia K. Law School Counseling graduate students in science Allameh Tabatabai University, has been prepared, were used. The questionnaire is 22. Each sentence contains four options strongly agree, agree, disagree, and completely disagree. Thus, the scores of items 1 to 4 respectively for the options to be allocated to a range of scores from 22 to 88 inclusive.

Questionnaire to assess the internal consistency reliability and test the consistency test is a test of 40 employees formula was used Cronbach's alpha coefficient obtained in 90/0 is the coherence indicate the number of the test.

Rating Scale: reliability of the questionnaire was confirmed by several professors at the Faculty of Psychology and Educational Sciences, Allameh Tabatabai University, has been (quoting Ghaderi, 1378). The
questionnaire was released by the University of Tabriz in 1392 have been confirmed. Methods: The present study aims factory workers speak of this study was explained that neither the staff questionnaire. In addition to the questionnaire used in the study participants’ demographic characteristics such as gender, education level and age of the subjects were also collected. After gathering the data, and ensure they are completed, the necessary steps were taken towards mining and data analysis. Data analysis methods for statistical data analysis, frequency, mean, standard deviation and correlation and t-tests were used. The research findings were reviewed, analyzed the data and analytical hypotheses were examined. A. cross section of this part of demographic characteristics such as gender, age, and frequency are investigated.

Table 1: Demographic characteristics

<table>
<thead>
<tr>
<th>Total</th>
<th>Number</th>
<th>Education</th>
<th>Senior</th>
<th>Expertise</th>
<th>Diploma</th>
<th>SD age</th>
<th>The mean age</th>
<th>Sex</th>
</tr>
</thead>
<tbody>
<tr>
<td>60</td>
<td>29</td>
<td>8</td>
<td>17</td>
<td>4</td>
<td>7</td>
<td>34</td>
<td>34</td>
<td>woman</td>
</tr>
<tr>
<td>31</td>
<td>5</td>
<td>10</td>
<td>16</td>
<td>6</td>
<td>38</td>
<td>38</td>
<td>38</td>
<td>man</td>
</tr>
</tbody>
</table>

Table 1 shows the mean (SD) age, education level and number of participants in the study showed. According to this table, 29 participants (48%) women and 31 (52%) are males. The mean age of the women and 34 men, mean age 38, SD 7, SD Myarshan Myarshan 6. The majority of women with bachelor and diploma education of most men.

Table 2: distributed among the two sexes

<table>
<thead>
<tr>
<th>Job Satisfaction</th>
<th>Assessment of Communication Skills</th>
<th>Assesment of Emotional Skills</th>
<th>Evaluating Non-verbal Skills</th>
<th>Assessment of Auditory Skills</th>
<th>Assertiveness Skills Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>42.8</td>
<td>25</td>
<td>35.39</td>
<td>20.12</td>
<td>17.12</td>
<td>Woman 30.4</td>
</tr>
<tr>
<td>55.8</td>
<td>28</td>
<td>37.96</td>
<td>20.15</td>
<td>19.36</td>
<td>Man 33.6</td>
</tr>
<tr>
<td>16.8</td>
<td>3.9</td>
<td>7.2</td>
<td>4.5</td>
<td>2.3</td>
<td>Woman 4.9</td>
</tr>
<tr>
<td>14.8</td>
<td>4.2</td>
<td>7.16</td>
<td>4.6</td>
<td>2.7</td>
<td>Man 5.1</td>
</tr>
</tbody>
</table>

Table 2 shows the mean and standard deviation of variables in the two sexes. According to this table, the average job satisfaction in men than in women, but no significant differences were observed for other variables.

B: Inferential: In this section, research hypotheses according to the data analyzed and appropriate inferences have been made in this regard. In this regard, initially as a research hypothesis and then provide the appropriate analytical tables, and finally concluded to have been necessary.

The main hypothesis: the communication skills of effective managers and employees' job satisfaction are related. To investigate this hypothesis, the data analysis was performed using Pearson correlation. Data for this indicator is provided in the table below.
Table 3: Correlation coefficient of job satisfaction with staff communication skills manager

<table>
<thead>
<tr>
<th>Significant</th>
<th>Degrees of freedom</th>
<th>The correlation coefficient</th>
<th>Employee job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>.001</td>
<td>59</td>
<td>**.8250</td>
<td>Communication skills of managers</td>
</tr>
</tbody>
</table>

Table 3 shows the correlation between employees' satisfaction with communication skills, general manager (0.825) is significant at p less than 0.002. In other words, if the problem is with the null hypothesis and assume otherwise stated, we can say that the null hypothesis of the fact that the communication skills of managers, job satisfaction and employee relationship exists, ie H0: 2 µ = 1 µ. Assume Unlike that there is a significant relationship between these two variables as the(H1): 2 µ ≠ 1 µ . Given that the correlation between these two variables is significant at p less than 0.001. Thus, contrary to the assumption that there is a relationship between communication skill for managers and employees' satisfaction, Accepted a significant relationship between job satisfaction and communication skills manager there and the first hypothesis of this study is confirmed.

According to the hypothesis of a correlation coefficient between variables for sub-sub-hypotheses can be concluded first, second, third, fourth, fifth, has been approved. With regard to the comparison of two groups of men and women in job satisfaction is determined that there is no significant difference between male and female job satisfaction.

5. Conclusion:
In accordance with the main hypothesis of this research is effective communication skills of manager and employee job satisfaction are related. Therefore, the provision of employee satisfaction and reduced stress, they can effectively help to increase the productivity and efficiency of employees and managers in achieving organizational goals are more successful. Because of staff attitudes to human resource management, organizational behavior and affect are important, especially attitudes that are related to job satisfaction and organizational. Because of staff attitudes to human resource management, organizational behavior and affect are important, especially attitudes that are related to job satisfaction and organizational. Therefore, the effective communication with employees, managers can also lead to job satisfaction by (And guarantees their physical and mental health) and also increase the productivity of individuals and organizations committed than he is (quoting shuffleboard, 1378). Hassan Zadeh (1380) investigated the relationship between the heads of the job satisfaction of nurses and hospital staff to conclude that lead to effective communication, employee satisfaction, and ultimately the organization. Ranjbarian Studies (1385), shuffleboard (1378) M (1380) also shows that the communication skills of managers and employees have a meaningful relationship satisfaction and commitment. And investigations conducted by the (poorsalimi ,1378), Edinburgh (1379) Hydarzadgan (1385) also indicate that the effectiveness of communication between managers and staff director of the Conflict staff strong relationship with employees is a meaningful relationship. Cooling water (2000)
argues familiarity is good communication skills is essential to establish a connection and weak communication skills can have a negative impact on employee performance. Robbins (1998) states, New Jersey employers have relationships with subordinates done research and found that communication skills, management and organizational behavior at the job satisfaction of employees has an important role. Consistent with the hypothesis of a subsidiary, good listening skills and the exchange of messages between the manager and employee job satisfaction are related. Listening skills will enable people to understand the words of others, including new ways to answer that. Reflective listening, when a person has a strong need or problem, Can be extremely effective. This person will help to destroy negative emotions and helps to solve your problem if the problem remains unsolved, could be a major conflict. One of the skills a good manager, affecting staff and their position is to change the behavior so that maintaining a relationship with them, and prevent them from damaging the character. Administrator to perform this task can take advantage of effective listening skills. After listening to his words reflect the employee feels validated and director of speech and behavior that reflects heart aches knowing and understanding his feelings, is considered to effectively listen to (Kashani, 1382th). Art of effective listening, communication quality in order to enable organizations and individuals to enhance cooperation, empathy and mind to work together and to assist organizations in achieving organizational and individual goals (Mirzaei Ahar rescue 1382).

Consistent with the hypothesis that sub-two, non-verbal communication between manager and employee job satisfaction are related. By knowing the number of signs, symptoms, or non-verbal symbols, people are more and better communication with others and make them easier to attract. This knowledge enables the disagreement, misunderstanding, and began to advance any conflict detection and protection agreement and hope to get the other side (Midnight, 1384). The Culture (1384) believes that through gestures, establish better communication and most of the concepts can be transferred to others through them he quoted Albert Mhramyan Berkeley professor says. In most cases, affected individuals through non-verbal communication Mrs. Therefore, the communication skills to communicate between people and organizations are very important and necessary (Luthans, 1384). Research on informal communication and good relationships with managers influences job satisfaction among veterans of Ayrant company found in 1372 (Zarei, 1380). Mohsenian Rudd (1381) and Shah Vali (1382) between the non-verbal communication skills and the improvement of human relations in organizations that have a significant positive relationship. Consistent with the hypothesis that a sub-three, assertiveness skills among managers (inform staff decisions and aspects of the job) and job satisfaction are related staff. Extension of clear and accurate information exchange in the workplace among employees of an organization, the most effective ways address the misunderstanding. And enables individuals to enable cooperation, empathy and mind to

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work together and to assist organizations in achieving organizational and individual goals (Mirzay Aharnejati, 1382). Ability to express themselves clearly, express ideas, competent and straight. In other words, respect for and understanding of their own strengths and weaknesses, and limitations. Assertiveness is the ability of an individual to express their ideas competently, and straight. In other words, respect for and understanding of their own strengths and weaknesses, and limitations. Assertiveness is the ability of an individual to external reality situations that are stressful and tension-face (Motamenin, 1387). This seems to explain different aspects of the job and inform the employee of the decision to clear properly and can reduce conflicts, Provide satisfaction and their commitment to increase. Hydrzadgan study (1385) also indicate that the effectiveness of communication between managers and staff to increase employee job satisfaction and less conflict between employees, there is a significant relationship. And those who are involved in the change process, a high level of job satisfaction may be a factor in any organization as they weaken or strengthen the spirit of staff not be effective. The staff were friendly and supportive behavior where supervisors, job satisfaction increases. (Power, 1379). Corresponding to the four sub-hypotheses, the ability to manage emotions manager and employee job satisfaction are related. Many managers tend to be hard and were able to establish a good relationship with staff members and are not in the business environment, corporate culture, business process and technologies to make the change. They do not managers of the managers in spite of the technical knowledge to be successful. Effective managers are good managers of their emotional abilities and utilize constructive relationships and communicate effectively (Fahim, 1383). Perhaps one of the factors that control and manage emotions is an important factor is emotional intelligence. Emotional intelligence as the ability to manage emotions and feelings play an important role in the life and achievements of those individuals who have high emotional intelligence, psychological adjustment than would be able to manage your emotions and the mechanisms that are more adaptive use of said. (Poly Terry, 2002). Poly Terry, 2000 Research in relation to emotional intelligence and job satisfaction Thdsazmany staff has done and the results indicate a positive relationship between emotional intelligence and job satisfaction of employees. Shfvrt studies and Humphrey (1995) also found a significant relationship between emotional intelligence and job satisfaction of employees. Consistent with the hypothesis that sub-five, there are differences between male and female employees' satisfaction. In research by examining the relationship between job satisfaction defined as female and male teachers of Shiraz high schools, area education, work experience, and their sex was concluded that The significant relationship between gender and job satisfaction, job satisfaction is and females than males (Saken Azari, 1377). Factors affecting job satisfaction include age, gender, education, etc. (Sharifi, 1382). As is usually the women who have low expectations, More satisfied with their job as Clark (1997) believes women have higher job satisfaction than men. But in the study of job satisfaction in men than in women. In contrast to these findings can be explained by saying that the

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main factor influencing the educational level of job satisfaction. Because of the current educational level of women is more than men study likely be that the effect of satisfaction Clark and Oswald (1996) have found a negative relationship between education and satisfaction. Grout and Bering (2000) report that higher education does not have any significant effect on job satisfaction and those with low education seems That those with higher education have higher job satisfaction (poly Terry, 2002). Cleaning (1380) also quotes studies that meet Shydvn and Astyrs (1977) was a negative relationship between education and job satisfaction there.

6. Suggestions
Investigation of personality factors may help identify additional factors involved in job satisfaction of employees, so consider this factor appears to be useful in future studies. In addition to managing communication skills and other characteristics of an effective employee satisfaction. In this backdrop, it is suggested that further studies. Selection of effective managers in organizations with regard to the superior authorities as skills in research, can play a key role in increasing the efficiency and effectiveness of the organization is.

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