Title: Evaluation of relationship management, communication skills, with an organizational health (case study: Social Security Organization of Lorestan Province)

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Abstract
The purpose of the present paper is to investigate the impact of relationship management, communication skills, with organizational health. In this study, we examined the effect relationship management, communication skills, and aspects of with organizational health. The population of this study is the high and middle management, insurance and medical units, organizations studied 214 patients. The sample size was estimated at 125 people. Sampling is random classification. The data in this study is a questionnaire. In this study, in order to assess the validity of a questionnaire is used, the Cronbach's alpha coefficient, which was obtained in 0.81 to test the research hypotheses were used to test R Pearson bivariate regression. The results suggest that affect management' communication skills, and the dimensions of on the organizational health of the organization studied.

Keywords: communication skills, organizational health, listening skills, verbal skills, feedback skills

1. Introduction
Today, effective communication, is one of the key elements of successful management (Moghimi, 311, 2006). Communicate effectively, not only is the key to victory, all the doors closed, it is inevitable and binding activity for individual life, group, and organization in all human societies. (Farhangi and colleagues, 2007, 9) effective communication, which requires that the right people to understand each other, and respond to them in ways that advance the exchange of information, the preferences are taken into account in a way that each . (Heller, 2004, 6) communication skills, refers to behaviors that, through which one can communicate with others in a way that leads to positive responses, and avoiding negative responses. (Ghobadi, 2008, 18) Therefore, the social nature of the human person, require that person to communicate with the different aspects of society, and the collections within it. (Doayi, 1994) also found that management, effective communication, with human resources, communication, and understanding employee motivation is a big factor in their success, to achieve the organization's objectives. (Rezayian, 2000, 284) Nowadays, everyone can control, interpersonal skills classes, professionals, and individuals. Hence, it would be reasonable to expect that the demands of the professional employees, the kinds of social skills, and work skills, social interaction, have the knowledge and awareness. (Harji et al, 2007, 11)

2. The original text of Article

2-1. Statement of the problem
The social nature of humans, require that person to communicate with the different aspects of society, and the collections within it. In contemporary society, which at the same time, increasingly complex life emerged is a
new problem for human communication becomes more important. In such societies, communication is one of the most important factors in the development of human excellence and success. Organization as a social entity, due to the fundamental objectives, establishes beyond everyday communication, a relationship between people's with organizational. It is obvious that, in this context, communication, and how they are oriented towards organizational goals, is the basic things of interest to managers. management also have found that, to communicate effectively with human resources, communication, and understanding employee motivation, effective factors in their success, to achieve the organization's objectives. Accordingly, different levels of management, are responsible for proper communication within the organization. So, be aware of the details of the communication process, and know how to communicate effectively. In the division of management skills, which is set in the Inventory profile management skills (1982), and is produced by the "Institute of the individual decision", management skills, in the territory of the Community, have been divided into four categories:

1. Notification skills: means creation of opportunity in which employees based on an organization program, awareness of, information about changes or other decisions. 
2. Listening skills (listening): means the ability of the Manager, in regard to recommendations, or other questions, and understand them. 
3. Verbal skills: means the conversation with employees, individually or collectively, and conduct effective meetings. 
4. Writing skills: means clear and effective writing, and writing style and tone appropriate for formal and informal working relationship.

In this study, our aim was to investigate the situation, communication skills management of an organization, based on the four skills, and also consider the relationship between these skills, with organization health. Organizational health is known to be a sign of prosperity, management, and operation of its main tasks. Miles says organizational health implications beyond the state, the short-term effectiveness of the organization, but also noted that, based on a set of, organizational characteristics are relatively durable, which means that a healthy organization, in addition to stability and survival in the environment, in the long term, consistent enough with that, create or expand the capacity necessary to sustain and survive in the environment. In this study, the key question is how the condition management, communication skills, and organizational health in the Social Security Organization? Is there a relationship between management' communication skills, and organizational health, the Social Security Organization in the province? In other words, the main aim of research was to study the communication skills of the managers of social security province, and its relationship with organizational health of the Social Security office.

2.2 organizational healths:

Miles believes the health of an organization depends on the organization survive in their environment and adapt to it, and upgrade and expand its ability for compromise with it. Herzberg, factors such as attitudes and perceptions of staff, governance practices, policy organization, the nature and extent of supervision, job security, working conditions, status, establishment of mutual relations, and employee's personal life, it is necessary to provide and maintain the health of the organization, and that is not a factor, which is possible, so that employees feel dissatisfaction, has left the organization and endanger its existence. The Laydel and Klingel, organizational health is a relatively new concept, and has included the organization's ability for perform their duties effectively, which leads to the growth and improvement of the organization. A healthy organization, a place that people want to stay and work there, and the people are helpful and efficient. Organizational health is one of the most telling and the most obvious indicators of the effectiveness of the organization, in a healthy organization, is manager behaves quite friendly, and supportive, with their employees. And their applications, with oneness are. Employees also are more likely for stay and work in the organization, and to more effectively do their jobs.

2.3. Literature:

Literature study is examined in three parts: communication skills, and organizational health preferences, and past literature.
(1) Communication Skills: Communication is very important management skills, and the need for efficient management. By communication and management listen to the words of others, and share the information necessary to understand, for motivation in work. No staff cannot do their job well without good communication, and communication skills (Iran-Nejd Parizi, 2006, 320). Communication, which consists of the process, thereby trying to overcome in shadow of symbolic exchange messages, access to shared concepts (Astoner and Edwards, 1996) to transfer information between two or more people, and understand it, the party called contacts. Communication, there is a need for at least two sides (sender and receiver) (1972, Lali) effective communication, for two reasons, it is important for managers: First, communication is a process that managers use it to accomplish planning, organizing, leading, coordinating and controlling. Second, the activities of the managers, the vast majority of their time to allocate to it (Javaheri, 2000, 27) communicate well, for the organization of high level, and gain the most benefit, it is the most valuable resource management (people) (Rezayian, 2001, 161)

Whatever knowledge and skills in leadership, is more consistent with the needs of society, scientific advancements and changes, will be more successful managers. (Mirkamaly, 2000, 22)

Better understanding, effective communication, to improve the health of the organization. (Hicks and Golit, 1997, 126)

In general, communication skills, are including:

(1) Listening Communication Skills: are expression of the ability of the Manager, in regard to recommendations, or other questions, and to understand them (Ahanchian and Monidry, 2004, 42) The concept of good listening is not only the key to understanding, and understanding of human reasoning, is direct and decisive influence in cognitive processes, learning and human learning, but more important, it are an essential tool for human development, and acquisition values (Mirzai Ahar Nejati, 1994, 32) in general we can say that, listening are only means to get the sound, but listening to the sound are sense. Hearing is a passive, but listening are active and dynamic (Klain, 2005, 18, 44), listening to, or actively, looking for meaning and purpose (Robbins, 2006, 213) Careful listening are an acquired skill, and are great effort. Careful listening, streams (dialogue) unilateral, bilateral or group makes an effort. Heart listens escrow, satisfying the communication, and the most understanding, and solidarity, raises than other ways of hearing (Cole, 2001, 146).

2 Verbal Communication Skills: are includes speech, and verbal content. This particular type of communication, in short can be seen, thoughts, feelings, wants, and what is going on in the mind of the sender, his audience, and the cross, hear their thoughts, and their feelings. (Argeris, 1986, 75).

3 Communication Skills feedback: a process which, through its recipient, notifies the connection, and says how he feels original message (Aschermorhorn, 1993, 476). Feedback is a mechanism that directs the human to the side. In fact, any answer that is given to someone to guide him toward the goal is feedback (Doayi, 1998, 113).

2-4. Theoretical framework:

In the present study for investigate the relationship between management Communication Skills, with organizational health, are used, from idea of J. A, for Communication Skills. Dimensions and communication skills, according to J.A Barton. The phrase is: (1) verbal skills: means dialogue with employees, individually or collectively, and conduct effective meetings. 2 listening skills: means ability of the Director, in considering suggestions, or questions of others, and understand them. (Ahanchian and Mindry, 2004, 42), and (3) feedback skill: Feedback is process that, through it, the recipient, announces their engagement, and in response, he says, how it feels message. (Aschermorhorn, 1993, 476)

Present study, in terms of method is measurement with respect to the target is applied. The study sample included senior managers, middle and operational units, healthcare and insurance, social security organizations. Based on the information received from the organization under study, the number of them during the study was 214. To calculate sample size, we used are Cochran formula, formula 1 accordingly, the sample size obtained is 125.

\[ d = 0.5, \ t = 1.96, \ n = 125, \ N = 214, \ p = q = 0.5 \]

Formula 1
To select the statistical sample, from population are using stratified random sampling, so that the population on the basis of the city, are classified into nine city. After calculating the contribution of each of the classes, the sample size, are selected by simple random sampling from each class, the specified number. The population size and sample size, the resolution of each city, are shown in Table 1.

The population size and statistical sample size, according to the share of the city.

<table>
<thead>
<tr>
<th>Row</th>
<th>Name of city</th>
<th>The population count</th>
<th>statistical sample of each city</th>
<th>Row</th>
<th>Name of city</th>
<th>The population count</th>
<th>statistical sample of each city</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Khoram Abad</td>
<td>71</td>
<td>42</td>
<td>6</td>
<td>Ezna</td>
<td>12</td>
<td>7</td>
<td>Commun ity Sample</td>
</tr>
<tr>
<td>2</td>
<td>Borojerd</td>
<td>47</td>
<td>27</td>
<td>7</td>
<td>Noorabad</td>
<td>12</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Kuhdash t</td>
<td>19</td>
<td>11</td>
<td>8</td>
<td>Aleshtar</td>
<td>13</td>
<td>7</td>
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<tr>
<td>4</td>
<td>Aligood arz</td>
<td>15</td>
<td>9</td>
<td>9</td>
<td>Poldokhtar</td>
<td>11</td>
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</tr>
<tr>
<td>5</td>
<td>Dorood</td>
<td>14</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>214</td>
</tr>
</tbody>
</table>

The data collection was the questionnaire. The first part of the questionnaire, are consisted of 21 questions, communication skills, and 2 questions for organizational health. Questions in both parts of the questionnaire are set, a five-item Likert scale. Validity, is from kind of face validity, and reliability have also are obtained, based on Cronbach's alpha test.

The research hypotheses:
The original hypothesis: to be useful, Communication Skills management, their organizational health, providing socially in organizations in Lorestan province.
Sub-hypotheses:
1) is effective, the verbal skills of managers, on organization health in social security organizations in Lorestan province.
2) Is effective, then the sonic skills of managers, on organization health in social security organizations in Lorestan province.
3) Is effective, after writing and informing management on the organizational health, the social security organizations in Lorestan province.

In order to analyze data, collected from questionnaire used is descriptive and inferential statistical methods, so that, to describe the statistical responses to the questions, the questionnaire are first offered, Table frequency and percentage of responses, Homograft questions, and questions of the questionnaire, and the research variables. And inferential statistics for hypothesis testing, are used, from Pearson test, and bivariate regression.

In this study, we used descriptive statistics for analyze the data, and to test the research hypotheses, we used from Pearson correlation test.
To examine the hypotheses, given that the questionnaire are followed Likert scheme, we have used from regression model. And obtained are following results.
Table 1-descriptive skills, communication, and on organization health.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Pearson correlation coefficient</th>
<th>The significance level (sig)</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication skills</td>
<td>0.570</td>
<td>0.00</td>
<td>125</td>
</tr>
<tr>
<td>organizational health</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Hypothesis 1) It seems that there is a significant relationship between communication skills and organizational health.

Results: According to the above table, the null hypothesis is rejected, the lack of communication skills, and organizational health as significant, are less from 0.05, in other words, a relationship exists between these two variables.

Table 2 presents descriptive statistics of verbal skills, and on organization health.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Pearson correlation coefficient</th>
<th>sig</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication skills</td>
<td>0.452</td>
<td>0.001</td>
<td>125</td>
</tr>
<tr>
<td>organizational health</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

Hypothesis 2 is effective, the verbal skills of managers, and the organizational health of the Social Security Organization in Lorestan province.

Results: According to the above table, the null hypothesis is rejected, the lack of verbal skills, management, and health organizations, such as meaningful level, are less from 0.05, in other words, the relationship between these two variables.

Table 3-descriptive audio management and organizational health skills

<table>
<thead>
<tr>
<th>Variable</th>
<th>Pearson correlation coefficient</th>
<th>sig</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audio Skills management</td>
<td>0.653</td>
<td>0.00</td>
<td>125</td>
</tr>
<tr>
<td>organizational health</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Hypothesis 3) effective after sonic skills of managers, on organization health, the Social Security Organization in Lorestan province.

Results: According to the above table, the null hypothesis is rejected, the lack of sonic skills of managers, health organization as significant, are less from 0.05, in other words, the relationship between these two variables.
Hypothesis 4) is effective, after writing skills and informs management on the organizational health, the Social Security Organization in Lorestan province.

Results: According to the above table, the null hypothesis is rejected, the lack of writing skills, and information managers, and health organizations, such as meaningful level, are less from 0.05, in other words, there is between these two variables.

3 RESULTS AND DISCUSSION the results

The results indicated that a relationship exists between management Communication Skills, and organizational health. This finding is consistent with the following results:

Mindry (2003), in a study entitled "Assessment Communication Skills of managers, and its relationship to organizational health are focused on the relationship, communication skills management, and its dimensions, including verbal skills, effective listening, writing skills, and information with organizational health, which includes seven dimensions are the unity of institutional influence, administrator, compliance, structuring, resource support, morale and academic emphasis. Findings suggest that a relationship exists between the Communication Skills of managers, the organizational health of schools studied.

Robbins (1990), in a study titled "Why management fails in their human relationships with the staff?" Analysis are conducted on 191 people, senior executives management, corporations and major universities of America, the institutions of the Center for Creative Leadership in North Carolina. The results show that almost half of executives, senior managers, 30% of the problem and have difficulty in terms of relating to people.

Honazayi Zadeh (2001), in a study entitled "The relationship between organizational climate and Communication Skills of managers, the Physical Education Organization of Iran" are paid to investigate and determine the relationship between the five dimensions of organizational climate, including the clarity and coherence of purpose, clarity and deal of satisfaction, reward, satisfaction, and agreeing on procedures, and effectiveness of communication, with communication skills, listening, feedback organizations case management. The results show that the relationship between organizational climate and its dimensions, and Communication Skills (verbal, listening, feedback) organizations management surveyed.

The concept of organizational health, it allows us to have the big picture from organizational health. In healthy organizations, are committed and conscientious employees have high morale and performance, communication channels are open and helpful, and organizations room is clean, people love to come to work, and that they are proud to work at this location. If the organizations are healthy, we look at the system, such a situation, organizational health, rather than look for health and physical and mental, individual and collective, but look for the existence and survival of the organization itself.

Based on the materials presented in this paper, and the results from relevant research, managers should, consider the following: effective and compelling, and engaging employees are an important factor in development and continuous improvement of the organization, and survival. When these forces have optimal performance, in fact, contribute to the effectiveness of the organization, and their role, have been implemented as a sub-system of society, and in this case, the office can be successful in attracting and Feedback, for the activities of the organization. Effectiveness of the organization, will, institutional goals, philosophy, values, rules, norms, and control of educational processes and contributes to the organization's members. And the partnership is many advantages, such as the continuous improvement of individual and organizational
performance, job security and mental, staff and clients satisfaction, increased motivation, recognition, talents, and providing them prosperity, promote scientific thinking and innovation, promoting spirit of cooperation, collaboration and synergy, and providing constructive criticism and suggestions about accelerating the decision-making process stipulated in the organization and that all of them will cause an increase in efficacy and safety, social security organizations.

In short, it is necessary for the organization, management, in highly competitive environments, which are associated with the transformation is amazing. In such circumstances, managers do not have much opportunity to control employees, and have the greatest time of your force, the mere identification of the external environment and internal organization, and other everyday duties, employees have the responsibility. When employees can well afford from undertake assigned tasks, they have from skills, knowledge and abilities necessary to know well the organization's goals. Tool that can, in this context, tape acceleration helps managers is proper communication process managers, and employees. A successful organization is a set composed of people with ideas and common goals, with teamwork, flexible system organization, provided that their experience and knowledge with a growing love for the advancement of the organization. So every person in the organization, the task does have a sense of ownership. Use, potential disabilities appropriate, any organization, is the big advantage. Organizations today are under a lot of pressure, affected by factors, such as increased global competition, rapid changes, the need for quality and after-sales service, and there are limited resources and ....... After many years of experience the world came to realize that, if an organization wants to be a leader in economic and business affairs, and not fall behind the competition, you must have from work force of skilled, creative, and highly motivated. Human resources constitute the true wealth of an organization, influencing the educational system, promoting business and personal skills, which makes effective staffing. If the education system is not efficient, and not create tailored to the needs of the time, the business will not actually work agencies, health organizations, the results are comparable with those that have the most favorable conditions.

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