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Strategic Operations Management: Investigating the Factors Impacting Communication Effectiveness and Job Satisfaction

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Abstract

In today's strategic management, emotional intelligence in organizations of Iran plays a main role among manager and employees worldwide. The paper is undertaken to understand the roles of strategic behaviour and motivation with relationship between managers' emotional intelligence and employees to improve communication effectiveness and job satisfaction in organizations of Iran. Data (N=123) for this study were collected through questionnaires that participants were managers and employees of Agricultural Bank of Iran. The aim of this paper assesses the emotional intelligence with communication effectiveness and motivation as moderator in Agricultural Bank of Iran. Strategic management plays an important role in strategic behaviours of managers and employees in organizations. Also, on the other hand, strategic management has a positive relationship with strategic alignment and strategic alignment can impact motivation in this study. Effective strategic alignment has a positive effect on the motivation of managers and employees in organizations of Iran. Additionally emotional intelligence influenced by strategic behaviour in this relationship. The result of the paper shows a strong correspondence between motivation with the relationship between emotional intelligence and communication effectiveness, and also communication effectiveness with job satisfaction.

Keywords: Emotional Intelligence, Communication Effectiveness, Motivation, Job Satisfaction, Strategic Management, Strategic Behaviour, Strategic Alignment

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1. Introduction

The literature indicates recent applications of strategic management especially strategic alignment that impact motivation and how it can improve relationship of EI and communication effectiveness. This manuscript of strategic management describes EI of managers and employees have a direct role to improve communication effectiveness and job satisfaction. EI is the ability to handle manners so that they are expressed effectively, enabling individual to work together smoothly against their general objectives [13]. Strategic management is the process of specifying an organization's objectives, developing policies and plans to achieve these objectives and allocating resources so as to implement the plans and has a direct relationship with strategic alignment that influence motivation and can play an important role in EI. Those people who see themselves positively tend to engage in communicating with others and doing a better work in connecting with others. In other words, individuals with high motivation tend to have higher EI and this action lead to improve communication effectiveness and job satisfaction. The goal of introducing instruction EI with communication effectiveness was to expose managers and employees to a framework that describes specific competencies needed for organizations. People with high motivation are likely to have good communication, and will probably be successful in anything they decide to do. On the other hand, people with low motivation are likely to have a hard time in communication with others. In this paper strategic management plays two roles: one role relationship with strategic behavior to impact on EI; and another role, relationship with strategic alignment to impact motivation.

2. Literature Review And Hypotheses

2.1. Emotional Intelligence

The importance of the understanding one has about his emotions and of those around him to gratify not only his life but also his work has been supported by many psychologists [26]. EI measures how a person experiences his/her emotions and the way they manage these emotion when they interrelate with other people [21]. EI is important in order to understand a person's conduct and his relationship with others [12], [21]. Further research has proven that the level of EI of a person shows the quality of his/her that is created with [21].

2.2. Communication Effectiveness

An effective communicator is defined as one who conveys a lucid message, listens vigilantly, and accepts and sends clear feedback [16]. Researchers respectively, added that an effective communicator has the flexibility to fluctuate between stereotypical male or female communication behavior as needed for the context or situation [10], [38]. Walton stated that effectiveness and competence are different constructs are often used interchangeably or jointly used. She defines competency as skill or knowledge and effectiveness as the ability to produce an anticipated result in the course of communication [35].

2.3. Job Satisfaction

According to Spector Job satisfaction is a recurrently researched subject in work and organizational literature and has been investigated by several disciplines such as psychology, sociology, economics and management sciences. An employee's affective reaction to his job in terms of how much it satisfies his desired outcome is called job satisfaction. Overall, job satisfaction is actually how much a person likes his/her job [33]. It may also relate to a person's emotional attachment to one's job "... viewed either in its entirety (global satisfaction) or with regard to particular aspects (facet satisfaction; e.g. the employees' view of the quality of supervision" [34].

2.4. Motivation

Motivation has been defined as the inner condition of man that swells in vigor to become active. It is also defined as something that encourages a person toward certain goals or that which influences a person's learning strategies and cognitive process [27]. Many theories have been developed, and much research has been conducted to help administrators to recognize what motivates a person to behave in different ways and also to develop job performance [2], [3], [9], [25].

2.5. Strategic Management

Management is diversify and flexible subject of new administrative period. Management conform a standard method and system in all the time. But present universe is always altering. New opportunities and problems are occurring daily. And olden management strategy can't adapt with the new conditions and new environment. Management to adapt with new situations and environment must change its strategy and policy; this is known as strategic management. Strategic management is one of subjects under discussion and increasingly attractive fields of development management. Strategic management is a systematic approach to major and increasingly important responsibility of general management to position and relate the organization to its environment in a way which will ensure its continued success and make it secure from surprises. Learned, Christensen, Andrews and Guth show that the discipline of strategic management has evolved over 40 years ago [19]. It reached its first period of improvement in the 1960s with the "Business Policy" theory of researchers at the Harvard Business School.

2.6. Strategic Behavior

Strategic behavior is Conscious behavior arising among a small number of competitors or players, in a situation where all are aware of their conflicting interests and interdependence of their decisions. Strategic behavior is a set of activities that organizations take to influence the offices environment in order to improve their position in the administrations. In current paper, strategic behavior is defined as: behaviors of managers and employees and also emotional intelligence behavior of managers and employees has a direct link to strategic behavior [31].

2.7. Strategic Alignment

The strategic alignment refers to the degree that business mission, objectives and plans support and, at the same time, are supported by information technology mission, objectives and plans [30]. Strategic alignment is very vital and its importance was mentioned since the past decades, as Papp observes, the importance of strategic alignment has been substantiated since 1980's [28]. Review of the aforementioned studies reveals that the importance of the strategic alignment is due to its impact on a number of its principle business deeds, like gaining competitive advantage, competing in a tough competitive market, imposing positive effect in the performance of a company, highest return on IT investment, competing in a diverse market, supporting business strategies and contributing to business value achievement, introducing flexibility in response to opportunities.

3. Relationship among Variables

3.1. Emotional Intelligence and Communication Effectiveness

Theorists who advocate emotional intelligence reiterated that EI leads to enhanced effectiveness in communication [13], [24], [36]. To demonstrate their point; one instance was pointed out wherein

salesman required a high degree of emotional intelligence to be successful. They either consciously or unconsciously relied upon some dimensions of emotional intelligence to accurately understand and respond appropriately to customers' verbal and nonverbal signs [5]. In another instance, it was indicated that workers sensed a better and nicer manager when he was trained in emotional intelligence [17]. Without social skills, a person can easily misinterpret a look or a statement and react unsuitably or lack sympathy and be comparatively unaware of how their behavior affects others [12], [21], [15], [23].

3.2. Motivation and Emotional Intelligence

Goleman and Lanser reiterate that through the positive and negative aspects of working life we can comprehend motivation which is an essential factor of emotional intelligence [14], [18]. Also, Dijk and Freedman proved the relationship between emotional intelligence and motivation in a study that concluded that those who require extrinsic support for motivation are always are helpless without the consent or reward system of other [6]. Other researches showed a link between emotional intelligence, and motivation and have examined the role emotional intelligent play in motivation, self regulation and variety of achievement behaviors [11], [40], [7], [8], [12], [22], [29].

3.3. Motivation and Communication

In this day and age, in most organizations motivation and communication have a profound relationship. Motivation has played an important role in the enhancement of communication effectiveness. This reported association between motivation and communication was only occasionally examined. Locke introduced motivation as one of the steps for achieving communication effectiveness [20]. Scott insisted that without a sufficient level of motivation, communication may not be successful [32]. Anthony and Govindarajan though, showed that a company must increase motivation through development the communication to improve decisions and financial success [1].

3.4. Communication Effectiveness and Job Satisfaction

Many public and private organizations have started to study their communication systems in order to appraise their effects on the effectiveness of their companies. This initiative commenced with studies related to communication effectiveness and its relationship to job satisfaction [36]. Thus, it can be concluded that, the two variables of communication and job satisfaction are directly related to a company's efficiency and achievements [39].

3.5. Strategic Alignment and Motivation

Managers and employees tasks as intrinsically motivating if: the tasks are meaningful; the managers and employees themselves have responsibility for the task outcome; and the tasks increase managers and employees' opportunity for self-development, i.e. the opportunity to learn from feedback [4]. Current paper, the researcher shows how strategic alignment: makes managers and employees aware of the meaningfulness of their tasks; gives managers and employees responsibility for their task outcome; and enables the provision of strategic feedback. Effective strategic alignment makes managers and employees aware of the meaningfulness of their work for the organization. As a result of strategic alignment, a manager and employees' organizations in Iran contains strategically to motivation. Thus, strategic alignment empowers the managers and employees and gives them the responsibility for their task outcomes.

4. Development of Hypotheses

The comprehensive model for this paper is composed of six key constructs (see Figure1) including emotional intelligence, communications effectiveness, motivation, strategic management, strategic behaviour, and strategic alignment. Based on the existing literature-as stated earlier- there is a positive relationship between emotional intelligence and communication effectiveness and motivation serving as a moderator of this relationship. Also, reviewing the literature showed that strategic management can impact strategic behaviour and strategic alignment. Therefore, we can propose that motivation moderates the link between emotional intelligence and communication effectiveness. From the model, the following hypothesis is derived:

- *H1: Strategic management will have a significant relationship with strategic behaviors.*
- *H2: Strategic management will have a significant relationship with IT-business strategic alignment.*
- *H3: IT-business Strategic alignment will have a significant relationship with motivation.*
- *H4: Strategic behaviors will have a significant relationship with emotional intelligence.*
- *H5: Emotional intelligence will have a significant relationship with communications effectiveness.*
- *H6: Motivation will moderate relationship between emotional intelligence and communication effectiveness.*
- *H7: Motivation will have a significant relationship with emotional intelligence.*
- *H8: Motivation will have a significant relationship with communications effectiveness.*
- *H9: Communications effectiveness will have a significant relationship with job satisfaction.*

5. Methodology

5.1. Research Goal

In this survey we aim to identify the relationship between strategic management and strategic behavior, strategic management and strategic alignment, strategic alignment and motivation, strategic behavior and emotional intelligence, emotional intelligence and communication effectiveness, and also communication effectiveness and job satisfaction with moderator variable (motivation) in Agricultural Bank of Iran. To test the propositions, a field survey using questionnaires was conducted.

5.2. Sample and Data Collection

The target population in this paper includes 30 states of Agricultural Bank of Iran. Sample was drawn from a population of employees working in the Agricultural Bank of Iran. The sample size was calculated and the number of the population to be assessed and interview was 123 employees and managers. Out of this, 123 were selected through simple random sampling method using random table. The manager and employee communication was collected for one year that is 2009-2010.

5.3. Measures

The construct validity for questionnaires was tested using Cronbach's alpha test. The result of the test showed that some of the questions had Cronbach coefficient alpha less than 0.80 and those questions were removed from the questionnaire. The data was processed by applying Kendall's coefficient of concordance was applied to understand the comparison between variables.

6. Analyses and Results

The purpose of this applied study and correlation in this research is the assessment of this connection between variables and making on these predictions the researcher looks for a probable relation between emotional intelligence, communications effectiveness, motivation, job satisfaction, strategic management, strategic alignment, and strategic behavior in Agricultural Bank of Iran. Statically group consists of 655 subjects sample volume of about 123 people. Libraries have been used to collect data; sources like: books, journals, magazines, newspapers, scientific reports, organizations archives, field studies and questionnaire by making use of evaluated specter of Likerts' spectrum. For hypothesis test first the average of questions selected to each variables were specified then the software package (SPSS, Ver16) analyzed the connections between both groups of variables. The validity of the questionnaire was evaluated by Cronbach' alpha is formula for measuring the amount of which was 85% which is acceptable. The consistency of the questionnaire was announced by seven authorities at the average at 89%. Statistic methods were used to analyze and explain the present research such as: analyzed via Kendall's coefficient of concordance by the use of (SPSS, Ver16) was performed the results given below were obtained:

H1: Kendal's coefficient between strategic management and strategic behavior is equal to 86% and there is significantly positive correlation between two variables considering the fact that a rate of 0.999 is significant.

Table 1 Kendal's Coefficient between Strategic Management and Strategic Behavior

| | Strategic Management | Strategic Behaviour |
|-------------------------|----------------------|---------------------|
| Correlation Coefficient | 1.000 | .869(**) |
| Sig. (2-tailed) | . | .006 |
| N | 123 | 123 |

** Correlation is significant at the 0.01 level (2-tailed).

H2: Kendal's coefficient between strategic management and strategic alignment is equal to 79% and there is significantly positive correlation between two variables considering the fact that a rate of 0.999 is significant.

Table 2 Kendal's Coefficient between Strategic Management and Strategic Alignment

| | Strategic Management | Strategic Alignment |
|-------------------------|----------------------|---------------------|
| Correlation Coefficient | 1.000 | .795(**) |
| Sig. (2-tailed) | . | .003 |
| N | 123 | 123 |

H3: Kendal's coefficient between strategic alignment and motivation is equal to 69% and there is significantly positive correlation between two variables considering the fact that a rate of 0.999 is significant.

Table 3 Kendal's Coefficient between Strategic Alignment and Motivation

| | Strategic Alignment | Motivation |
|-------------------------|---------------------|------------|
| Correlation Coefficient | 1.000 | .698(**) |
| Sig. (2-tailed) | . | .003 |
| N | 123 | 123 |

H4: Kendal's coefficient between strategic behavior and emotional intelligence is equal to 73% and there is significantly positive correlation between two variables considering the fact that a rate of 0.999 is significant.

Table 4 Kendal's Coefficient between Strategic Behaviour and Emotional Intelligence

| | Strategic Behaviour | Emotional Intelligence |
|-------------------------|---------------------|------------------------|
| Correlation Coefficient | 1.000 | .733(**) |
| Sig. (2-tailed) | . | .001 |
| N | 123 | 123 |

H5: Kendal's coefficient between emotional intelligence and communication effectiveness is equal to 84% and there is significantly positive correlation between two variables considering the fact that a rate of 0.999 is significant.

Table 5 Kendal's Coefficient between Emotional Intelligence and Communication Effectiveness

| | Emotional Intelligence | Communication Effectiveness |
|-------------------------|------------------------|-----------------------------|
| Correlation Coefficient | 1.000 | .849(**) |
| Sig. (2-tailed) | . | .006 |
| N | 123 | 123 |

H6: Kendal’s coefficient between moderator variable (motivation) with relationship between emotional intelligence and communication effectiveness is equal to 76% and there is significant positive correlation between the two variables considering the fact that a rate of 0.999 is significant.

H7: Kendal’s coefficient between motivation and emotional intelligence is equal to 83% and there is significantly positive correlation between two variables considering the fact that a rate of 0.999 is significant.

Table 6 Kendal’s Coefficient between Motivation and Emotional Intelligence

| | Motivation | Emotional Intelligence |
|-------------------------|------------|------------------------|
| Correlation Coefficient | 1.000 | .831(**) |
| Sig. (2-tailed) | . | .004 |
| N | 123 | 123 |

H8: Kendal’s coefficient between motivation and communication effectiveness is equal to 78% and there is significantly positive correlation between two variables considering the fact that a rate of 0.999 is significant.

Table 7 Kendal’s Coefficient between Motivation and Communication Effectiveness

| | Motivation | Communication Effectiveness |
|-------------------------|------------|-----------------------------|
| Correlation Coefficient | 1.000 | .784(**) |
| Sig. (2-tailed) | . | .000 |
| N | 123 | 123 |

H9: Kendal’s coefficient between communication effectiveness and job satisfaction is equal to 88% and there is significantly positive correlation between two variables considering the fact that a rate of 0.999 is significant.

Table 8 Kendal’s Coefficient between Communication Effectiveness and Job Satisfaction

| | Communication Effectiveness | Job Satisfaction |
|-------------------------|-----------------------------|------------------|
| Correlation Coefficient | 1.000 | .884(**) |
| Sig. (2-tailed) | . | .000 |
| N | 123 | 123 |

In accordance with the Kendal’s Coefficient analyses results, research model is being shaped as it has been shown at Figure 1 below:

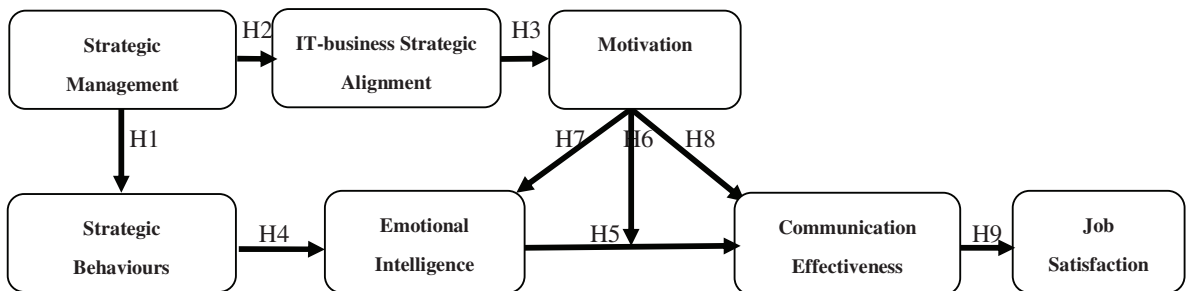


Fig 1. Final Research Model

7. Conclusion

Over results have shown there is a significant and positive relationship between strategic management and strategic behavior, strategic management and strategic alignment, strategic alignment and motivation, strategic behavior and emotional intelligence, emotional intelligence and communication effectiveness and also communication effectiveness and job satisfaction with moderator variable (motivation) in Agricultural Bank of Iran. From the results of the study, we can conclude that the Agricultural Bank of Iran should pay much attention to emotional intelligence, strategic alignment, motivation, and strategic management as they could lead to maintain communication effectiveness and job satisfaction. We encourage future research to replicate our findings in wider samples in organizations of Iran. It is important to note that prior researches have ignored the link between emotional intelligence, communication effectiveness, job satisfaction, motivation, strategic management, strategic alignment, and strategic behavior that the current study was developed this comprehensive study with the intention of filling the research gap.

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