# Studying the Status of Organizational Communications in Qom Medical University

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**Abstract**   Present paper aims at analyzing organizational communications in Qom Medical University. The methodology is an applied one in terms of purpose while it is a descriptive survey in terms of data collection method. In preset research, Qom Medical University organizational communications are studied by four aspects: communicational path, communication channel, communication style and communication content. Then, communication questionnaire was distributed in research sample. T-Test is used to analyze data. Research findings indicate that type of communications in Qom Medical University is horizontal in terms of communication path; is written and based on IT in terms of channel; is official in terms of style; and is functional in terms of content. Overall, one can conclude that organizational communications in Qom Medical University are closer to classic school.

**Keywords**   Organizational communications, Communicational path, Communication channel, Communication style and communication content

## 1. Introduction

Communication is a social issue and the backbone of socialization of human is communications among people. In many societies, the reason of social, economic and political problems is due to ignoring communications with other and unfamiliarity with nuance aspects of this science by many citizens. Today, communication is too important in organizations (Zarei Matin, 2009). All evidences indicate that skills in written and verbal communications are vital not only in job acquisition but also in effective job performance. For instance, in a survey, one of the critical questions was on the most important factors and skills which could be fruitful for the employment of management graduates. It indicated that written and verbal skills are the most important skills or factors in employment. Most executive managers believe that communicative skills are vital in an effective job performance (Rezaeian, 2003). Therefore, correct and effective communications are seen as one of the most important element in managerial successes. It is empirically determined that jobs are disordered if there is no right communications in the organization. Synchronization, planning, organizing, controls and other managerial tasks cannot be realized without effective communicational system and the one cannot run such organization (Alvani, 2009).

Concerning the importance of effective communications in organizations, the main aim of present paper is to analyze organizational communications in four aspects: communication path, communication channel, communication style and communication content in Qom Medical University.

## 2. Organizational Communication Definition

Organizational communication is to transfer information, concepts and meanings among organizational members (Alvani, 2009), organizational communications is a process by which one can establish a system to receive information and to share meaning with many people inside and outside the organization (Rezaeian, 2005). Organizational communications is a kind of personal communications in which communication refers to employees' work relations inside an organization (Reed et al, 1999).

As a result, organizational communication process is shaped when information is transferred.

## 3. The Aspect of Organizational Communication

By reviewing organizational communication literature, one can determine a common point in the fields emphasized by authors and theoreticians. Determining such

commonalities is possible in main directions of organizational communications through studying literate review and background. Below, four main directions of organizational communications are explained:

1. Communication channels
2. Communication content
3. Communication paths
4. Communication styles (Farhangi et al, 2007).

### 3.1. Communication Channel

Communication channel is where the message sits and moves toward destination. In interpersonal communications, it can be distance or language. In other words, communication channels include any tool, device, symbol and technology by which one can transfer written or semantic concepts. In present study, face-to-face, written and IT based communication channels are used (Farhangi et al, 2007). Types of IT – based communication channels include email, voice mail, fax, radio conference, TV conference and computer conference (Vaezi et al, 2012).

### 3.2. Communication Content

It includes what creates a meaning or comprehensible concept through message transfer between sender and receiver. In other words, communication content is the main basis of people's interactions in communication process to realize communicational goals (Farhangi et al, 2007).

Miller (1994) believes that there are three kinds of communication content in an organization: (1) functional communication, (2) inventive communication (communications on new opinions and ideas), (3) maintaining communication (communications on social issues which can keep human relations) (Vaezi et al, 2012). In present paper, types of content communication are used.

### 3.3. Communication Path

How to transfer message and information flow in communication process is called communication path. Types of communication paths studied in present paper include vertical (downward and upward), lateral and diagonal (multiple) (Farhangi et al, 2007).

#### 3.3.1. Downward Communication

Downward communication refers to transfer messages from superiors to subordinates. Most downward communications address to such affairs as job description, trends, policies, employees' reactions and goal setting (Katz & Kahn, 2978).

#### 3.3.2. Upward Communication

Upward communication refers to transfer messages from subordinates to superiors. It is seen when subordinates plan to transfer their reaction to superiors or to know organizational policies or to conceive organizational changes better (Redding, 1989).

#### 3.3.3. Lateral and Diagonal Communication

Lateral communication refers to messages which move in organizational graph horizontally. It means that people are in one organizational level and there is no superior/subordinate relationship. They establish special relations to coordinate among different divisions in order to resolve the problems, to share fruitful information, to remove conflicts and so on.

There is diagonal communication between lateral and vertical communications in which messages are transferred in different levels outside or inside organizational hierarchy. It aims at synchronizing and comprehensiveness of lateral communication (Goldhaber, 1990).

### 3.4. Communication Styles

When we talk about communication style, we should consider it as a special communicative initiative due two reasons: firstly, each communication style is a set of communicational interrelated behaviors and secondly, a special communication style can be used by someone in similar situations in a fixed trend.

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Wofford et al believe that there are sic communication styles in organizations:

Controlling style: in this style which is considered as a one-way style, the communicator directs the initiatives and thoughts of other people toward a special orientation and limits them. In this style, communicator is conductor and his/her aim is to guide others.

Equalitarian style: it is a two – way style in which sender and receiver impact and are impacted by each other and the managers and parties try to encourage others to represent their ideas.

Structuring style: the nature of communication is mostly objective and strong feelings are rarely seen in this style. Here, the environment is led toward systemizing the organization.

Dynamic style: it is followed by communicator to confront problems in a pragmatic manner swiftly and there is no discussion on future plans and strategies.

Relinquish style: in this style, the manager designates his/her responsibilities to subordinates and he/she takes the role of supporter and prefers to be supported by others and to give importance to others' opinions.

Withdrawal style: in this style, communication process is avoided and there is no inclination to impact or to be impacted by others and an independent approach is used rather than contributive and interactive one in decision making (Farhangi et al, 2007).

Communication in organization by classic approach, human relations and human resources.

Now we study four main organizational communications: communication channels, communication content, communication path and communication styles in the framework of three main classics, human relations and human resources approaches. A summary of differences on communications in an organization, human resources, human relations and class communication is rendered in table 1.

**Table 1.** Communication in classic, human relations and human resource approaches

| HR approach | Human relations approach | Classic approach | Communication axes |
|---|---|---|---|
| Functional, social and inventive | Social and functional | Functional | Communication content |
| All paths, collective | Vertical and lateral | Vertical (downside) | Communication path |
| All channels | Often face-to-face | Always written | Communication channel |
| Both but more informal | Informal | Formal | Communication style |

(Farhangi & Safarzadeh, 2005)

# 4. Research Background

- A study was conducted to study the mitigating role of satisfaction from communication on the relationship between job cohesion and job satisfaction in 20056. Communication satisfaction points out employees' general feeling on organizational communication and includes (1) the extent of information received by employees, (2) how they communicate their immediate supervisors and others, (3) the preciseness of accessible information. In this study, the questionnaire devised by Robert and Oveily (1974, 1979) is used to measure organizational communication satisfaction. The findings indicate that communication satisfaction is a predictor rather than a mediator. It means that communication impacts on job satisfaction significantly. Also, the results indicate that communication satisfaction associates with all job satisfaction aspects (job satisfaction, payment satisfaction, promotion satisfaction, satisfaction from supervisor and satisfaction from colleagues (Goris, 2007).

- A study was conducted to investigate the relationship between organizational communication and job satisfaction in different section of Indian banking system in 2009. In this study, the questionnaire devised by Robert and Oveily (1974, 1979) is used which includes such aspects as trust, influence, tendency to interact, upward communication, downward communication, lateral communication, information preciseness, information volume, summarizing the information and information keeper. The results

indicated that there is significant relationship between organizational communication and job satisfaction. Also, results indicate that communication satisfaction is a strong predictor to satisfy payments, promotion, supervision and side advantages (Kumar & Giri, 2009).

- In study conducted in 2012, this idea was concentrated whether leadership style and managers' communication competency impacts on employees' job satisfaction or not. The survey was conducted in Turkish banks. The results indicated that interactive leadership style and managers' communication competency relates strongly with job satisfaction n while individualistic and transformations leadership styles have no clear impact on employees' job satisfaction (Cetin et al, 2012).

- A study was conducted to investigate the relationship between organizational communication aspect and job satisfaction. Here, 10 factors on organizational communication were identified: vertical communication openness, supportive lateral communication, direct communication, access to communication channels, cultural communication, vertical communication load, downward supportive communication, upward supportive communication, information adequacy, democratic communication (Nobile & McCormick, 2008).

- A study was conducted to identify the status of communication skills and organizational health of colleges and to study the relationship between both variables. Through a survey, 73 managers were selected to answer four research hypotheses. Relevant information was gathered by two questionnaires. Analyzing research findings confirmed the relationship and indicated that university deans have skills higher than medium in communication issues and colleges enjoy organizational health higher than medium (Ahanchain and Monidry, 2004).

- A study was conducted to determine organizational communication paradigm and leader – follower communication style in a doctrinal – political organization. Research sampling method was census and it consists of two 600 – subject and 300 – subject populations. All subjects were male. It is a periodical research in terms of time measure while it is am applied one in terms of its scope in sociology. Data collection method is closed multi-option questionnaire analyzed y SPSS software in terms of descriptive statistics. The findings indicate that organizational communication style in surveyed organization follow equalitarian style while leader – follower communication paradigm follows authoritative management style (Samadi, 2006).

- A study was conducted to identify managers' communication skill components and their relationship to employees' job satisfaction. Collected information was analyzed by different statistical techniques. The findings indicated a significant difference between status quo and desired situation. It means that

organizational managers are too far from achieving desired status of communication skills. Such findings show that the main reason of many problems in establishing proper relations between managers and staff which can be seen in various organizations (Zarei Matin and Yusefzadeh, 2010).

- In his study on the relationship between communication content and employees' job satisfaction, as an organizational communication author, Warner (1978) concluded that if communication content is line and integral with organizational processes, it can eclipse and increase job satisfaction (Redding, 1989).

# 5. Research Aims

## 5.1. Main Aim

Analyzing organizational communication in Qom Medical University

## 5.2. Minor Aim

1. Analyzing communication path in Qom Medical University
2. Analyzing communication cannel in Qom Medical University
3. Analyzing communication style in Qom Medical University
4. Analyzing communication content in Qom Medical University

# 6. Research Questions

1. How is communication path in Qom Medical University?
2. How is communication cannel in Qom Medical University?
3. How is communication style in Qom Medical University?
4. How is communication content in Qom Medical University?

# 7. Methodology, Sample, Population and Data Collection Method

In terms of research aim, this is an applied one and it is a descriptive study in terms of data collection technique. Its population consists of employees at Qom Medical University. The population is limited (435). Layer random sampling is used for sampling and below formulation is utilized to determine sample size:

$$n = \frac{NZ^2S^2}{(N-1)d^2 + Z^2S^2}$$

Where:

n = sample size
P = success ratio in population
q = failure ratio in population
d = error rate
Z2a/2 = normal population distribution
P = 0/.5 & q = 0.5

Total sample was 195 considering above formulation, 95% confidence level and 0.5 error rate.

Research population and sample size are depicted in table 2.

Table 2.   Population and sample size in Qom Medical University

| Sample | Population | Units |
|--------|-----------|-------|
| 32 | 78 | President Office |
| 30 | 70 | Training, research and technology directorate |
| 18 | 23 | Students and cultural affairs directorate |
| 39 | 94 | Health directorate |
| 43 | 100 | HR and management development directorate |
| 19 | 38 | Food and drug directorate |
| 14 | 32 | Treatment directorate |
| 195 | 435 | Total |

# 8. Data Collection Tool and Methods

Library study technique is used to gather information on theoretical basics and to devise literature. Organizational communication questionnaire by Hussein Safarzadeh guided by Ali Akbar Farhangi is used. Organizational communication questionnaire analyzes four aspects including communication path, communication channel, communication style and communication content. Since these questionnaires are used in Iran, there was no need to study their validity and they enjoy necessary reliability (Cronbach's alpha value is 0.91 and greater than 0.7).

# 9. Data Analysis

In present paper, descriptive and inductive statistics including single population average test is used to analyze data.

In descriptive statistics section, gender frequency, education and job records are used and shown in table 3.

As seen in table 3, 32.8% and 67.2% of respondents are female and male respectively.

In terms of educations, 9.9% have diploma and lower, 10.9% have associate of arts, 50.5% have bachelors and 28.7% have masters and higher.

In terms of job records, 31.9% have lower than 5 years of experience, 39.8% are between 5 and 15, 21.5% are between 15 and 25 and 6.8 are higher than 25 years.

To study organizational communication in Qom Medical University (to respond 1 – 3 questions) single – population average test is utilized.

The results of single–population average test on communication path (question 1: how is communication path in Qom Medical University) are rendered in tables 4 and 5.

H0 is confirmed if test significance value is greater than significance level. It means that the variable is in medium level. H0 is not confirmed if test significance value is less than significance level.

We should pay attention to upper and lower level symbols to decide on greater or lesser than average value. If both symbols are negative, the variable is lower than medium level. If both symbols are positive, the variable is greater than medium level.

As seen in table 5, T-Test results indicate that communication path, vertical communication and multiple communications are lower than medium while later communication is higher. Since upper and lower levels are positive, therefore, one can conclude that lateral communication dominates vertical and multiple communications. Thus, communications in Qom Medical University are mostly laterally.

The results of single – population average test on communication channel (question 2: how is communication channel in Qom Medical University) are rendered in tables 6 and 7.

As seen in table 7, T-Test results indicate that communication channel and oral communication are lower than medium while written communication is in medium and IT – based channel is higher. Therefore, one can conclude that concerning communication, IT – based channel is used first followed by written, oral and face-to-face channels. Thus, IT – based channel in Qom Medical University is used more than oral and written channels.

The results of single – population average test on communication style (question 3: how is communication style in Qom Medical University) are rendered in tables 8 and 9.

As seen in table 9, T-Test results indicate that concerning communication style, informal communication is lower than medium while official communication is higher than medium. Therefore, one can conclude that in Qom Medical University formal style is the dominant communication style.

The results of single – population average test on communication content (question 4: how is communication content in Qom Medical University) are rendered in tables 10 and 11.

As seen in table 11, T-Test results indicate that concerning communication content, innovative and retaining communications are lower than medium while functional communication is higher than medium. Therefore, one can conclude that in Qom Medical University functional content is the dominant communication style.

**Table 3.** Research sample demographics

| Job records | | | | Educations | | | | Gender | | Variables |
|---|---|---|---|---|---|---|---|---|---|---|
| +25 years | 15 – 25 | 5 – 15 | -5 years | Masters and higher | Bachelor | Associate of arts | Diploma | Male | Female | |
| 6.8% | 21.5% | 39.8% | 31.9% | 28.7% | 50.5% | 10.9% | 9.9% | 67.2% | 32.8% | % |

**Table 4.** Single – population average test statistics

| Standard error average | Standard deviation | Average | Quantity | Variables |
|---|---|---|---|---|
| .04485 | .62626 | 2.8429 | 195 | Vertical communication |
| .05068 | .70774 | 3.2752 | 195 | Lateral communication |
| .05614 | .78194 | 2.4768 | 194 | Multiple communication |

**Table 5.** Single – population average test

| Test value = 3 | | | | | | |
|---|---|---|---|---|---|---|
| Standard deviation (95%) | | Average difference | Two – domain Sig | DF | T | Variables |
| Lower level | Upper level | | | | | |
| -.0686 | -.2455 | -.15709 | .001 | 194 | -3.503 | Vertical communication |
| .3752 | .1753 | .27521 | .000 | 194 | 5.430 | Lateral communication |
| -.4125 | -.6339 | -.52320 | .000 | 193 | -9.319 | Multiple communication |

**Table 6.** Single – population average test statistics

| Standard error average | Standard deviation | Average | Quantity | Variables |
|---|---|---|---|---|
| .05737 | .80119 | 3.5056 | 195 | IT – based channel |
| .05694 | .79306 | 2.6194 | 194 | Oral channel |
| .07194 | .99940 | 3.0937 | 193 | Written channel |

**Table 7.** Single – population average test

| Test value = 3 | | | | | | |
|---|---|---|---|---|---|---|
| Standard deviation (95%) | | Average difference | Two – domain Sig | DF | T | Variables |
| Lower level | Upper level | | | | | |
| .6187 | .3924 | .50556 | .000 | 194 | 8.812 | IT – based channel |
| -.2683 | -.4929 | -.38058 | .000 | 193 | -6.684 | Oral channel |
| .2356 | -.0482 | .09370 | .194 | 192 | 1.302 | Written channel |

**Table 8.** Single – population average test statistics

| Standard error average | Standard deviation | Average | Quantity | Variables |
|---|---|---|---|---|
| .04251 | .59203 | 3.3082 | 194 | Formal style |
| .04255 | .59111 | 2.0486 | 193 | Informal style |

**Table 9.** Single – population average test

| Test value = 3 | | | | | | |
|---|---|---|---|---|---|---|
| Standard deviation (95%) | | Average difference | Two – domain Sig | DF | T | Variables |
| Lower level | Upper level | | | | | |
| .3920 | .2243 | .30816 | .000 | 193 | 7.250 | Formal style |
| -.8675 | -1.0353 | -.95138 | .000 | 192 | -22.360 | Informal style |

**Table 10.** Single – population average test statistics

| Standard error average | Standard deviation | Average | Quantity | Variables |
|---|---|---|---|---|
| .05465 | .75324 | 3.1763 | 190 | Functional |
| .06863 | .94601 | 2.5316 | 190 | Innovative |
| .05426 | .74790 | 2.7088 | 190 | Retaining |

**Table 11.** Single – population average test

| Test value = 3 | | | | | | |
|---|---|---|---|---|---|---|
| Standard deviation (95%) | | Average difference | Two – domain Sig | DF | T | Variables |
| Lower level | Upper level | | | | | |
| .2841 | .0685 | .17632 | .001 | 189 | 3.227 | Functional |
| -.3330 | -.6038 | -.46842 | .000 | 189 | -6.825 | Innovative |
| -.1842 | -.3983 | -.29123 | .000 | 189 | -5.367 | Retaining |

## 10. Conclusions

The aim of present paper is to analyze organizational communication in Qom Medical University. The methodology is an applied one in terms of purpose while it is a descriptive survey in terms of data collection method. In preset research, Qom Medical University organizational communications are studied by four aspects: communicational path, communication channel, communication style and communication content. Single population average test is used to analyze data.

The results of single – population average test on communication path (question 1: how is communication path in Qom Medical University) indicate that concerning communication path, vertical communication and multiple communications are lower than medium while later communication is higher. Thus, communications in Qom Medical University are mostly laterally. The results of single – population average test on communication channel (question 2: how is communication channel in Qom Medical University) indicate that concerning communication channel, communication channel and oral communication are lower than medium while written communication is in medium and IT – based channel is higher. Therefore, one can conclude that concerning communication, IT – based channel is used first followed by written, oral and face-to-face channels. Thus, IT – based channel in Qom Medical University is used more than oral and written channels. The results of single –

population average test on communication style (question 3: how is communication style in Qom Medical University) indicate that concerning communication style, informal communication is lower than medium while official communication is higher than medium. Therefore, one can conclude that in Qom Medical University formal style is the dominant communication style. The results of single – population average test on communication content (question 4: how is communication content in Qom Medical University) concerning communication content, innovative and retaining communications are lower than medium while functional communication is higher than medium. Therefore, one can conclude that in Qom Medical University functional content is the dominant communication style. Overall, one can conclude that organizational communication in Qom Medical University is closer to classic school.

## ACKNOWLEDGEMENTS

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