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# The Study of Communicational Channels in the Employees of Non-Industrial Pazargad Company

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## Abstract

The suitable and effective communications is considered as an important components of management success in the organizations. This research study the effects of communicational channels among the employees of Pazargad Company. 111 employees are selected randomly. The questionnaires are used to collect the data, which has three channels: verbal, written and electronic. The extent of confidence, ease of use, the speed of delivery and effectiveness are analysed by SPSS software and EXCEL. The results indicate that the effectiveness and the delivery speed is caused through verbal channel, ease of use and the extent of confidence through electronic channels. So the managers can cause better communications through these channels.

**Keywords:** Communications, Organizational Communications, Communicational Channels, Effectiveness, Pazargad Company

## Introduction

Communication is important because it makes the organizing possible and the organizations allow the people to gain access to the organized systems. The importance and real concept of a good communication can be considered from various perspectives. It is evident that organizational communication must be effective and seen as a basis for modern organizations and the managers must learn the effective communication methods (Moorhead & Griffin , 2001). The scholars of public relations recognize the important role of leadership in internal communicational effectiveness and on the other hand, leadership communications are ingredient components of internal communicational channel influencing the attitudes and behaviors of employees (Men, L.R., & Stacks, D.W, 2014; Men, 2014; Whitworth, 2011).

Organizational communications are a kind of information exchange. They are the basis of perception and feeling and causes the organizational systems (Dessler, G., & Phillips, J, 2008). Communications are some processes helps the people or organizations to reach their goals. We can share our attitudes, values, wishes and our needs with others and people can acquire common concepts through symbolic messages (Sooner, Freeman, & Edward, 1995).



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Communication means concept transfer. If there were no exchange of information or thought, communication wouldn't take place. The speaker whose speech isn't heard, or a writer whose texts are not read, has failed to communicate. In order to make a successful communication, meaning transfer and perception must be take place. The complete communication occurs when the message is received as it is sent (Rabinz, 1996).

Communication is a dynamic process which is the basis of growth and development of all live organizations (Abbas zadegan, 1998). Communications help the people to gain individual and organizational goals, respond to organizational changes, making coordinated activities (Ivancevich, J.M., & Matteson, M.T , 2002).

Katz & Kahn say that: communications, the exchange of information and the transfer of meaning- spirit make the basis of social system of organizations. Recently a writer called Stinchcombe placed the communication at the center of organizations. However, other theorists have considered this theme differently (Rabinz, 1996).

Communicational process are important processes play important roles for the effectiveness of the organizations and the manager success.Researches indicate that managers spend 75- 95 percent of their time to communicate. Telephone dialogs, meeting, report analysis, orders and instructions, letter writing, studying the information of Fax or Telex are examples of communication process. Communication play the same role as the blood circulation system in the body (Amirkabiri, 1977). Effective communication play the important role for the success of managers and employees (Percy, 2008).

If we define the civilization as a domination over the nature, the changes caused by information technology on different aspects of human life can be considered as a great factor for civilization improvement. The communications are effective tools for optimal use of revolutionary communications. Communications are placed close to the formal authorities and seen as a facilitator factor in the organizations. Without effective communicational systems, the activities can't take place. It is required as the most necessary affair and without effective communication system, the organization can't work properly (Fakhimi, 1999). Effective communications don't involve knowledge transfer, also influence on learning, feeling, thought, or the receiver's attitude (Cecil, D., & Rothwel, W, 2007).

Communication is the most basic factors of organizational identity and as Pfiffner believes the main component of management, through which planning, organizing, coordination, leadership and control from one to another is implemented by the mediator or manger. John Kotter believes that communication process contains three elements: receiver, message and transmitter. He says that when there is no relationship between human participants, it isn't called organization. Power moves through communicational channels, then implemented through communicational flows and progressed and added to the organization and saved (Fakhimi, 1999).

William Giolik believes that organizational communication is a process used to make a system for receiving information or exchanging the meaning between the people inside or outside the organization (Farhangi, 2000).The effectiveness of interpersonal communications has two main dimensions: first, the pragmatic dimension. Here the effectiveness of communications relates with success and improvement in gaining access to the receiver or transmitter needs or wishes. Second, in satisfaction dimension, the effectiveness of communication is related with the joy and pleasure made for the parts of communication. Organizations are designed for achieving special goals. In this respect, managers, employees, experts and the external part of the organization are related through organizational communication processes.


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Moreover, organizations must have hardworking leaders. The people should have motivation, the efforts should be coordinated, decisions made and the activities must be controlled and managed. All of these activities require action and interaction between the people, and a kind of relation. White and Mazur believe that one of the important points is the management of public communication. All organizations interfere in organizing, control and its use.The managers and experts according to Windhall and Signitzer must plan to make the management element effective which is progressing unpredictably (Fakhimi, 1999).

In a research about high-rank and intermediate managers, it is indicated that they spend only 30 minutes without any relationship in a calm place (Sooner, Freeman, & Edward, 1995). The research goal is that: Is feedback from organizational communications can make the organizational communications effective by structural equations among the variables making effective communications (Ghazanfari & Mazroi, 2014).

Hashemi tari studied the relationship between effective communication and organizational climate. He showed that there is a meaningful relationship between effective communication and organizational climate (Hashemi Tari, 1998). Alikhani studied the effect of organizational communications on the human efficiency. He concluded that effective communication increases human efficiency and their job satisfaction (Alikhani, 1994). Arghavani and Rejaei studied the communicational channels and the effect of communicational channels on the effectiveness of organizational communications (Arghavani, 2015).

It can be concluded that feedback, the frequency of communicational channels, justify 0.91 percent of organizational communications. The results showed that there is a meaningful relationship between feedbacks, the frequency of communicational channels, the effectiveness of communications, whose relations are supported by structural equations. Maghroor and Boordvar studied the communicational channels and its role in the transparency organization. The results indicate that the members of every section must activate the most effective and available communicational channels in order to strengthen the coordination and cohesion inside administrative parts (Maghroor & boordbar, 2015).

Shahraki & mesri (1392) studied the communicational channels and human relations and analysed the organizational communication in terms two structural and behavioral dimensions and investigated the main points of each dimension (Shahraki & Mesri, 2012). Masoodfar (1378) reports that there is organizational relationship between every components of employees' effectiveness of Kerman medical science hospitals. The organizational communications involve effective relations, feedback, and the communicational channels (Masoodfar, 1998).

Politis(2003) studied the management power and interpersonal confidence in the communication between the abilities and the traits of knowledge acquisition. The results indicate that there is a direct relationship between the source of authority power, and the abilities to design and explain the organizational communication pattern analysis (Politis, 2003).

Yoosefi(1376) reports that the communicational behavior of physical education employees depends on their record of service (Yousefi, 1996). The results of Hashemi tari research reveals that the teachers' attitudes towards effective communications in terms of their record service indicate a meaningful difference (Hashemi Tari, 1998).
Men(2015) studies the roles of internal relations of administrative institutions through communicational channels, it's style and quality and its influence on the results of organization employees. The results indicate that administrative managers use email or face-to- face channels to communicate with the employees. The presence of social media has a positive relation with the communications and their


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quality communication and also the results related with employee relations. The communicational style of administrative managers influence the quality communication of CEO which influences on the results associated with employees. The style of administrative managers influences positively on the quality of employees' relations and the CEO's relation quality. Finally the theoretical and pragmatic consequences of findings are analyzed (Men, 2015).

Vecic & vokic (2017) studied the communications and relational channels with the employees. The goal of this essay is the analysis of the relationship between the satisfaction of internal relationships and the employees' coordination. They studied eight aspects of internal communication satisfaction and three aspects of employees' interaction (Vercic & Vokic, 2017).

Bothaei(1374) studied the effect of power sources ' use on the educational and administrative management of Tehran's high education institutions and reported that there is a direct relationship between the educational and administrative power source of Tehran education institutions and the reward or advising decision making method (Boothaei, 1994).

## Communicational Channels:

The existence of organizations depend on communications and every manager spend his or her time to communicate with others. It is necessary to communicate suitably, in order to coordinate the human- like elements as an effective or efficient network. When there is no communication, the organization activity stops. In fact, we can say that efficient management depends on efficient communications.

Managers and organizations need to have efficient and suitable communication in order to keep the cohesion and creativity of the organizations, managing, satisfying the needs and doing the commitments. Communications have defined as follows: the sender of a message sends a message to the receiver by a special instrument. Simply we can draw a pattern like this:

The sender of message B> message B> the receiver of message B. The above pattern indicates that there are three main elements in every communication. It is evident that without these elements, the communication wouldn’t take place. In every communication process, there are seven stages:

**The sender or the source of the message**: It is the initiator of the communication. The sender is one who wants to convey the message to one or more people.

**Encoding**: encoding involves changing the information to a strain of symbols or signs. Encoding is necessary because the information must be conveyed only through symbols and signs.

**Message**: the information changed to codes by the sender. The message may be of either form or type.

**Channel**: the instrument or tool for communicate between the sender and receiver. The channel can’t be isolated from the message.

**Receiver**: receiver is one whose sensor feels that has received the message. It is possible that the message receiver is one or more people.

**Decoding**: The process which is used to interpret the message. The receiver should at first receive the message then analyse it.


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**Feedback**: it is in the reverse direction of communication process in which the receiver reaction is transmitted to the sender. The feedback may be direct or indirect.

**Noise**: Noise is defined as a factor distorting the message. The noise can stem from the receiver, the sender or the communication instrument.

***Continuous and Effective Communication through Various Communicational Channels***
The committee members must activate the most efficient and available channels to strengthen the coordination and cohesion in the executive committee and improve the quality of their communications.

***The path selection or communication channel***
Selecting a suitable channel depends on the conditions and the managers must consider the following points:

1. the considered communication nature
2. the abilities of the parties to communicate
3. The intercommunication between the groups inside each
4. the characteristics of channels in terms of choice, speed and acceptance capability

The managers must have information about the communication pattern between the people in order to select a communicational channel. Four main networks are used to understand possible patterns of communications. These networks are considered as the frameworks for relationship between the selection centers. The communicational networks are divided to two groups: centered and decentralized. The centered network involves Y communication system.

The decentralized network involves a chain and circular communication system. The decentralized system is suitable for complex affairs and centered system for simple ones. In the circular systems, the communication may initiate by everyone, so this system is used when there is no leader or a certain plan.
In the rotatory system, there is a central leader who communicate with all the subordinates and the subordinates aren't allowed to communicate with each other. The chain pattern is a special form of circular pattern with this difference that the circles aren't related.
In comparison with circular system, the open-ended chains tend to decrease the communication of the system.

Y pattern resembles a chain, different in terms of having a member outside the chain. Y pattern indicates that there is a specialist member intercommunicating with executive manager. The order of members' satisfaction is as follows: circular, chain, Y, and finally rotatory pattern. The most effective system depends on the conditions and the predicted goals (Nistanaki, Dehghan, & Afsay, 2011).

***The Strategic Rules in Organizational Communications***
**Rule1**: Communication usually fails, unless you have a chance. The people think others receive their messages correctly, because they are proud. Communication is a complex process which requires a sender and a receiver. Because there are many ways to distort or lose the message, it is better to convey the message by different methods. Say it, write in the newspaper and explain it individually or in a group. The first organizational communication has four results:
A) If the communication leads to problem, it will fail. This result reveals that if you give the chance of failure to the message, it will certainly fails. If you are careless, inefficient or lazy, your communication will certainly fail.


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B) If the communication doesn't lead to failure, the possibility of failure still exists. Sudden happenings may occur, although the requirements are observed exactly which hinder data flow. For example, copying machine doesn't work, sound system fails, and also murphy law still exists.
C) If the communication succeed in our desired path, or is placed in an unpredictable way, success may be misleading. The receiver may think he has received the message but in fact he has received incorrectly or because of your satisfaction they say so.
D) If you are sure that your communication succeeds, failure may occur. Considering the situations means that you have designed the communication process according to your own preference and hasn't considered the receiver's situation.

**Rule 2**: If there are different ways to understand the message, it is interpreted in the most destructive way. If the message is understood wrongly, what problems may occur?

**Rule 3**: always there is a person who knows better than you, what is your message's meaning? Most people think they can predict or thoughts better than ourselves.

**Rule 4**: the more communications, the more difficult the success in the communication. The time of communication must be limited. This is a wrong idea that the more information is better. Having various information resembles lacking enough information.
Rule 5: In a wide variety of information, the appearance of information is more important than its quality.
Rule 6: the importance of news items has a reverse ratio with distance square. Simply, war with the fist is more important than killing 500000people in flood 100000 miles away. It is better to think of hungry kids in Africa but our hungry neighbours need more attention (Taghavifard, Torabi, & Zahedi Adib, 2006).

## Research methodology

The test group are 111 people who are selected randomly among the employees of Pazargad Company. A questionnaire was designed and distributed between them.
Totally 150 questionnaires were completed among which 111 copy were analysed and the rest were removed.

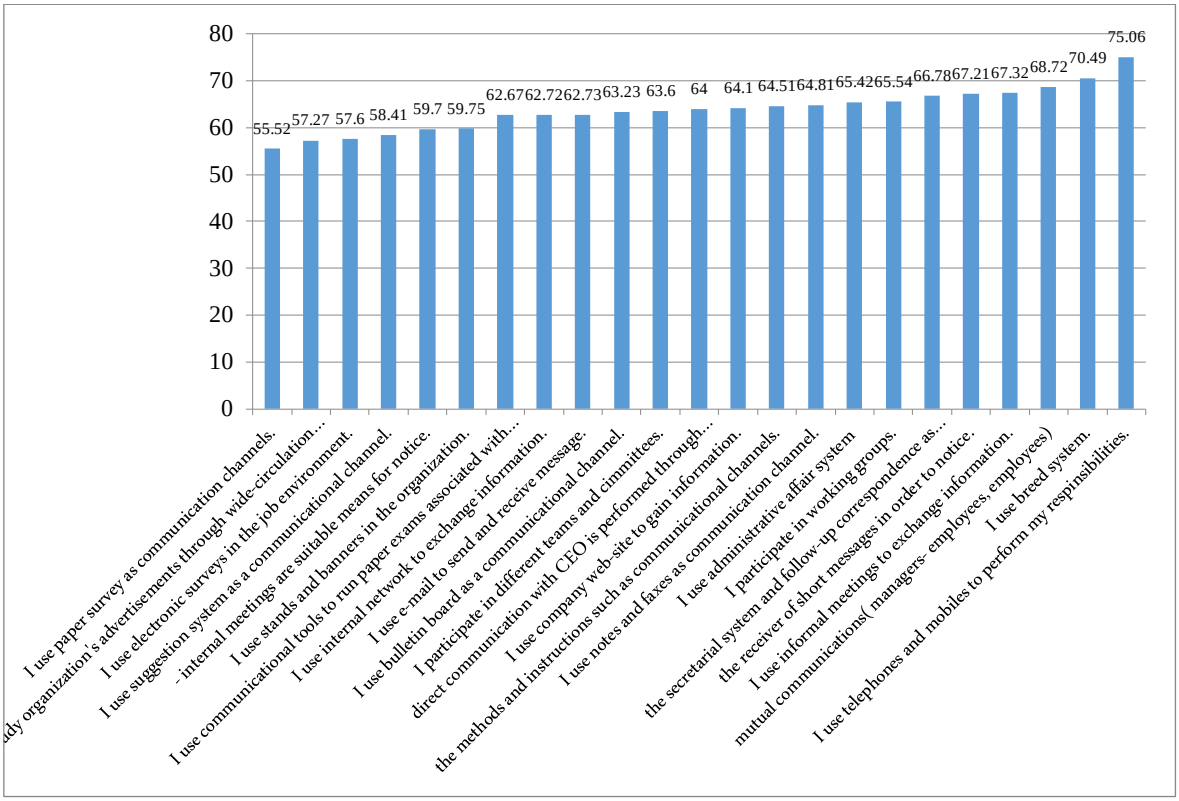
The main concepts of three channels were studied. Three channels were written (9 questions), verbal (7 questions), electronic (7 questions). The questions are designed suitably for Pazargad employees and were analysed according to confidence extent, ease of use, transmission speed and effectiveness. The answers were 5-graded continuum. (Very low, low, intermediate, high, very high)

Stability and validity: the last coefficient of this questionnaire is 0.830. Many similar companies use this questionnaire and prove the validity.

## Research Findings

According to graph1 which indicates the effectiveness of communication channels, verbal channels possess the highest percent (75 percent) among other channels and shows that employees use telephone or mobile to do their activities and the lowest percent belongs to written channel (55 percent).


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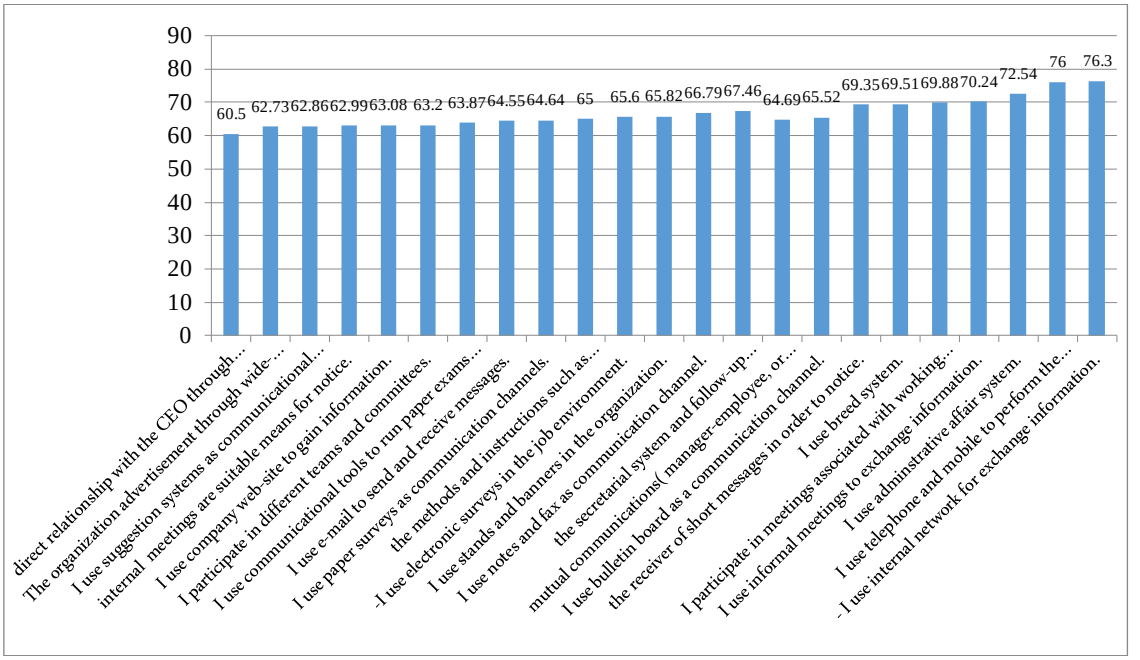



**Graph 1: The Effectiveness Average of Communication Channels**

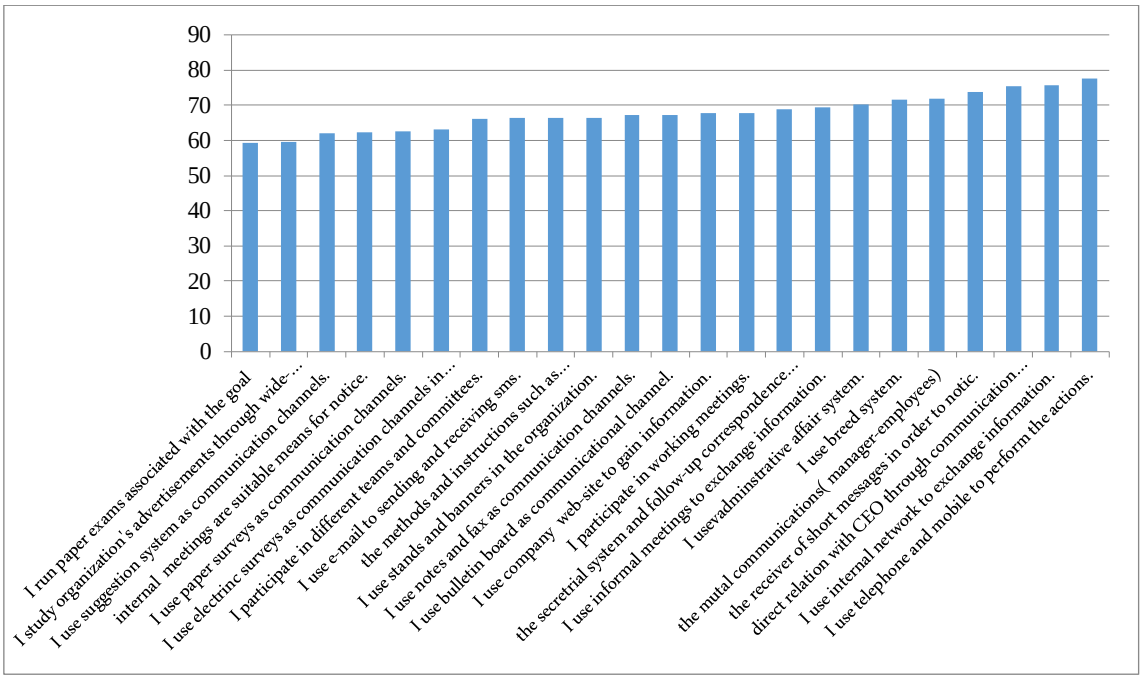
Graph 2, indicates the average ease of communication channels. As you can see electronic channel has the highest percent among other channels. It shows that employees use internal channel more than other channels. Verbal channels has the lowest percent it means that the employees use a direct relation with CEO less than other factors.



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**Graph 2: The Average of Ease of Communication Channels**



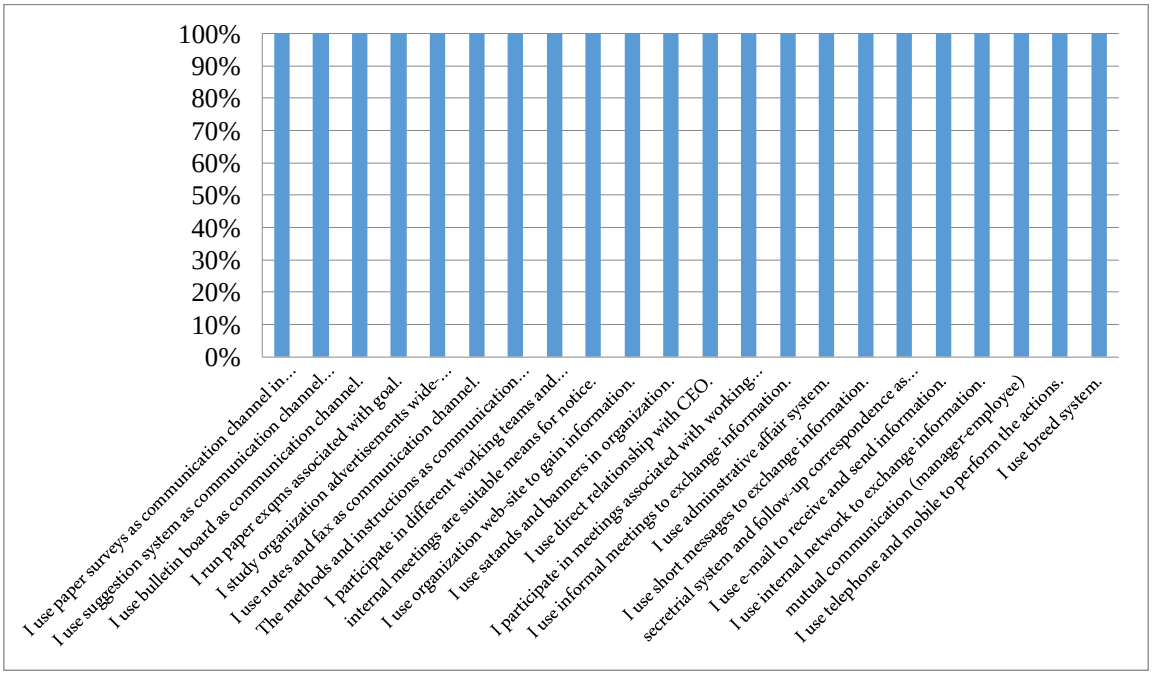

**Graph 3: Indicates the Average Speed of Communicational Channels**



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As the graph shows, verbal channel possess the highest percent (77.6%), which is evident that employees use telephone and mobile to do their activities and written channel has the lowest percent.

Graph 4 indicates the confidence level of communicational channels. As you can see, electronic channel has the highest percent (77%), which shows that employees mostly use breed and also written channel has the lowest percent**.**




**Graph 4: The Average Confidence Level of Communicational Channels**

## Conclusion

The efficient and correct relations is considered as the most important factor of managers' success. Without correct communications in the organization, the flow of affairs fails. In such a situation, the manager can't perform his or her responsibilities well. The results show that verbal and electronic channels has the most effective use among other channels in Pazargad Company. So the more channels are used by the managers, the more efficient the communications would be. Also it is better to use more channels because it leads to feedback improvement. Feedback improvement leads to becoming sure about the correct transmission of the messages.

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