Role of Managerial Communication Styles in Enhancing Job Engagement of Human Resources

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Abstract: *Everyone's awareness of their communication styles can lead to efficient and continuous relationships with others. If everyone knows what effects their behavior leaves on others, they will be able to decide whether they have definitely established desirable relationships. This study aimed to analyze the roles of four managerial communication styles in enhancing job engagement of employees (a case study of Shahr Bank in Isfahan). <u>Method:</u> This is an applied-descriptive correlational study, in which the statistical population included all of the 175 employees working at Shahr Bank in Isfahan in 2019. The simple random sampling method was employed to select 120 participants as the research sample through the Cochran formula. The content and face validities of the questionnaires were confirmed through scientific foundations and components as well as the opinions of professors and experts. Moreover, the reliabilities of theJob Engagement Scale and the Communication Style Inventory were estimated at 0.85 and 0.81, respectively, through Cronbach's alpha. <u>Findings:</u> The research findings indicated that the seeing-based, touching-based, hearing-based, and reasoning-based communication styles of managers had direct, significant relationships with the enhancement of job engagement.*

Keywords: job engagement, seeing-based style, touching-based style, hearing-based style, reasoning-based style

1. Introduction

Everyone's awareness of their communication style can help establish efficient and continuous relationships with others. Ifeveryone knows what effects their behavior leaves on others, then they will be able to decide whether their relationships were desirable. In addition, an unhealthy style and especially a passive style can deprive people of the ability to "say no" and expose them to risk. Nonetheless, appropriate relationships are among the important strategies for successful management in an organization where managers do their best to augment employee performance. Another strategy is to enhance job engagement of employees. Regarding identity, job engagement is the level of eagerness and willingness which employees express to their organization. Most often, job engagement has been defined as the intellectual and emotional commitment to an organization or the voluntary efforts made by employees in their jobs (Baghari&Tulaei, 2010).

Everyone's communication style, which refers to their ability to establish relationships with others, is affected by the following five factors:
a) Being accurate in conveying a message
b) Establishing open and two-way relationships
c) Being candid and explicit
d) Being eager to listen
e) Being able to establish natural and informal relationships (Rezaeiyan, 2011).

There are methods and styles for a perceptual system:
a) Seeing-based
b) Hearing-based
c) Touching-based
d) Reasoning-based
Each style has specific features.

Seeing-Based Communication Style: This style refers to a person's ability to establish eye contacts with others (Rezvanian, 2017: 3).

Touching-Based Communication Style: This style refers to a person's ability to establish tactile relationships with others (Rezvanian, 2017: 3).

Hearing-Based Communication Style: This style refers to a person's ability to establish auditory relationships with others (Rezvanian, 2017: 3).

Reasoning-Based Communication Style: This style refers to a person's ability to establish logical relationships with others (Rezvanian, 2017: 3).

Job Engagement: Job engagement refers to a pervasive, staple, positive, mental work-related state characterized by senses of power, commitment, and attraction (Schaufeli, Bakkar, &Salanova, 2006).

The employee job engagement has been known as one of the five criteria for the annual reward of workplace health by the American Psychological Association. At the same time, it has been reported that the levels of job engagement are low among employees in many organizations (Grawith, Gottschalk, & Mound, 2006).

Therefore, since this study analyzes the roles of different communication styles of employees in enhancing job engagement, the research importance can generally be classified as the following categories:
1) Helping identify communication problems
2) Helping improve communication styles
3) Helping planners make effective communication plans
4) Helping enhance jobs engagement and employee motivation
5) Helping increase productivity

6) Helping elevate motivation for useful work and reduce contrasts caused on the absence of a communication system

7) Helping diversify or affect the actions taken to improve the organization

2. Research Theoretical Background

Communication means a dynamic flow in which information is exchanged. If this flow of information is face-to-face, it is called a direct or interpersonal relationship in which the sender of a message is in contact with the receiver. Therefore, the sender and the receiver can take turn and assume each other's role (Azari, 2008). In Webster's Dictionary, the word "communication" is defined as conveying, granting, transferring, making aware, conversing, and having relationships. In the Mo'in Encyclopedic Dictionary, "communication" is defined as relating, joining, linking, etc. (MotamedNejad, 2010). Defining communications, Herbert Simon states that communication refers to a process by which decision-making preliminaries are transferred from one organizational member to another. According to Frank and Larsen, communication means the information exchange and the action taken to convey information to others. In general, communications include processes in which people decide to exchange meanings and concepts by transferring signs. In another definition, communications mean a process which is both repetitive and purposeful. Communications always require at least three elements: a source or a sender, a message, and a destination or a recipient (Poradhan & Choppra, 2008).

3. Different Types of Communication Skills

Verbal Skill: Conversation is the first managerial instrument, which shows how to plan life tasks and organizational duties and how to establish relationships with colleagues and customers. In fact, conversation is a method of perceiving people's emotions, thoughts, and actions and a way of affecting others and being affected by them. Language is s kind of system for human communications based on voice and used as contractual signs. Our senses expose us continuously to a plethora of signs so that we will be forced to interpret and store them in our databank (Rahimi & Khordedan, 2016).

Hearing Skill: While thinking and talking about communications, most people usually play attention to speaking and believe that the sender of a message plays the main role in a communication process. It should be noted that if listening is not harder than speaking, they are equal in every direction in a communication process. Without listening, the message will be wasted, and communications will not achieve the expected goal. Therefore, listening means the process of receiving, explaining, and interpreting oral stimuli. In most societies including the Iranian society, there are misconceptions of listening. These misconceptions are often popular with most the people who think that they are good listeners (Farhangi, 2007).

Feedback Skill: When feedback is analyzed separately within the framework of interpersonal relationships, it is fair to state accurately that feedback improves some behaviors and diminish some others. In interpersonal relationships, feedback can affect the results of relationships or interactions in very subtle or sensitive ways. For instance, a recipient's ignorance of a sender's messages will soon disappoint the sender in sending more messages. In better words, such a recipient drives the sender towards silence. In friendly interviews and conversations, a listener can encourage a speaker greatly by giving positive feedback and mentioning certain words and expressions such as "good" and "right" or showing nonverbal gestures such as nodding or making voices such as "hmmm" in order to approve of the conversation and motivate the speaker to speak more and expand the conversation. In a conversation, a simple nod can do the trick (Maghoul et al., 2016).

Job Engagement: Known as a positive type of organizational behavior, job engagement is a psychological state and the opposite of occupational burnout (Hajlu, 2013).

In the workplace context, engagement has a special meaning. Organizations show their interactions through their employment contracts in which employees provide services for their employers, commit themselves to their jobs, and accept their employment commitments. Accepting and welcoming their organizational roles, employees spend energy on their roles and become attracted to the roles which they play and drown in more than ever before (Rich, 2014).

The concept of job engagement has turned into the opposite of depression as a result of research developments. First, job engagement was conceptualized only as the opposite end of occupational burnout. Accordingly, job engagement refers to professional energy, attachment, and efficiency, considered the opposite of occupational burnout (fatigue, pessimism, and professional inefficiency). Occupational burnout is a reaction to the work-related stress defined by various dimensions such as emotional excitement fatigue (exhaustion of emotional excitement resources), pessimism (i.e. negative and emotionless attitudes toward job), and lack of professional efficiency (i.e. willingness to evaluate work negatively) (Khorakian et al., 2014).

4. Empirical Background

Habibpour (2013) conducted a study entitled Analyzing Effects of Communication Styles on Organizational Liveliness (Case Study: General Office of Sport and Youth of Chaharmahal and Bakhtiari Province), in which a descriptive survey was carried out on 137 employees as the statistical sample from which the enumeration method was employed to select the research sample. Data collection was performed through a researcher-made questionnaire, the content validity of which was confirmed by citing scientific components and asking a supervisor and other experts to state their opinions. The questionnaire reliability was estimated at 0.91, 0.89, and 0.90 for the entire questionnaire, communication styles scale, and liveliness inventory, respectively, through Cronbach's alpha. The Kolmogorov-Smirnov and Pearson tests were employed for data analysis. The results indicated the significant effects (expressed in percentage) of seeing-based, hearing-based, touching-based, and reasoning-based communication styles on the liveliness components of employees.

Doroudi and Pourang (2016) carried out a descriptive-analytical, causal survey entitled Analyzing Effects of CEO's Communication Styles on Quality of Employee Communications at the Iranian Oil Terminals Company. They used the desk method to codify the theoretical foundations. In the field research step, they employed a standard localized questionnaire. The face validity of the questionnaire was confirmed along with the reliability (Cronbach's alpha=0.914). The statistical population included the official and contractual employees, 274 of whom were selected as the research sample through the simple random sampling method and the Cochran formula. Data analysis was performed through descriptive and inferential statistics in LISREL 21 and SPSS 8.8, the results of which indicated that the accountable and decisive communication styles of CEOs had positive, significant effects on the quality of communications. Moreover, these two communication styles had positive, significant effects on the organizational employee relationships. Finally, quality of communications had positive, significant effects on the organizational employee relationships.

Shah Mohammadi and Moradi (2013) conducted a survey to analyze the effects of managerial communication styles on the interpersonal interactions of employees (a case study of Telecommunication Company of Tehran). The statistical population included all of the employees working at Telecommunication Company of Tehran District 6. The Morgan Table was employed to select 250 participants randomly in this survey where the data collection tool was a researcher-made questionnaire. According to the analysis results, there was a significant relationship between the managerial use of communication styles and the constructive interactions of employees. Those who used the dynamic communication style had the greatest degree of freedom of action. The results also showed the confirmation of the third hypothesis stating that there was a significant relationship between the delegation communication style and people's ability from the perspective of the respondents. Finally, the results indicated that situation was the factor determining what styles had greatest effects on the interpersonal interactions of employees.

Alex et al. (2012) conducted a study entitled Modification of Communication Skills of Managers and Supervisors at a fully automated industrial organization, more than 6000 employees of which were selected as the statistical population. According to the results, one of the best and most reliable ways of achieving higher efficiency among employees was to give accurate and timely feedback on their performance. The results were completely tangible one and a half years after the experience showing a reduction of 7 million dollars in waste as well as employee tolerance, closeness, and tens of other advantages.

Brox and Heath (2010) conducted a study entitled Analyzing Importance and Role of Emotions and Feelings in Interpersonal Interactions, the results of which indicated that interpersonal relationships would be efficient and useful if people could express their emotions and feelings to others via verbal and nonverbal messages. David Burns defines a "good relationship" and states, "A good relationship has two features. The first party expresses feelings vividly and allows the other party to express feelings, too." Therefore, expression of feelings can be considered an important skill in social interactions.

Bowers et al. (2008) conducted a study entitled Effects of Communications on Emotions and Feelings and showed that emotions and feelings had significant effects on interpersonal relationships whether through formation and impression on encounters or through retention and termination of relationships.

5. Research Method

This is an applied-descriptive correlation studyanalyzing the job engagement of employees and communication styles of managers by investigating the relationships of variables based on the research objectives. Therefore, this study is an applied-descriptive survey, in which the statistical population included all of the 175 employees working at Shahr Bank in Isfahan in 2017. Data analysis was performed in SPSS 19, and the content and face validities of the questionnaire were confirmed. The theoretical foundations and scientific components were employed to confirm the content validity of the research instrument by a supervisor and a few experts. Moreover, its face validity was confirmed by a few members of the statistical population. The questionnaire reliability was measured through the Cronbach's alpha (job engagement= 0.85; communication style=0.81); moreover, the internal consistency of the items was confirmed.

6. Research Findings

First Sub-Hypothesis: There is a significant relationship between the managerial seeing-based style and the enhancement of employee job engagement.
The coefficient of correlation between the seeing-based style and the enhancement of employee job engagement was significant. In other words, the coefficient of correlation between the seeing-based style and job engagement was 86.1%, showing a positive and significant relationship at a 99% significance level. Based on the coefficient of determination, 74.1% of the variance was shared between the managerial seeing-based style and the enhancement of employee job engagement. This showed the high correlation between the managerial seeing-based style and the enhancement of job engagement of employees. Therefore, these two variable had a significant relationship.

Hence, managers should make eye contacts when they are communicating with their employees. They should also listen to what their employees say. If there is no eye contact, employees will feel humiliated and think that they matter nothing to their managers or that the managers do not listen to them. Thus, an effective eye contact can establish a good and reliable relationship between managers and employees; this relationship can increase employee satisfaction and job engagement.

Coefficient of Correlation between the Seeing-Based Style of Managers and the Enhancement of Job Engagement of Employees

Criterial Variable: Job Engagement			
	Coefficient of Correlation	Squared Coefficient of Correlation	Significance Level
Seeing-Based Style	0.861	0.741	0.000

Second Sub-Hypothesis:There is a significant relationship between the managerial touching-based style and the enhancement of employee job engagement.

The coefficient of correlation between the managerial touching-based style and the enhancement of job engagement of employees was significant. It means that there was a positive, significant relationship between the touching-based style and job engagement with a coefficient of 0.742 at a significance level of 99%. Based on the correlation of determination, 55.1% of the variance was shared between the managerial touching-based style and the enhancement of job engagement of employees. This showed the very high and positive correlation of these two variables.

A manager should be emotionally in touch with the employees in order to convey a sense of reliability to them. This relationship is established through the touching-based style. In other words, the manager establishes tactile relationships with employees when it is necessary in order to heal their emotions and feelings. As a result, employees will be satisfied with their jobs and their managers, and their job engagement will increase. Hence, their willingness to work and their productivity will increase. Establishing a limited tactile relationship between managers and employees will lead to friendship and congeniality. Employees will then feel that they have a deeper relationship with their managers; therefore, their job engagement will increase in the organization (Habibpour, 2015).

Coefficient of Correlation between the Touching-Based Style of Managers and the Enhancement of Job Engagement of Employees

Criterial Variable: Job Engagement			
	Coefficient of Correlation	Squared Coefficient of Correlation	Significance Level
Touching-Based Style	0.742	0.551	0.000

Third Sub-Hypothesis: There is a significant relationship between the managerial hearing-based style and the enhancement of employee job engagement.

The coefficient of correlation between the managerial hearing-based communication style and the enhancement of job engagement of employees was significant. In other words, the coefficient of correlation of the hearing-based style with job engagement was 68. This shows a positive, significant relationship at a significance level of 99%. Based on the correlation of determination, 46.2% of the variance was shared between the managerial hearing-based style and the enhancement of job engagement of employees. This shows a very high correlation between these two variables. Therefore, there was a significant relationship between the managerial hearing-based style and the enhancement of job engagement of employees. Managers are the individuals who

are listening to others at work and outside work from morning until night. All of the employees, clients, superior officials, and people talk to the managers who must listen actively and constantly. According to the previous experiences, a considerable part of problems and failures of weak or unsuccessful managers would be rooted in the fact that they were not accurate listeners. However, many of the communication problems stem from incompetency in perceiving the words and messages of those who speak. The concept of auditory (listening) communication skills does not mean nodding occasionally while listening to people speak in order to pretend to listen to them by using words and expression such as "Right", "Really?!", and "I see." There is no third party in the process of direct communication between the audiences for establishing relationships, and it is important to perceive the message. This is realized when the message is heard accurately and completely; otherwise, the message content and the speaker's intention will not be understood, and no purposeful relationship will be established. If listeners do not focus all of their attention on a speaker's words, they will not hear a great deal of valuable information. As a result, no proper responses will be given. Therefore, managers must listen properly, communicate with employees, and respond to them.

Coefficient of Correlation between the Hearing-Based Style of Managers and the Enhancement of Job Engagement of Employees

Criterial Variable: Job Engagement			
	Coefficient of Correlation	Squared Coefficient of Correlation	Significance Level
Hearing-Based Style	0.680	0.462	0.000

Fourth Sub-Hypothesis: There is a significant relationship between the managerial reasoning-based style and the enhancement of job engagement of employees.

The coefficient of correlation between the managerial reasoning-based style and the enhancement of job engagement of employees was significant. In other words, there was a significant relationship between these two variables with the coefficient of 82.9 at a significance level of 99%. Based on the coefficient of determination, 68.8% of the variance was shared between these two variables. This shows a very high and positive correlation between them.

The managerial attitude toward general everything is employees' first impression of them. If managers have a negative attitude toward problems, people will not like them and will stay away from them. Otherwise, a positive attitude can make employees be willing to approach the managers and communicate with them. Hence, the professional businesspeople act like magnets. People like to be around them and introduce them to their friends and acquaintances. Therefore, managers should establish logical and proper relationships. In other words, they should approach employees based on appropriate methods of communication. Managers should not be illogical while treating employees. They should not release their anger on employees. In fact, managers should have logical expectations of employees so that they feel that they are dealing with a reasonable person.

As a result, employees will follow the instructions and comply with rules. This could make employees perform their tasks logically and willingly. Hence, the reasoning-based style increases job engagement of employees.

Coefficient of Correlation between the Reasoning-Based Style of Managers and the Enhancement of Job Engagement of Employees

Criterial Variable: Job Engagement			
	Coefficient of Correlation	Squared Coefficient of Correlation	Significance Level
Reasoning-Based Style	0.829	0.688	0.000

Data Analysis
All of the four communication styles had direct, significant relationships with job engagement. The coefficients of correlations of the seeing-based, hearing-based, touching-based, and reasoning-based styles with job engagement were reported at 0.861, 0.742, 0.680, and 0.829, respectively. According to the above diagram, the research model indicates that the significant relationships are confirmed between the managerial communication styles and job engagement of employees.

Direct Effects of Managerial Communication Styles on Job Engagement of Employees

Analysis of Effect	Effect Size	t Statistic	Significance Level	Result
Seeing-based style—job engagement	0.861	3.938	0.001	The seeing-based style affected job engagement.
Touching-based style—job engagement	0.742	3.729	0.001	The touching-based style affected job engagement.
Hearing-based style—job engagement	0.680	3.282	0.001	The hearing-based style affected job engagement.
Reasoning-based style—job engagement	0.829	3.524	0.001	The reasoning-based style affected job engagement.

7. Conclusion

Communications are the center of personal activities for task performance in organizations. Managers are responsible for establishing correct relationships in organizations. In fact, communications connect every aspect of an organization and result in unity and integrity. Through communications, managers provide coordination to guide, manage, and control employees. As communications act as the most important factor in the emergence of organizations, they help organizations survive. In an organization where employees have no effective communications with each other, clients, and other organizations, it is impossible to acquire the necessary abilities to perform the organizational tasks. Employees will lose their motivation in such an organization because communication is an appropriate medium for the exchange of information, knowledge, and experiences. This results in the need for further knowledge and analysis of each communication style. In organizations, communications can help achieve organizational goals. The main motive for participation is that organizational goals are not easily achievable through separate functions of individuals.

However, it is possible to achieve these goals through group performance. In fact, the group performance is the basic process by which information is exchanged in an organization, which will gain the necessary ability to benefit from information and achieve goals. Employee motivation will increase their job engagement. According to the results of this study, managerial communication styles had direct, significant relationships with the job engagement of employees. Moreover, the highest correlations were observed through the seeing-based style (0.86), the reasoning-based style (0.82), the touching-based style (0.74), and the hearing-based style (0.62). Hence, it is possible to increase job engagement of employees by selecting the right communication style. Improving organizational communications is among the most important recommendations that can result in many positive outcomes. Although we might think that there are sufficient communications in organizations (through the type of employee culture), it should be mentioned that communications are not based on facts and organizational goals in most cases but based on rumors and people's impressions of events. Such communications are poisonous and detrimental rather being beneficial. Therefore, most of the improvement plans for job engagement or organizational atmosphere suggest that correct and constructive communications should be regarded as a requirement and necessity and improved through different methods.

8. Recommendations

It is recommended that an improvement plan should be devised to improve organizational culture based on the proposed prioritization:

- Involving employees in plans more often in order to provide proper opportunities and novel methods in addition to creating an environment with an atmosphere of sufficient trust and reliability.
- Coordinating activities of different areas in order to integrate activities through a single board of directors.
- Paying more managerial attention to communications with employees and holding public meetings within each area in order to create an appropriate environment for using different opinions, knowing about employees' problems, and providing the necessary support in each department.
- Obtaining general information on the life conditions of employees.
- Revising the codification of performance evaluation indices for the dynamism and creation of liveliness at the workplace.
- Developing role models and appropriate symbols for the elimination of negative factors in organizational culture.
- Allocating a specific time to solve the problems of employees.
- Trying to make employees happy because happy people resist to problems instead of complaining about problems; happy people try to solve the problems. Therefore, their job engagement will increase.
- Speaking clearly about rewards and putting reward plans into action so that employees will be eager.

- Holding training classes to teach employees to establish a balance between work and family life and act patiently and intelligently in the face of work or life problems.
- Avoiding criticizing faulty employees in the presence of others and avoiding going too hard on such employees.

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