

Full Length Research Paper

Structural equation modeling of relationship and interpersonal communication on organizational effectiveness between sport managers

Rasool Nazari^{1*}, Mohammad Ehsani², Faredeh Ashraf Gangoei³ and Hamid Ghasemi⁴

¹Naein Branch, Islamic Azad University, Isfahan, Iran.

²Tarbiat Modares University, Tehran, Iran.

³Central Tehran Branch, Islamic Azad University, Tehran, Iran.

⁴Payame Noor University, Tehran, Iran.

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This research was aimed at studying the effects of relationship skills and interpersonal communication; as well as the roles they play on the organizational effectiveness of Iranian sport managers. The research was a descriptive study that was conducted through a survey. The study population consisted of 670 sport managers. Sample survey was selected by stratified random sampling. Questionnaires used include Barton J communication skills, Graham interpersonal communication and Hsu organizational effectiveness with reliability, respectively (0.81, 0.86 and 0.90). Inferential statistical methods and structural equation models (SEM) were applied to access the variables observed and their effects on latent variables. The results obtained show that there are significant relationships between communication skills, interpersonal communication with subordinates and upper management; and organizational effectiveness in sport ($p < 0.05$). Implementation of the research results measurement model, confirmed the path analysis, conceptual models of communication skills, interpersonal communication upper and subordinates; and organizational effectiveness.

Key words: Sport manager, relation skills, interpersonal communication, organizational effectiveness.

INTRODUCTION

Man is a social creature, consequently, to meet the needs of individual and social life goals and reach their organizational relations, needs communication and interaction with others (Graham, 1998). Information and communication have become an essential element of the educational system (Cekerevac et al., 2011). One of the fundamental organizational behaviors is cognition and communication which features individual and group productivity to gain access to more organizational goals. Poczwardowski (2002), which refers to this update, since a particular behavior, is dependent on certain conditions, so successful managers in their quest for organizational goals and troubleshooting pre projected thoughts, conduct, control and change employee behavior process.

However, considering individual differences, developing human communication in today's world with cultural differences in different societies requires extensive research. Communication, as social sense of being human is to raise and establish a connection to the person's new skills and new ideas, the way in which everything is organized and massive human and complex communications are formed.

Communications, involves information transfer from sender to receiver, so both are understandable and clear. If one of these elements, transmitters, receivers and the message is not available, it does not establish any communication (Sullivan, 2004). Models based on communication, information that the person through their five senses assimilate, filter and process information based on values and beliefs and decisions pass data to the person and can be changed or extended (James, 2002).

*Corresponding author. E-mail: nazarirasool@yahoo.com.

Yukl (2008) nevertheless continues to influence the investment recipient sure of the amount of messages and create some impact of transition on Source purpose and understanding of the factors affecting the behavior and recognition of individual characteristics and personality. On the other hand, knowledge development and practical tactics influence and power are the factors affecting behavior including concerns influence management has on organizational behavior.

Interpersonal communication abilities of management are important for connecting with employees. Communication capabilities to their opinion, is the most important factor for decision making. 71% believe that the communication skills of individuals, is of vital importance for the organization. Based on research, it is understood that the managers communicate with under employees much better with their upper employees. But the perceptions of subordinates indicating that managers communicate effectively with subordinates have not been established (Graham, 1998). Management is usually in a matrix of two levels, effectiveness and value of data communications solutions are selected (Duck and Kashman, 2000). Sport managers need to know how to communicate, due their organization and responsibility for planning activities, targets and performance assessment and staff education. Guo (2009) in every organization effective communication can be one of the most important factors for achieving organization goals.

Managers and staff function in organizational communication at two levels and layers of communication to interact with others. Part of interpersonal communication in the horizontal plane is done in this kind of communication with employees or managers of people communicating at the same level. Another level that receives the most volume of communication has been allocated to the vertical communication managers or employees in this sector with people under and upper able to communicate. It seems that managers with better communication skills, speech, audio, and better feedback have managed to be effective in communication. Managers in sport organizations had less attention with other people (Nazari et al., 2011). However, Sullivan (2004) concluded that in most cases women tend to their disclosure and often louder in their reactions and actions of reacting to occurrence. In this regard, women engage more than men in the forms of non-verbal communication. While among men and women in sports and auditory verbal component significant difference was observed. Yukl (2008) Real organization effectiveness reflects organizational goals and the effectiveness of capacity utilization of valuable resources for the environment for business opinion continuity practice. Degree and extent of fulfilling needs and make security measures or people outside the organization defines. Chelladurai and Hajerati (1991), Mathis (2007) have pointed to this lack of skills in communication, leading to increase costs and ultimately reducing effectiveness.

Effective leadership communication attempt to build bridges with words and performance, past and present to inspire a vision about the future are connected.

Papastergiou (2010) organizations usually the least satisfaction from the elite level of effectiveness had applications. Yukl (2008) usually leadership behaviors, program management, the structural and external initiatives and how to use them on organizational performance is impressive. Among the items that are available, programs and management systems are more effective. As the research results show the effectiveness of managers who have top level education and more experience is higher than those that have low education and low experiences. In sports organizations the nature of cultural, social relations between managers and their employees is a very important and effective activity if functional. Hence the needs identified by managers are emphasized. Also, there is a significant relationship between personality characteristics and communication skills (Tabaeyan, 2002). Therefore, managers can through network and effective communication skills of employees, including the development of skilled field of communication and effective management, facilitate organizational goals (Yousefi, 1997).

Hence, the purpose of this research is to understand communication skills and interpersonal communication manager's explanation of the relationship between sport and their main goals. The findings will help to identify skills and levels of interpersonal communication among individuals in both real and ideal conditions leading to improved communication and ultimately to organizational effectiveness. Consequently, if there is evidence that the relationship between these variables is achieved, in addition to creating a better understanding of the field of environment and development work, basic knowledge in this area and access can be possible to achieve organizational goals in sport organizations.

METHODS

In order to study the effects of communication skills and interpersonal communications and their role on the organizational effectiveness of sport organizations managers, structural equation models (SEM) are used to assess the effects of independent variables on the dependent variables and the effects of latent variables on observed variables will be investigated. Hence this research is a descriptive one that was conducted through a survey. The population is the employed in Physical Education Organization of Islamic Republic of Iran, including the deputies, the organization's staff managers, general director of the provinces and deputies, staff at the same level with the organization experts, national Olympic committee and Iran's sport federation. Based on the information received, the population size is about 670 individuals and stratified sampling method was used. To determine the sample size, Stratified Sampling method and Cochran method with allowed error of (0.05) were utilized. Therefore the total statistical sample is 245 sports managers. Measuring tools for this research included demographic information questionnaire, as well as Barton communicational skills questionnaire (Nazari et al.,

2011), interpersonal communication questionnaire (Graham, 1998), and Organizational Effectiveness questionnaire (Hus, 2002). with reliabilities of (0.81, 0.86, and 0.90), respectively. Statistical methods included analysis of the information on two levels of inferential and descriptive. SPSS/16 and LISREL/8.54 software with 95 % of confidence level were used for data analysis.

RESULTS

The result in Figure 1 contains about 22% of 55 samples of Physical Education Organization and the National Managers General Offices and Physical Education made up of 190 people of nearly 78% between managers and the National Olympic Committee Sport Federation.

Results in Table 1 suggest that approximately 187 people of 24 and 58 men, nearly 76% of the sample make up the ladies. Approximately 84% of 206 married people and only about 16% of the 39 samples of the aforementioned directors were unmarried, while 85% of managers have a bachelor's degree, 14% have master's degree and only 1% of managers are the leaders of the state and are PhD holders.

Figure 2 is the first model measures communication skills. Underside shape estimation results indicate the suitability model. Considering the amount of output LISREL Chi-square (13.03), the complaint is that the amount is high. The low level of this index shows little difference between the conceptual models, were observed data research is researched. The outlet (0.023) RMSEA for the model is reflected.

Figure 3 considering the amount of output LISREL Chi-square (15.53), the complaint is that the amount is high. The low level of this index shows little difference between the conceptual models, were observed data research is researched. The outlet (0.053) RMSEA for the model is reflected.

Figure 4 considering the amount of output LISREL Chi-square (25.93), the complaint is that the amount is high. The low level of this index shows little difference between the conceptual models, were observed data research is researched. The outlet (0.0133) RMSEA for the model is reflected.

Figure 5 considering the amount of output LISREL Chi-square (9.00), the complaint is that the amount is high. The low level of this index shows little difference between the conceptual models, were observed data research is researched. The outlet (0.020) RMSEA for the model is reflected.

Figure 6 the first model measuring communication skills, interpersonal communication and organizational effectiveness of upper and subordinate mode represents the standard estimate. Underside shape estimation results indicate the suitability model. Considering the amount of output LISREL Chi-square (244.84), the complaint is that the amount is high. The low level of this index shows little difference between the conceptual models, were observed data research is researched. The

outlet (0.068) RMSEA for the model is reflected. The lower the index, the better fitting it has for the model. In other words, so the model has good fit and appropriateness. Significant coefficients and model parameters obtained by measuring the path analysis, communication skills, interpersonal communication for upper and subordinates and organizational effectiveness shows that all significant coefficients are obtained. Performance measurement results of path analysis models, communication skills, interpersonal communication upper and subordinates and organizational effectiveness models indicate approved conceptual study is reflected. RMSEA lower rate and proper fit of these models and adapt appropriate conceptual model to study the observed data as reflected.

DISCUSSION AND CONCLUSION

From the communication skills measuring model in the standard estimation state, results suggest model suitability. Regarding Lisrel's output, the value of χ^2 is (273.4) which are suitable, and a low index indicating the little difference between the research conceptual model and the research observed data. It also shows the output RMSEA (0.066) for the model. Lowering this index, is more suitable fitness for the model. In another word, the model enjoys good fitness & suitability, showing the value of (0.066) for this index. Meanwhile, based on the communication skills model analysis of priority for each of the communication skills realms, it is identified that in the order of priority, feedback, verbal and auditory skills play the greatest role in communication skills, respectively (Figure 7). From the measurement model of interpersonal communications with superiors in the standard estimation state, results suggest model suitability. Regarding Lisrel's output, the value of χ^2 is (1493.02) which are relatively high, and a low index indicating the little difference between the research conceptual model and the research observed data. It also shows the output RMSEA (0.049) for the model. In another word, the model enjoys good fitness and suitability, showing the value of (0.049) for this index. The priorities of the realms of interpersonal communications with superiors are knowledge of others, self-disclosure, coping with feelings and differences, acceptance of feedback and assessment, self-order and transparency, respectively (Figure 8).

The measuring model of the interpersonal communications with superiors suggests model suitability. Regarding Lisrel's output, the value of χ^2 is (1832.02) which is relatively high, and a low index indicating the little difference between the research conceptual model and the research observed data. It also shows the output RMSEA (0.062) for the model. Lowering this index has more suitable fitness for the model. In another word, the model enjoys good fitness and suitability, showing the value of (0.062) for this index. The priorities of the realm

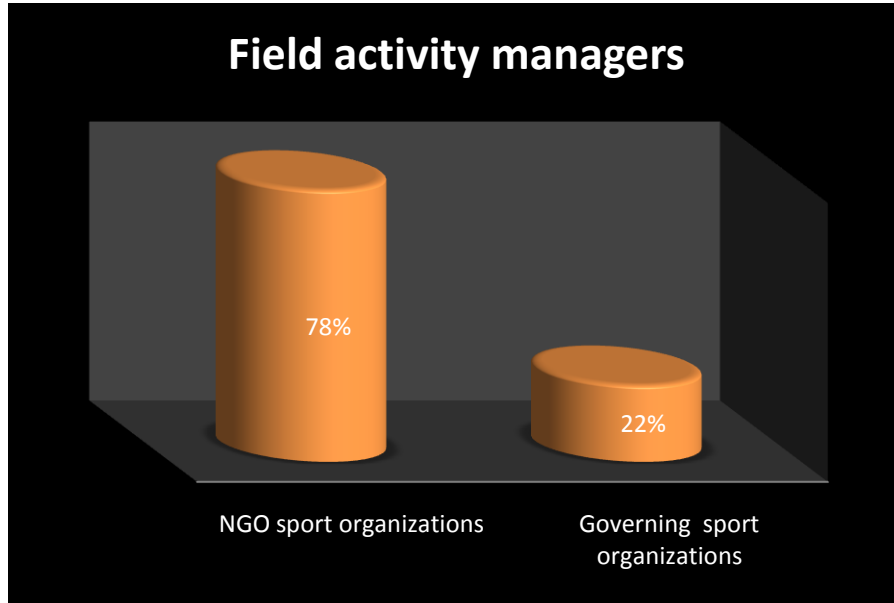
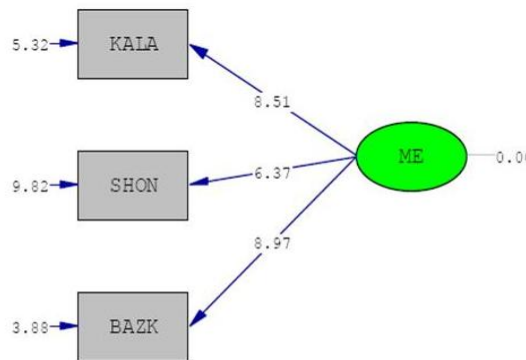


Figure 1. Frequency of Field activity managers.

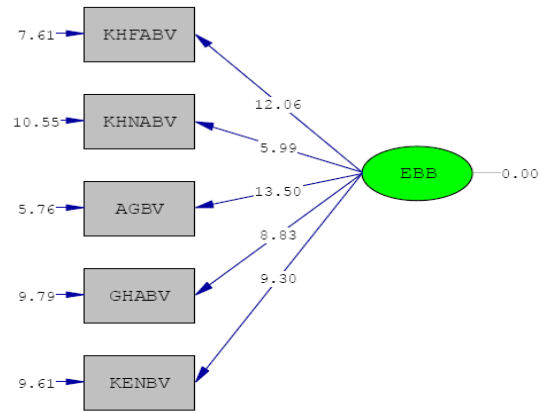
Table 1. Frequency of sex, marital status and education level between sport managers.

Dimensions	Variables	Percent frequency
Sex	Male	76.3%
	Female	23.7%
Marital status	Single	16%
	Married	84%
Education level	B.S	85%
	M.S	14%
	PhD	1%



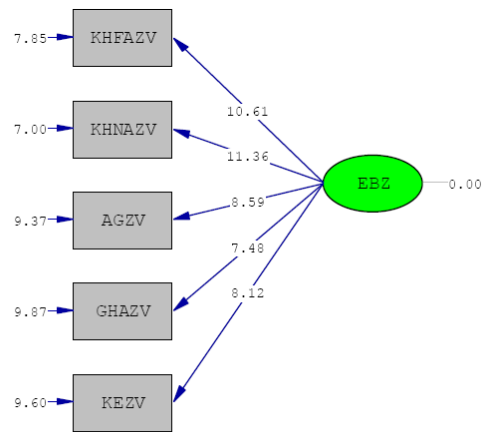
Chi-Square=13.03, df=5, P-value=0.00032, RMSEA=0.023

Figure 2. T-value of communication skills.



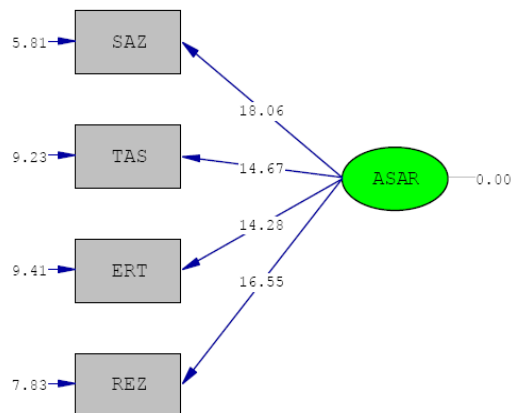
Chi-Square=15.53, df=5, P-value=0.00832, RMSEA=0.053

Figure 3. T-value of interpersonal communication with upper.



Chi-Square=25.93, df=5, P-value=0.00009, RMSEA=0.131

Figure 4. T-value of interpersonal communication with subordinate.



Chi-Square=9.00, df=2, P-value=0.01111, RMSEA=0.020

Figure 5. T-value of organizational effectiveness.

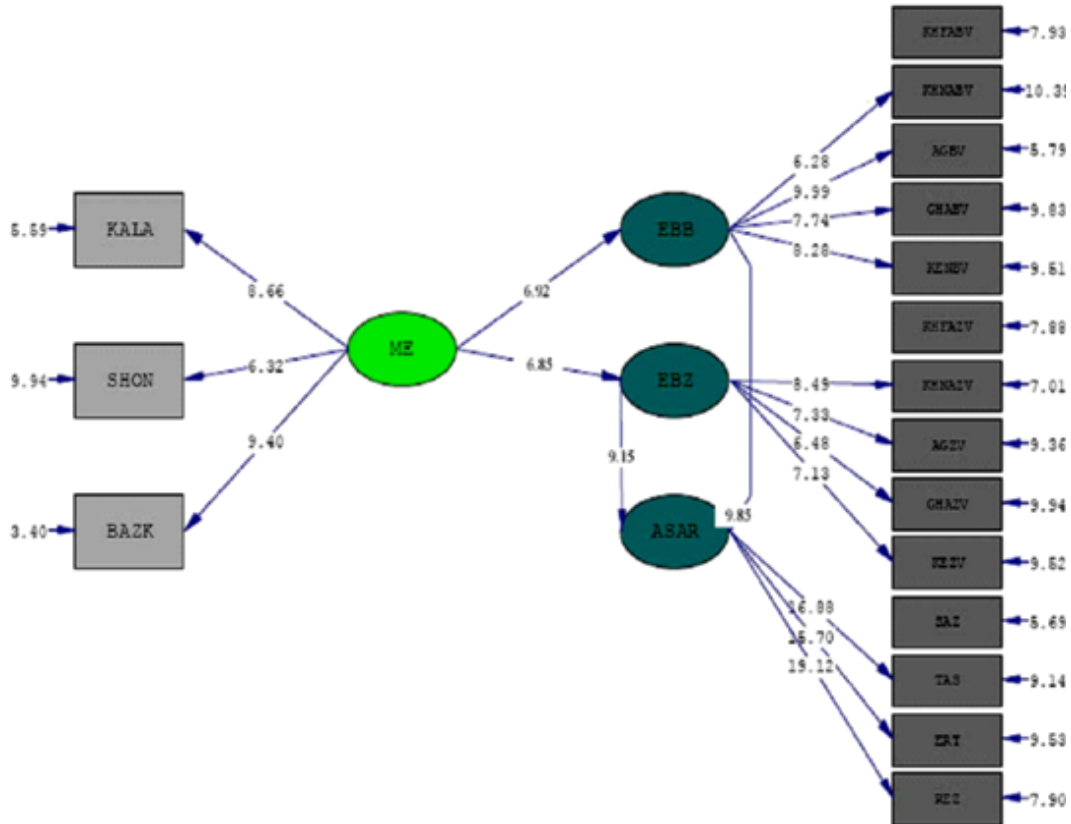


Figure 6. The shows path analysis, communication skills, interpersonal communication and organizational effectiveness among upper and subordinate sport managers.

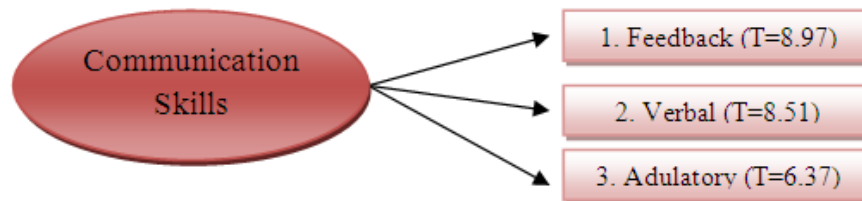


Figure 7. Communication skills conceptual model.

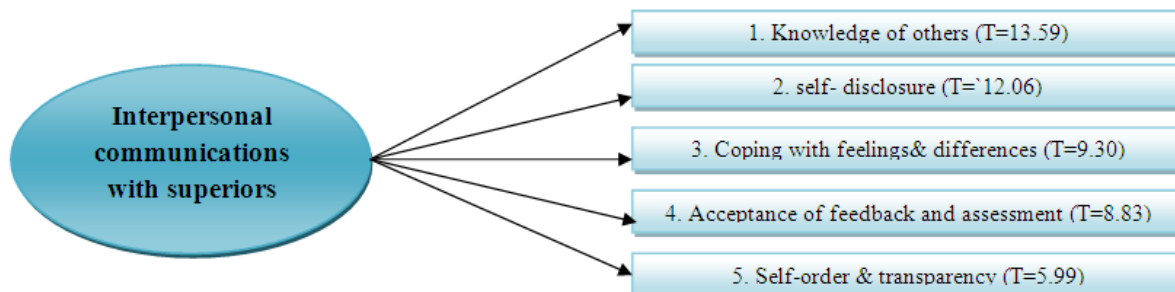


Figure 8. Conceptual model of interpersonal communications with superiors.

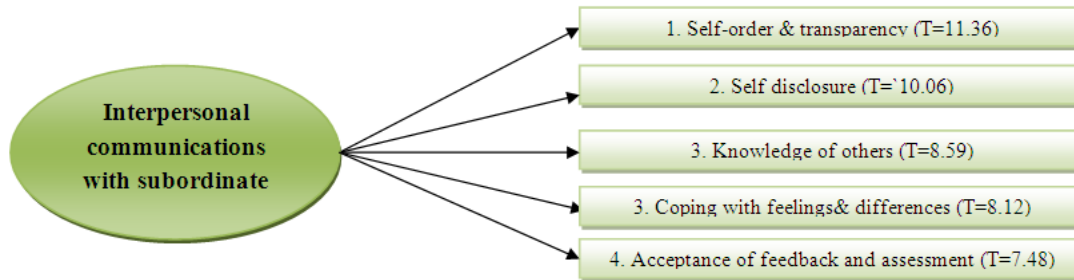


Figure 9. Conceptual model of interpersonal communications with inferiors.

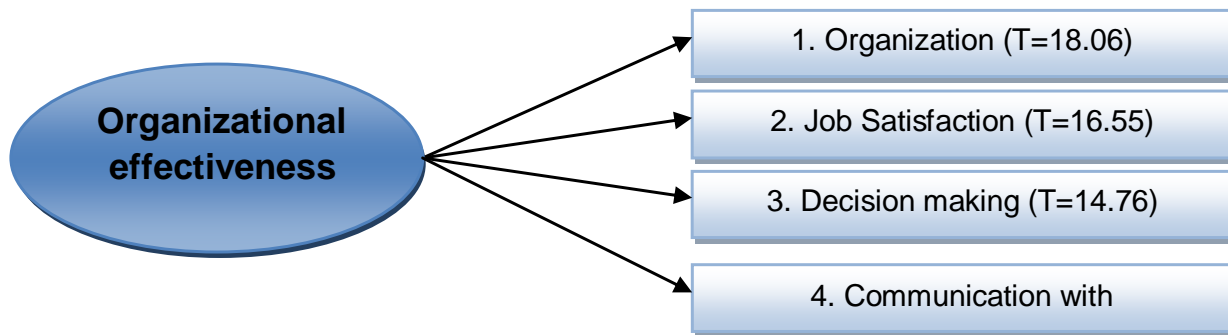


Figure 10. Organizational effectiveness conceptual model.

of interpersonal communications with inferiors are self-order and transparency, self disclosure, knowledge of others, coping with feelings and differences, and acceptance of feedback and assessment (Figure 9). For the measurement model of organizational effectiveness in the standard estimation state, results suggest model suitability. Regarding Lisrel's output, the value of χ^2 is (264.02) which are relatively high and a low index indicating the little difference between the research conceptual model and the research observed data. It also shows the output RMSEA (0.058) for the model. Lowering this index provides more suitable fitness for the model. In another word, the model enjoys such good fitness and suitability that it shows the value of (0.058) for this index. Based on the new model of organizational effectiveness, the priorities of the realms of effectiveness is organization, job satisfaction, decision making and the skill of communication with persons respectively (Figure 10).

The measurement model for communication skills shows interpersonal communications with superiors and inferiors and organizational effectiveness in the standard estimation state. Regarding Lisrel's output, the value of χ^2 is (244.84) which are relatively high, and a low index indicating the little difference between the research conceptual model and the research observed data. It also shows the output RMSEA (0.068) for the model. Lowering this index provides more suitable fitness for the model. In another word, the model enjoys good suitability

and fitness, showing the value of (0.068) for this index. The significance of the obtained coefficients and parameters of the measuring model shows the route analysis of communication skills, interpersonal communications with superiors and inferiors and organizational effectiveness, all relevant obtained coefficients being significant, because the value of the significance test of each of them is higher than (1.96) and lower than (-1.96). These values significance is indicative of the significance and confirmation of the affirmative factorial analysis for the route analysis of communication skills, interpersonal communications with superiors and inferiors and organizational effectiveness. So, the results of implementing measuring models for the route analysis of communication skills, interpersonal communications with superiors and inferiors and organizational effectiveness are indicative of the research conceptual model's having been confirmed. The low and suitable RMSEA value of these models well reveals the suitable fitness and adaptation of the research conceptual model with the observed data. Based on the analysis following Figure 11, the amounts of the effect of communication skills on interpersonal communications with superiors and inferiors have been determined. Regarding the results of the above mentioned amounts, they are not statistically different. The effects of interpersonal communications with superiors and inferiors and organizational effectiveness based on the values shown in Figure 11 do not accordingly differ much from each other, and equally

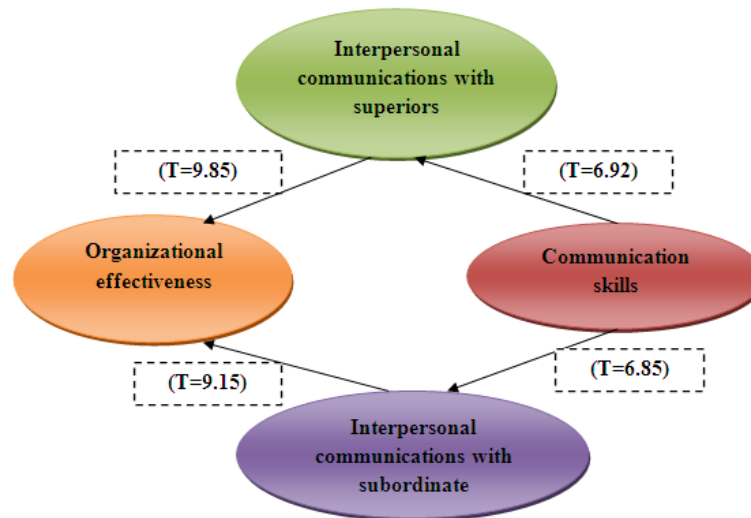


Figure 11. Effects of communication skills on interpersonal communications and their roles in organizational effectiveness.

influence organizational effectiveness.

Since managers intend to understand individuals' attitudes, views and communication patterns using the findings of Management and Communications in order to identify managerial methods. They can facilitate the ground for organizational objectives actualization and effective management considering effective communication networks and optimizing human skills including the development of communication skills. So, the necessity of recognition and knowledge of communication skills and interpersonal communications of sports managers and explanation of relevant interrelations can lead to the optimization of the communications level, and in the end, of organizational effectiveness. In this connection, the presented model represents the behaviors and skills effective for communications as an important factor for influencing others and establishing the facilities for accessing organizational and individual objectives, and it has virtually presented a new model (Figure 12) from the indices of communication skills, interpersonal communications and relevant roles in the effectiveness of sports managers.

Whatever that is inferred from the recommended model suggests that in the above mentioned model communications skills factor, the effects of the above mentioned skills realms respectively include feedback, verbal and auditory skills that have assigned more share in communications to themselves. In the sector of interpersonal communications with superiors, the effective realms are knowledge of others, self disclosure, coping with feelings and differences and self order and transparency, respectively.

In the sector of interpersonal communications with inferiors, the realms have undergone changes, and in this

type of communications, the effects of each of these realms include self- order and transparency, self disclosure, knowledge of others, coping with feelings and differences and acceptance of feedback and assessment, respectively. In the sector of the recommended model effectiveness, the effective realms including organization, job satisfaction, decision making and communication with individuals are respectively presented as factors influencing organizational effectiveness.

Managers state that about two thirds of their time is spent in communication or messaging with upper and subordinate. So it seems at least some of the communication skills and interpersonal communication skills of each staff and component of important factors are considered the communication in sports as a complex social phenomenon and important role is very important. Managers' professional issues, feelings and beliefs are among the factors effective for communication. They hold special importance for the ability of interpersonal communications for the employees. They believe that the communication ability is the most important decision making factor of an organization at employment and individuals' success at the time of work commencement. Managers usually select one of the communication methods in a matrix at 2 levels of effectiveness and the amount of information. Regarding research conducted, the best state of effective communication is to confirm and to discover. Managers have thus been advised to communicate with individuals. Let's pay due attention to the time when individuals badly communicate with each other at work, fail to accomplish their objectives and their relations with each other go astray. A skillful manager should thus concentrate on the ways which lead to the optimization of his interactions so that he may enjoy a better position among his employees. He should

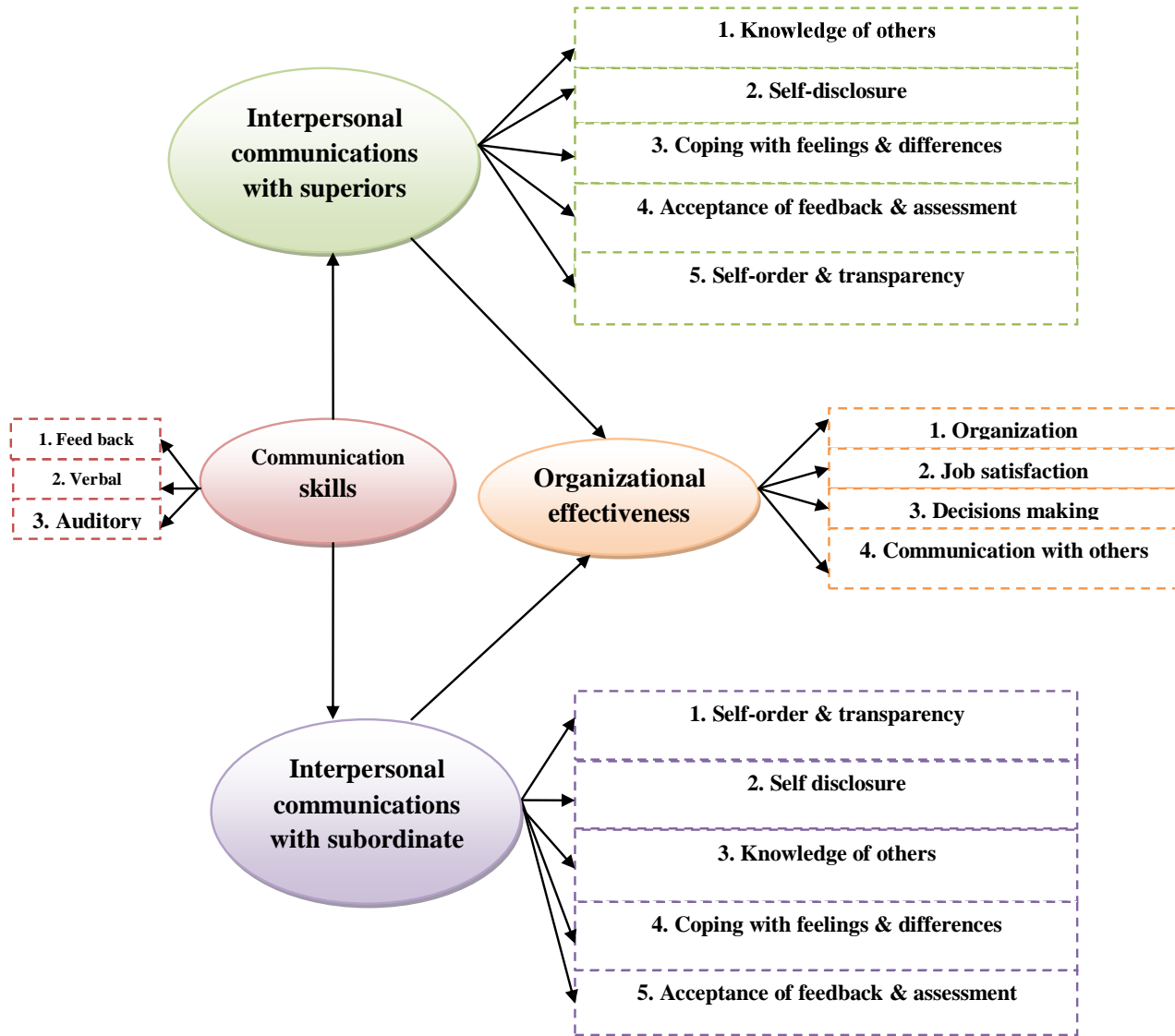


Figure 12. Effect of communication skills on interpersonal communications and their roles in organizational effectiveness.

minimize disagreements and influence views and behaviors to control counteractions at work.

Personality characteristics play an effective role in predicting communication skills, interpersonal communications and organizational effectiveness of sports managers. The role of individuals' personality is thus effective on the selection of indirect relation at the society and individual communication levels. This is why such information presents a more expanded recognition of the relations of personality dimensions and the levels of communication skills and interpersonal communications of managers. In reviewing managers' personality traits, background factors such as social cultural texture, social structure and even managerial performance in different levels in relation with factors of organizational pressure, supervision system of

performance and manager's selection can be attributed.

Also, overall results show that personality characteristics are a good index, with a predicted role in communication skills and effective communication between corporate managers and individual sporting. Hence this information is a broader understanding of the character relationships and communication skills and interpersonal communication with managers. In examining personality characteristics managers can field a factor such as the social and cultural fabric of a social structure and even different levels of performance in relation to managerial and organizational factors, the pressure monitoring system performance and selected manager that is concerned. Planning programs therefore need to determine the causes of the issue and provide solutions in this area with the first row showing the priority of

research. Based on research findings, communication skills by sports administrators in medium and low levels of interpersonal assessment is that this issue needs review; research and training courses on communication skills to develop cognitive skills and improve communication will be provided. Research findings in relation to interpersonal communication skills of manager's Sport expression scores were moderate. Therefore, administrators must provide appropriate management in order to achieve optimal levels.

Consequently, the necessary plan for recognizing the cause of the subject and presenting methods in this connection should be put at the top of research priorities. Sports managers' communication skills are assessed as medium and poor at the interpersonal level a, fact that requires the holding of communication skills training courses for communication and conceptual techniques development & optimization.

SUGGESTIONS

We should mention that the authorities must adopt suitable managerial strategies for achieving an optimal level of communication and organized and effective indices. They should put special effort into selecting appropriate individuals fit for managerial positions at different levels.

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