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# **Assessment of the human communication indexes between employees of branches of Social Security Organization in Tehran ( Iran)**

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## **Abstract:**

**Objective:** The purpose of this study was assessment of the human communication indexes between employees branches of Social Security Organization (SSO) of Tehran

**Method:** The method used in this study, the survey method is most common in quantitative research .The sample size was calculated based on Morgan 271 were randomly selected based on these numbers. This study was conducted to collect data and information from the questionnaire were used. Questionnaire consisted of 32 questions of human relations which 5 first question demographic questionnaire and subjects such as sex, education , work experience , marital status and age were included in the study , as well as other questions samples to determine the basis of human relations based on the five choice Likert scale (always , often , sometimes , rarely , never ) was designed. In this project, SPSS software was used to analysis the data.

**Findings:** The results showed that the level of communication skills of staff from the employees' point of view is evaluated desirable ( $p<0.05$ ). The study results showed that the central staff organization perspective on human communication of employees in these organizations varies according to gender and gender workers on the significant relationship of the staff human relations index. 40% of male participants and 27% of female participants evaluated communication skills, desirable. So men, more than women have a positive opinion about the staff of Organization human communication index. staff's view about the organization of the employees in the organization of human relationships education are different ( $p<0.05$ ) in terms of their scores significantly negatively correlated Affairs staff to staff communication skills. A negative correlation means that higher level, the weaker the staff of Human Relations have evaluated. staff perspective on human communication parameters of the staff in terms of work experience is different ( $p>0.05$ ). Thus, no significant correlation between duration of working on their score is an index of human communications staff. staff's view about the employees in the organization about human relationships in terms of a significant relationship between marital statuses ( $p>0.05$ ) of employees and their score to human communications index of staff. However, 35% of married people and 19% of single people evaluated communication skills of personnel, appropriate. Thus, there is no significant correlation between duration of working and their score to staff index of human communications ( $p>0.05$ ). Positive correlation means that with increasing age, a higher score on the index of human communications staff are employees and age, people are more important than communication skills. Positive correlation means that with increasing age, employees have higher scores on the index of human communications and aging causes people to care more about communication skills.

**Key words:** communication skills, human communications, staff

**Introduction:**

Today, the activities of various organizations are a key element of the communication process. Many of organizational problems such as vague relationships and miss understandings and inconsistency are because of poor or wrong communications which slows the process and performance of organs. Additionally, having successful and effective communications bring high and desirable morale, efficiency, and ultimately proper relationship between workers (Amin Shayan Jahromi & amini, 2009).

With increasing in complexity of today's societies, organization's mission to be more sensitive to community expectations and what experts now believe is human essential role as the main driver of the organization. People are the spirit of organization body, who give life to it and actually achieve the goals. The employees are the most valuable assets of any organization and their individual performance in effects on the general practice (Mehmanfar, 2005). According to human resources in organizations in recent years a large part of the time and money allocated to forward organizations (Fani&et al ,2005) and On the other hand, Studies show that effective communication and communication skills will play a pivotal role in people's lives (Ghorbani ,2005). Effective communication has always been an important element in the success of the organization and proper management. Experience has proved that if improper communication flows in an organization disruption happens and things get chaotic (Eshraghi ,2007). One of the causes of conflict can be related disputes. Communication between disagreements which are semantic difficulties, misunderstandings will arise in Difference the channel. The conflict between individuals has been usually based on poor communication (Robbins, 2007). Hasanzadeh and Etesami (2001) believe that the reason is that people are rarely able to fully join to others to convey real meaning. The solution is to reduce conflict can increase their communication skills. Sociologists and researchers in the field of behavioral sciences and organizational communications recommended increased communication skills and effective communication to reduce conflicts (Farhangi, 2003). Communication skills are vital skills during conflict, employees can get it to work. High verbal skills, effective listening skills and the ability to give feedback to others and receiving feedback are features of a high communicated skilled person. Enjoyment and use of these features makes the contradictions of staff solve the problems with collaboration and partnership and employees who have higher communicative skills with more ready than others to resolve conflicts and weaknesses of group and organization and will not have any reason to avoid conflict and apathy towards it and do not see the point to the opposite side. Notably, the most important skill in dealing with the psychological issues of conflict is high communication skill. Communications skills act as help for behaviors and needs in expressing emotions and interpersonal goals (Mirzaee &et al 2010). Myers (2013) considers effective communication skills among staff as a factor for receiving success and promotion of organization. Studies of the effect of the communication skills of employees are informed on organizational performance (Mehmanfar, 2005). Van Dalen (2013) considers the communication skills necessary for success. King& et al (2011) also mentioned in a research that organizational decision-making can be more successful and that its employees receive a higher level of communication skills. The results of researches have shown that quality and quantity of relations in organization is predictors of trust and involvement in the organization and whatever the quality of communication between employees and managers and colleagues is better to trust in the organization increases, therefore this leads to increased employee participation in the organization (Thomas &et al, 2009). The research results have shown the ability to establish positive relationships with others, is regarded as an important component of mental health and

increased connections with mental health is associated with. Jelokhani (2009) and Ostovari (2009) also According to studies reported that conflict management and communication skills and effective communication in the relationship. Therefore, in order for an organization to be competitive in the era of globalization and industrialization should be able to be more attentive to organizational productivity and performance, so Based on studies, it becomes clear that effective communication and how communication skills can help organizations to improve productivity and performance. The success of the research in this area could provide more duties. Since any studies made about staff of central on human communications, therefore this study addresses this important study In an effort and examine organization aims indicators of human communication and its utility has been evaluated from the perspective of agency staff.

### **Hypotheses:**

- 1) It seems that human communication index of employees has a desirable level.
- 2) The attitude employees about human communication index is different base on gender.
- 3) The attitude of employees about human communication index is different base on education.
- 4) The attitude of employees about human communication index is different base on work experience.
- 5) The attitude of employees about human communication index is different base on marriage.
- 6) The attitude of employees about human communication index is different base on age.

### **Research background:**

Hullamani et al (2013) reviewed the improvement of the communication skills of the working environment. Their results showed that Interpersonal interaction and interpersonal skills in organizations plays a very critical role in the development of organizations. They assumed learning the verbal and nonverbal skills very important. Also conclusions of their study showed that many of these skills transfer from managers and super wiser to employees and it means that if a manager in the organization, has this kind of abilities and skills, both can take steps towards a successful organization and can transfer skills to under the supervision staff.

Faith & et al (2013) studied Improvement of communication skills in the workplace. Their results showed that communication skills can lead to increased employee satisfaction and increased patient satisfaction in health care organizations. They also reported that improving the staff communication skills in healthcare organizations will also reduce healthcare costs. Improve staff efficiency and reduce the deficit leads the world in performance outcomes in organizations has been reported to increase communication skills.

Levinson et al developed a research in communication skills of physicians focusing proctor. The research results shown that although communication skills of physicians affect the patient satisfaction and motivation for better cure, many of physicians are weak in this field. They proposed planners and politicians to promote personal education levels with increasing financial aids and for motivating the personal affectivity, they proposed incentives.

Uiterhoeve Rj& et al (2010) conducted a research that systematically invested the studies which have been done on communication skills and its effect on servicing and patient's satisfaction in clinics. Results shown that teaching communication skills personally comprises physicians and nurses which leads to increase of patients satisfaction; even educated personnel are more eager to serve patients.

Baraty et al (2012) analytically studied 309 people of health network in the village of Bahar named "Bahar's physicians communication skills". This investigation showed 9% ideals of whom were studied. Also, communication skills in females were in a higher range. This study also shows that as the work years and age of personnel increases, the communication skills

weaken because of work weary and lack motivation. Communication Skills also can be affected since that over 50 years old employees are less educated. Furthermore, the difference between scores average of Communication Skills, represents good condition of skills among high educated employees.

Investigating the effective factors among participants in the study showed that age, gender and participants educational license were of the most important indexes in communication skills.

**Method:**

The method which used in this investigation is measurement; the most common method in quality investigation. In order to gather demanded data and information, questionnaire has been used. Questionnaire includes 32 questions about human Communication in which 5 first questions relates to demographic alternatives of research samples including instances such as age, gender, education, work, experience and marriage. Also, other questions are based on human communications index of investigation Samples who designed the basis of Likert spectrum. This consists of cases such as: often, sometimes, rarely and never. Content and illustrative study was used in order to invest the questionnaire descriptively. Therefore, questions of the questionnaire studied by 5 experts one by one in order to evaluate the relation between speech and studied alternatives. Then wrong and vague speeches has been deleted or modified after investigations. Furthermore, lasting indexes of questionnaire calculated 0.797 by Cronbach's Alpha

which represents the acceptable lasting of questionnaire. Statistical society of this investigation comprises 500 staff of the branches of Social Security Organization in Tehran which that 217 people have been chosen randomly as example.

Data analysis of this research done by SPSS software as factor's distribution is normal, perceptual statistics such as Key score, Spearman unity and index test used in order to test the hypothesis on the basis of alternatives measurement level.

**Findings:**

217 people of central head quarter staff has been studied. Amplitude distribution of individual alternative of investigated units has been shown in table 1. Amplitude distribution of investigated alternatives showed in Table 1.

Variables	Classification of Variables	Frequency ( percent)
gender	Men	<b>82(37.8)</b>
	women	<b>135 (62.2)</b>
age	<b>23-28</b>	<b>29(13.4)</b>
	<b>28-33</b>	<b>47(21.7)</b>
	<b>33-38</b>	<b>53(24.4)</b>
	<b>&gt;=38</b>	<b>88(40.6)</b>
education	Diploma	<b>65(30.0)</b>
	B.s	<b>103(47.5)</b>
	M.s	<b>44(20.3)</b>

	Phd	<b>5(2.3)</b>
Marital status	Married	<b>47(21.7)</b>
	singles	<b>170(78.3)</b>
Work experience	Under 5 years old	<b>30(13.8)</b>
	5-10 years old	<b>51(23.5)</b>
	10-15 years old	<b>70(32.3)</b>
	Over 15 years old	<b>66(30.4)</b>

Always and often were the answer of 51% of employees about this question:” If an employee gets angry of his/her colleague because of any reason, would you let him/her know about your feelings or not?”. 38% chose sometimes and 33% chose never. 68% of employee chose always and often to answer this question:”what’s your idea about mollification when your colleague is upset?”. 47% chose always and often to answer this question: “what’s your idea about if colleagues consider each other’s behaviors? And judge them demonstratively or not? “. 34% of employees chose often and 18% chose rarely and never. 56% of employees chose always and often to answer “what’s your idea about a situation in which an employee has go on a leave and this depends on other colleagues to take his/her responsibility”.“Do you help your colleague when his/her work gets heavy?” answered always and often by 39% , sometimes by 38%, rarely and never by 23%. “Do colleagues feel appropriate about having relations and co working with each other?”, was answered always and often by 37%. 17% of employees answered always and often, 29% answered sometimes and 53% answered rarely and never to answer: “do colleagues think about each other equally and relate with each other equally or not?” they answered this question asking for their idea about: “colleagues focusing on each other while they are speaking or not?”; this way: 51% always, 34% often and 14 % rarely and never. 49% of employees chose always and often, 29% chose sometimes, 22% chose rarely and never to answer this question: “is it possible to respect your colleague even in though situation?”Answers to the above question are: 40% always, 37% sometimes, and 22% rarely with never.53% of staff chose always and often to answer the following question: “Do colleagues laterally declare their kindness and affection to each other?”.”Could an employee confirm his/her colleague’s speech with head moves in addition to oral confirmation?” “Do colleagues try to deal each other smiley?” was answered always and often by 48%, sometimes by 37% and rarely with never by 14%. “What’s your idea about speech which confirmed by hand and head shaking?” was answered always and often by 46%, sometimes by 39%, rarely and never by 15%.“Do you express your feelings using your face gesture?”; was answered always and often by 52%.“Could colleagues face each other eagerly?” was answered always and often by 41%, sometimes by 36%, rarely and never by 22%. “Do you try to face the other colleagues respectfully?”; was answered always and often by 65%. “Do colleagues try to act friendly with each other “; was answered always and often by 51%. “Do colleagues try to face each other sincerely?”; was answered always and often by 42%, sometimes by 36%, rarely and never by 22%. “Do reactions among colleagues are incessantly positive?” was answered always and often by 24%, sometimes by 37%, 39% rarely and often. “do you think young workers are more successful than the others in their communications?”; always and often by 37%, sometimes by 36%, 27% rarely and often. “Do females are more

successful in their communications?"; answered always and often by 41%, sometimes by 35%, 23% rarely and often. "do males are more successful in their communications?"; answered always and often by 51%, sometimes by 38%, 10% rarely and often. "Do old workers are more successful in their communications?"; answered always and often by 47%, sometimes by 29%, 23% rarely and often. "do workers have positive attitude about their work environment?"; answered always and often by 31%, sometimes by 31%, 38% rarely and often. "How much workers care about how they look like?"; answered always and often by 45%, sometimes by 30%, 25% rarely and often. "How much workers use body language in their communications?"; answered always and often by 43%, sometimes by 38%, 19% rarely and often. Index test investing the favorite employee's communication skills from their point of view is given in table2.

**Table 2.** Communication skills evaluation test of branches of Social Security Organization in Tehran employee's point of view.

Communication skills	number	Less than Median	Equal to the median	More than Median	p-value	median
	217	6	142	69	0/001	3

As given in table2, the p-value becomes 0.05 , so communication skills of employees from their workers point of view evaluated desirable.

**Table3.** Key score test for research about the gender effects on human communication index evaluation.

Appropriate communication skills of employees	male	female	Total
Rarely	-	4.4%	2.8%
Sometimes	59.8%	68.9%	65.4%
Often	40.2%	26.7%	31.8%
Total	100.0%	100.0%	100.0%
P value	df	Chi square	
.027	2	7.252	

As given in table3, p-value measures less than 0.05, so gender of workers meaningfully relates to their grading human communication index. 40% of male employees and 27% of female ones positively evaluated the employees' communication skills, therefore males' evaluation of communication skills index was more positive than females'.

**Table4.** Spearman Correlation Test to evaluate the relationship between the evaluation criteria, in terms of human relations education.

	education
r	<b>-.200**</b>
p-value communication skills	<b>.003</b>
number	<b>217</b>

As given in table 4 contents, p-value measured 0.05 which showed that there is a significant negative relationship between staff communication skills and their grading. Negative means that increasing in education levels causes employees to evaluate human communications, poor.

**Table5.** Spearman Correlation Test to examine the relationship between human communications evaluates employees based on work experience.

	Work experience
r	<b>.094</b>
p-value communication skills	<b>.166</b>
number	<b>217</b>

As given in table 5 contents, p-value measured more than 0.05 which showed that employees' work experience has not a significant relation with their human communication.

**Table6.** Chi-square test to examine the relationship between human communication indexes based on marital status.

Chi-square	<b>4.642</b>	df	p-value
number	<b>217</b>	2	<b>.098</b>

As given in table 6 contents, p-value measured more than 0.05, so first assumption that take p-value zero. Therefore employees' marriage statuses have not a significant effect on their human communication index grade.

**Table 7.** Spearman correlation test to examine the relationship between human communication index by age.

	age
r	<b>.662</b>
p-value communication skills	<b>.030</b>
number	<b>217</b>



As given in table 8 contents, p-value measured less than 0.05; therefore Basic premise about p-value which measures equal 0.05 is rejected. Employees' age has a positive effect on their grade to human communication index. Positive effect means that older workers have given higher grade to the index.

Discussions and conclusions:

217 employees of branches of Social Security Organization in Tehran are studied at this investigation. 32% of employees evaluated communication skills desirable, 65% mediocre and 3% poor. The conclusions of present investigations show that communication skills of employees evaluated desirable and also present results shows that the point of view of employees is different base on their gender, so this has significant affection on their grading worker's human communication index.

40% of male participants and 27% of female participants evaluated communication skills, desirable. So men more than women have a positive opinion about employee's human communication index of Iranian .

employees have different ideas based on educations and employee's education level has a significant negative affection on their grading communication skills. Negative relationship means that high level educated workers, evaluated human communication index poorer.

The attitude of head quarter's employees about human communication indexes in this organization is not alternative; therefore work experience has not a proper relation with human communication indexes. Eventually worker's work experience has not a significant effect on their grading human communication index.

This finding contradicts with Rezai et al (2000) because they've reported that as the work experience increases, employee's attention to communication skills enhances. Point of view of staff is positive about human communication index is not changeable base on marriage statues and employee's marriage statues dilation does not have a significant relation with their human communication index. However 35% of married workers and 19% of singles had a good evaluation about employee's communication skills, so married employees have a better attitude than singles about headquarters staff. But this relationship was not statistically meaningful.

The attitude of headquarter Staff about employee's human communication index is different base on age and worker's age has a meaningful and positive relation with their grades to human communication index. Positive connection means that old staff grade higher the human communication index. This finding attunes with Rezai et al's (2000), they also reported that older people care more about communication skills.

Although the results of this research show that employee's communications skills are properly evaluated from the point of view of headquarter Staff, other social researches show different results.

This finding attunes with Rezai et al(2000), they also reported that older people care more about communication skills. Although the results of this research show that employees communication skills is properly evaluated from the point of view of headquarter Staff, other social research showed different results.

Baraty et al's research (2012) mentioned that communication skills of medical practitioners of Bahar's village, is improper. Zarei et al (2010) research on samples of managers, showed that lack of proper communication skills among organization's member is the reason of many communicational problems between managers and staff.

Additionally, investigation results showed a significant and positive relation between managers communication indexes and work satisfaction of employees. Therefore, increasing the

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communication skills of employees increases their job satisfaction. Yavari & et al (2004) also investigated physician's communication skills and its effect on patient's satisfaction, which shows that as physician communication skills increases, the patient's satisfaction increases too. Taking advantages of oral and practical communication skills such as respect, sympathy, active listening and using intelligible words for patient could rise the Patient Satisfaction. Kushan and colleague's study (2010) also shows that as the education degrees of communication skills rises, stress and tension diminishes, so decrease of stress and tension is expected in work place. Hunt et al (2003) have reported in an investigation that there is positive direct relation between an effective communication and its outputs even if administrative duties change, and manager's need to an effective communication becomes visible by challenges to be happen in the field of high technology, workers variety and team work necessity. All of these studies represent the roll and affection of organization's communication skills. In this study, the attitude of samples changes base on gender, age, education in their evaluation of communication skills. Men and older employees, more than women and Younger employees believe in acceptability of staff communication skills. However, as the education of headquarters staff rises; their attitude about human communication index becomes poorer. Attitude of staff about worker's human communication indexes in this organization changes base on education and this has a significant negative effect on their grading employee's communication skills. Negative relation means that as education of staff rises, the attitude about human communication index is more negative. Also, in Rezaei and colleague's study, as the patient's education goes higher, their expect of a physician to have a better communication skill increases as well, so this finding approximately coordinates with present findings. Employee's communication skills evaluated more proper than female's. This was different from Baraty et al (2012) which showed that female communication skills is better than male's. Present study resulted that younger staff have better communication skills which coordinates with Baraty's study. About the relationship between communication skills deduction with aging and work experience, there is a probability explains that work exhaustion and motiveless increases that affects on communication skills, then there is an affection on communication skill noticing that over 50 years old staff and experienced ones often comprises low educated employees. Nasipour et al's results represents a relationship between communication skills with quality of services among employees; naturally if communication skills of employees to be noticed, we could expect better function. Below results could be mentioned as affection mechanism of employee's communication skills of organization. Roldige (1994) research results show that communications have the most important role in manager functionality. Brunto et al study results narrates relationship between communication skills with organizational obligation. Robins (1999) reported that a relationship between communication skills and organizational obligation, and believed that with increasing in people's communication skills, their organizational obligation increases and higher the communication skills, causes organizational healthiness improves. In order to block the environmental threats and using the probable contents, organs have to identify their capabilities and internal strength to compensate the weak points and reinforcement. Increasing the communication skills of workers is one of ways to promote the efficiency and better function of above things. This is the subject which studies highly stressed ones. Fit et al (2013) studied about better communicational skills effects. The research study results showed that communication skills cause more satisfaction of employees and patient in health organizations. Additionally, they reported that communication skills increases curative expenses decreases as well. Staff utility improvement and decrease of efficiency fault is one of other consequences which reported

about communication skill's increase in organizations. Therefore, the importance of communication skills in any organization has been highlighted more than ever.

Sevik Kala (2005) showed that employee's lack of communication skills is resulted from incomplete learning, also for having workers with proper communication skills is a way for organs to be prosperous. Brawn et al researched the effect of communication skills on client's satisfaction. Client's satisfaction is one of the most important points that every organization has to regard to be successful. This point has to be instantly noticed that communication system connects the components of organization like a network. Presence of wrong communication system in an organ disrupts the functionality and sub organs. Human communication reinforcement with the use of planning and priority among organs, concludes strong, stable and proper human communications and founds a movement toward human communication strength which causes proper work atmosphere in which better and more effective services to be established. Every skill has to be taught to promote. Also for better improvement in worker's communication skills, effective education schedules would be useful. We have to notice that in addition to academicals education, practical education have to be predominant. Other important point is that every employee has a basement of skills in communication which has been acquired before, classically. Therefore, one of cases should be noticed in employment process is the level of job volunteer's communication skills. This subject makes them try to improve their skills of communication before and after employment. Observation of communication skills in a course is suggested for staff who want to improve their skills. Distribution of publications and journals about the organization's communication skills can be somewhat useful in this regard is to promote knowledge workers, hence it is recommended for organizations to increase staff knowledge of communication skills in this area.

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