

Identity the relationship between communication styles of managers and job involvement

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ABSTRACT: The aim of this study was to investigate the relationship between communication styles and involvement management career. In this study, communication styles consist of a control style, style equality, structural style, dynamic style and style is vested in the independent variable on the dependent variable that affect job involvement. To test their hypothesis, the researcher made the valuations Likert scale according to the number of 30 questions and the target population (agricultural bank branches in the city of Sanandaj) were distributed to 130 employees. The method used in this research is descriptive. To test hypotheses using path analysis and AMOS software was used for statistical analysis of data. The results of the study variables were significant and positive impact on job involvement shows that the greatest equality between light and light control of job involvement is the least impact on.

Keywords: communication styles, job involvement, Keshavarzi Bank in Kurdistan.

INTRODUCTION

Perhaps one of the major sources of poor communication between people that creates conflict. Experts, all of whom believe they are social beings and reveal the nature of the social, human relations and communication, the human being with regard to the construction of psychological, educational requirements and the environment in a series of communications from are different aspects of how to suffer (Parinc, 2007). Some research efforts of new horizons in research on organizational communication are as follows: information processing perspective, the rhetorical perspective, a cultural perspectives, political perspectives. Organization associated with the development of industrial psychology, social psychology, organizational behavior and administrative sciences and current theories and concepts of organizational communication scholars have suggested that, in general, the development of specialist courses has been formed. "Pantam" field of organizational communication speech communication is composed of three pillars, namely: public speaking, persuasion, social science research related to interpersonal communication, small group communication, and mass communication (Blau, 1989). Organizational communication as a specialized field or spoken verbal communication, management is an important issue. This relationship is a form of interpersonal relationship in which the relationship is directly between two or more persons in the same physical proximity is established. This form of relationship, combined with the characteristics of interpersonal relationships start out, the senses of all the opportunities to help and then provides the Despite all this, features a, and the following among them are:

1. Unlike the broader field of interpersonal relationship and organizational relationship about boundaries, with more clearly defined and less impermeability. Focused on the overall state of the interaction, one can hardly be aware of being inside or outside, but everyone is well aware of his membership in an organization, and if an individual, be excluded entirely from the organization, no longer be a member to communicate, but if one of them is bound to be a certain way that the prescription is prescribed, pay to communicate.
2. One characteristic of corporate communications, reproduce series of messages. In this type of reproduction, messages from one person to another person and the other person again and so on, transmitted, but each of communicative acts, often in pairs or interaction between two people is retained.

3. In these various forms of communication such as printed note cards Perforated and used, but must be the main form of business communication, oral and other forms of communication to face-to-face, distinct role contribution or their successors (Bozionelos,2004). Including those which attracted the attention of researchers in the field of Industrial and Organizational Psychology is the concept of job involvement. Job involvement is a psychological identification with the job. A person who has a high degree of job involvement, job puts her at the center of interest. The famous phrase "I'm living with my job, eat and breath" indicates the person has a high job involvement. Individuals with low job involvement within the life of other things are important to switch jobs (such as family, hobbies, etc.). Job involvement by Lvdal and Kyjr (1965) as a positive and healthy employees involved in the work are defined. While job as opposite poles of alienation and lack of criteria including individual, the alienation of the working environment can be seen. Career and determines its involvement in numerous research has been done. Boubou and Bowl (1987) predicted that the combination of a variety of organizational commitment and job involvement has certain implications for the organization. For example, practitioners who have high job involvement and organizational commitment are less likely to leave the organization. Workers with low levels of organizational commitment and job involvement will likely be optionally leave. Job involvement is the degree to which an individual perceives his colleagues who have been devoting themselves to their job. In fact, employees who experience less stress, job involvement and job satisfaction are more (Hollenbeck, 1982). Given the importance of content and organizational communication major role in the organization, this research aims to the relationship between communication style and involvement government employees are sanandaj.

Research Objectives

Main objective:

To investigate the relationship between communication style and involvement management career.

Secondary objectives:

- The relationship between job involvement and control style.
- The relationship between job involvement and equity style.
- The relationship between job involvement and structural style.
- The relationship between job involvement and dynamic style.
- The relationship between job involvement and delegating style.

Practical purpose:

The results of this study can be used by all public and private organizations. Given that the Keshavarzi Bank city of Sanandaj, the same results for banks and other cities across the country, especially the Keshavarzi Bank will be valid.

Specific research questions:

The main question:

How much job relationship between communication style and conflict management are there?

Sub question:

- There is a relationship between job involvement and control style?
- There is a relationship between job involvement and equity style?
- There is a relationship between job involvement and structural style?
- There is a relationship between job involvement and dynamic style?
- There is a relationship between job involvement and delegating style?

Variables were expressed in terms of a conceptual model:

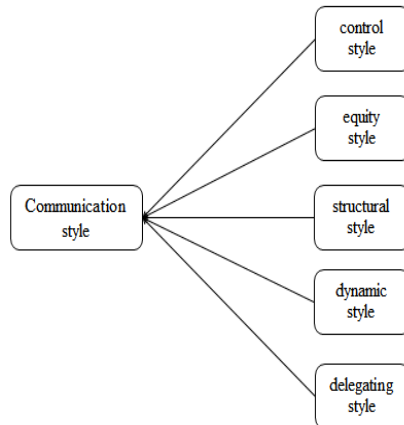


Figure 1. Dimensions of communication style (Hollenbeck, 1982)

**Operational model
Model (1)**



Model (2)

Figure 2. Relationship between communication styles and job involvement

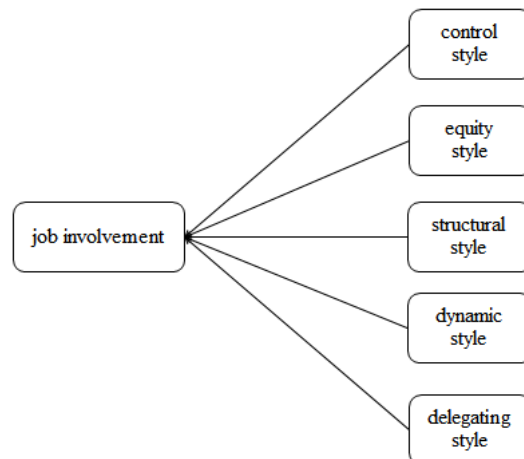


Figure 3. Relationship between connection dimension and Job Involvement

Literature

Search the Center for Information and Documentation of various magazines, similar studies with this model were observed. However, similar research has been done on the subject of the following can be mentioned.

- Tohidi (2011), In their research examining the relationship between citizenship behavior and career decisions, and the results are positive relationship between OCB and job involvement was found.
- Rousell (2011), In their study examining the relationship between hiring practices and attitudes towards work, job involvement, organizational commitment, job satisfaction and job involvement checkout. The results showed a strong recruiting, hiring the best source of newspaper ads and job applicants than jobs is causing engagement.
- Karen (2010), Studies show that a manager with more experience, satisfaction and job involvement is needed to accommodate the needs of external and job involvement.
- Freund (2005), the study examines the relationship between perceived work environment and level of job involvement. The results indicate that there is significant positive correlation between components of identity, style of supervision and job involvement.
- Clinebell & shadwik (2005), Research into the factors involved in paid employment. The results showed that with increasing years of work and high level of job involvement increases.
- Madsen et.al (2005), the study examines the relationship between leadership and involvement of employees paid. It concluded that between servant leadership and its four dimensions (service, humility, reliability and kindness) is a significant positive correlation with job involvement.
- Mudrack (2004), Showed that job involvement is positively associated with OCD traits and strong durability and flexibility characteristics of openness and regularity of positive correlation has meaning.

Bozionelos (2004), Found that the agreement between nouns and job involvement, there was a significant negative correlation. In addition to these traits extraversion and openness are related through interaction with job involvement.

MATERIALS AND METHODS

Methods

The objective of the study and the data type of cross-survey. Study population, 10 employees of the branch of the Agricultural Bank branches in Kurdistan (Sanandaj city) requirements. With data collected from 10 main branch of the Agricultural Bank, the number of employees and directors of the subsidiaries are equal to 130. As a result of this study, the sample size is 130. Samples were collected using a two-stage random sampling. To collect data and analyze it, depending on the staff of the Likert scale used. To investigate the relationship between independent variables and the dependent variable, amos, and path analysis software used. Assumptions for the normality test of Kolmogorov - Smirnov, to confirm the hypothesis of the regression coefficients and p-value, and to confirm the appropriateness of the model chi-square test was used to compare the proposed autonomous model.

The research hypotheses

The main hypothesis:

There were significant positive correlation between communication styles and job involvement.

Sub hypotheses:

H₁:

There were significant positive correlation between control style and job involvement.

H₂:

There were significant positive correlation between equity style and job involvement.

H₃:

There were significant positive correlation between structural style and job involvement.

H₄:

There were significant positive correlation between dynamic style and job involvement.

H₅:

There were significant positive correlation between delegating style and job involvement.

Kolmogorov-Smirnov

Table 1.

One-Sample Kolmogorov-Smirnov Test	Error
N	130
Kolmogorov-Smirnov Z	.869
Asymp. Sig. (2-tailed)	.082

In the above table, the number 130 and the Kolmogorov - Smirnov is equal to 0.869. P_value amount shown in the last line is 0.082 times greater than the 0.05 level, as is the normal assumption will be accepted. The correlation coefficient between these variables is given below. The assumption of normality was accepted by the Pearson's correlation coefficient was used to assess the correlation between variables .

Table 2. the coefficient of correlation between control style and Job Involvement

		control style	Job Involvement
control style	Pearson Correlation	1	.521
	Sig. (2-tailed)		.043
	N	130	130
Job Involvement	Pearson Correlation	.521	1
	Sig. (2-tailed)	.043	
	N	130	130

According to the above table, the coefficient of correlation between control style and Job Involvement is equal to 0.521. An amount equal to 0.043 and less than 0.05 p_value is so shyness is related variables and the relationship of control style.

Table 3. the coefficient of correlation between equity style and Job Involvement

		equity style	Job Involvement
equity style	Pearson Correlation	1	.843
	Sig. (2-tailed)		.033
	N	130	130
Job Involvement	Pearson Correlation	.843	1
	Sig. (2-tailed)	.033	
	N	130	130

According to the above table, the coefficient of correlation between equity style and Communication aversion is equal to 0.843. An amount equal to 0.033 and less than 0.05 p_value is so shyness is related variables and the relationship of equity style.

Table 4. the coefficient of correlation between structural style and Job Involvement

		structural style	Job Involvement
structural style	Pearson Correlation	1	.644
	Sig. (2-tailed)		.017
	N	130	130
Job Involvement	Pearson Correlation	.644	1
	Sig. (2-tailed)	.017	
	N	130	130

According to the above table, the coefficient of correlation between structural style and Communication aversion is equal to 0.491. An amount equal to 0.039 and less than 0.05 p_value is so shyness is related variables and the relationship of structural style.

Table 5. the coefficient of correlation between dynamic style and Job Involvement

		dynamic style	Job Involvement
dynamic style	Pearson Correlation	1	.551
	Sig. (2-tailed)		.022
	N	130	130
Job Involvement	Pearson Correlation	.551	1
	Sig. (2-tailed)	.022	
	N	130	130

According to the above table, the coefficient of correlation between dynamic style and Communication aversion is equal to 0.551. An amount equal to 0.022 and less than 0.05 p_value is so shyness is related variables and the relationship of dynamic style.

Table 6. the coefficient of correlation between delegating style and Job Involvement

		delegating style	Job Involvement
delegating style	Pearson Correlation	1	.326
	Sig. (2-tailed)		.011
	N	130	130
Job Involvement	Pearson Correlation	.326	1
	Sig. (2-tailed)	.011	
	N	130	130

According to the above table, the coefficient of correlation between delegating style and Communication aversion is equal to 0.326. An amount equal to 0.011 and less than 0.05 p_value is so shyness is related variables and the relationship of delegating style.

The regression coefficients of the variables in the Keshavarzi Bank

The table above shows the regression coefficients of the independent variables on the dependent variable. According to this table, it becomes clear that the regression coefficients vary style control is from 0.45, the estimated regression coefficient is equal to 0.74 style variable, the estimated regression coefficient is equal to 0.62, structural style, 0.56 times the estimated regression coefficient of the variable light dynamic, and estimate delegating style variable regression is equal to 0.71, according to the last column of the table that corresponds to the assumption p_value values of the independent variables show significant coefficients, .038 equal control style, a style equal to 0.041, 0.017 to structural style, the dynamic style 0.026, versus 0.005 delegating style, and because all of these values are less than 05/0 then all the coefficients are significant. .

Table 7. regression coefficients of the independent variables in the Keshavarzi Bank

			Estimate	S.E.	C.R.	P
Job Involvement	<---	control style	.458	1.166	.536	.038
Job Involvement	<---	equity style	.745	1.417	.236	.041
Job Involvement	<---	structural style	.622	1.536	.428	.017
Job Involvement	<---	dynamic style	.563	1.374	.579	.026
Job Involvement	<---	delegating style	.721	1.126	.339	.005

Structural Equation

Independent variables, control style to x1, equity style x2, structural style to x3, dynamic style to x4 and delegating style x5, Job Involvement with the dependent variable Y represented, according to the regression coefficients, linear regression of the data, as follows: $Y = 0.37 + 0.45 x1 + 0.74 x2 + 0.62 x3 + 0.56 x4 + 0.71 x5$.

Standardized coefficients of the variables

Using this regression model, the value of the variable correlation aversion can be predicted by the independent variables. To determine which of the independent variables have the greatest impact on the dependent variable, the independent variables are standardized coefficients are calculated, any variable that has a standard rate is higher, the greater impact on the dependent variable.

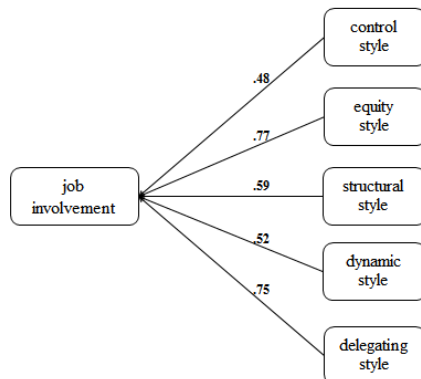


Figure 4. Standardized coefficients of the variables in the Keshavarzi Bank

As can be seen in the graph, equal style variables with the greatest impact on job creation and fighting style controls less effective than the other four variables from the perspective of job involvement of the respondents were questionnaire.

Comparison of independent model and the model

To evaluate the appropriateness of the model, the following criteria will be used. The values of these parameters are closer to the number one model is more appropriate. Independent model, a model in which there is no relationship between variables, in this model, the basic model is also called.

Table 8. Comparison between the proposed model and the model is independent of the Keshavarzi Bank

RMSEA	AGFI	GFI	CFI	IFI	RFI	NFI	
0.055	0.936	0.925	0.753	0.792	0.801	0.725	The proposed model
0.000	0.000	0.000	0.000	0.000	0.000	0.000	Independent Model

K₂ of the suggested models

The following table shows the K₂ value for the suggested model.

Table 9. K₂ of the suggested model in Keshavarzi bank

CMIN	DF	CMIN/DF	P
28.749	21	1.369	0.007

For this model, $\chi^2 = 28.74$, degrees of freedom = 21 and sig = 0.007, and because sig < 0.05, its concluded that the regression al model being fitted among dependent and independent variables is significant and suitable.

RESULTS AND DISCUSSION

The main hypothesis: There were significant positive correlation between communication styles and job involvement.

Outcomes achieved by emphasizing research, communication style components on the job at a significance level of 0.038 control mode. 0.04 1equal style, The structural style 0.017, The dynamic style 0.026, style delegated control style with regression coefficients of 0.005 and 0.45. 0.74 equal style 0.62 the structural style. Dynamic style 0.56, 0.71 assigning a style that represents a significant and positive relationship between the independent and dependent variables. The regression coefficients between two variables in a direct (positive) is, so we can say that communication styles, conflict affect employment and the employee's perspective, the results will improve communication style, whereby the clash job becomes.

Sub hypotheses:

H₁: There were significant positive correlation between control style and job involvement.

Control style and Job Involvement in 0.038 significance level, with a regression coefficient of 0.45 is significant and positive relationship. The relationship between job involvement and control style of direct (positive) comments.

In conclusion we can say that the style controls, job involvement influences and the employee's perspective, the results will improve control mode. Job involvement is positively the sails. Therefore, the hypothesis is confirmed.

H₂:

There were significant positive correlation between equity style and job involvement.

Equity style and Job Involvement in 0.041 significance level, with a regression coefficient of 0.74 is significant and positive relationship. The relationship between job involvement and equity style of direct (positive) comments. In conclusion we can say that the equity style, job involvement influences and the employee's perspective, the results will improve equity style. Job involvement is positively the sails. Therefore, the hypothesis is confirmed.

H₃:

There were significant positive correlation between structural style and job involvement.

Structural style and Job Involvement in 0.017 significance level, with a regression coefficient of 0.62 is significant and positive relationship. The relationship between job involvement and structural style of direct (positive) comments. In conclusion we can say that the structural style, job involvement influences and the employee's perspective, the results will improve structural style. Job involvement is positively the sails. Therefore, the hypothesis is confirmed.

H₄:

There were significant positive correlation between dynamic style and job involvement.

Dynamic style and Job Involvement in 0.026 significance level, with a regression coefficient of 0.56 is significant and positive relationship. The relationship between job involvement and dynamic style of direct (positive) comments. In conclusion we can say that the dynamic style, job involvement influences and the employee's perspective, the results will improve dynamic style. Job involvement is positively the sails. Therefore, the hypothesis is confirmed.

H₅:

There were significant positive correlation between delegating style and job involvement.

Delegating style and Job Involvement in 0.038 significance level, with a regression coefficient of 0.45 is significant and positive relationship. The relationship between job involvement and delegating style of direct (positive) comments. In conclusion we can say that the delegating style, job involvement influences and the employee's perspective, the results will delegating style mode. Job involvement is positively the sails. Therefore, the hypothesis is confirmed.

The results show that the communication style of managers in creating job involvement is very important. The style variables influence job involvement is more in this style, the staff understands that justice is equality. Organizations need to create a motivated and satisfied employees (job enrichment) studied graphic design job and pay employees And administrators in creating a good relationship with sub- training (in-service) to the effectiveness of employee performance, and productivity for the organization forward.

Practical suggestions

The main hypothesis: the use of suggestion systems in organizations. Launched an internal newsletter that all events are run in conjunction with the new regulations and approved standards will inform the employees.

The first sub-hypothesis: the creation of an independent working environment for employees, employees' participation in organizational decision making.

The second sub-hypothesis in this case is that sense of belonging among employees, meaning. The assistance and support to their forces, they consider themselves a part of the organization and to the feeling of loyalty and trust.

The third sub-hypothesis: the creation of a cohesive work groups. Encourage employees to collaboration, sharing of staff in decision making.

The fourth sub-hypothesis: Managers with a real connection to transmit messages from the lower levels of the organization, employees' trust toward the organization and its partners reached.

The fifth sub-hypothesis: Training courses for managers to be familiar with the principles of effective communication with employees to motivate and commit reversible.

Recommendations for Future Research

-The relationship between organizational values and job involvement.

- Check the outsourcing relationship between job resources and engagement.
- The relationship between the dimensions of organizational culture and job involvement.

Obstacles to research

This study did not deal with curbs, barriers are as follows:

- This is just for the Agricultural Bank of Sanandaj and is not generalizable to other areas and organs.
- Lack of proper co-workers studied the organization of work and thought likely to divulge personal information.

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