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

Hassan Jorfi<sup>a</sup>, Saeid Jorfi<sup>b</sup>, a<sup>\*</sup>

<sup>a,b</sup> *Universiti Teknologi Malaysia (UTM), Kuala Lumpur, 81310, Malaysia*

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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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\* *Corresponding author. Tel. + 98-916-300-7040 fax. +98-612222-4300*

*Email address: haassan\_jorfee@yahoo.com*

## 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].

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