



# **Investigating the Relationship between Effective Communication and Organizational Performance (based on the Achieve Model) in Bank Keshavarzi of Khuzestan Province**

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## **Investigating the Relationship between Effective Communication and Organizational Performance (based on the Achieve Model) in Bank Keshavarzi of Khuzestan Province**

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### **Abstract**

In all activity has done by managers in the organizations you can clearly see a sign of communications. Managers of organizations can motivate employees through effective communication in the organization and thus provide improvement of organizational performance to achieve strategic goals. The best performance of the organization due to its productivity and effectiveness for the organization has always been of interest to managers and also for experts, that becoming an independent field of organizational studies. The performance of an organization depends to its survival status in the environment, and the emphasis of management on the role of employees in order to improving performance has revealed its importance, which can take the form of infrastructure investments in the human resources sector. This research is applied in terms of the nature and objectives of the research, and in terms the method of collecting information is descriptive and survey. The purpose of this study is investigation of relationship between effective communication and organizational performance (based on the Achieve model) in Bank Keshavarzi in Khuzestan Province. The statistical population of this research includes 860 employees of Bank Keshavarzi that is taken in summer of 2017. To estimate the sample population, the Cochran formula was used to determine the population of 340 people. Regarding to possibility of returning incomplete questionnaires, it is distributed 400 questionnaires using random sampling method and 350 complete questionnaires were collected. The reliability of all variables in the questionnaire was more than 0.7 and the total validity was 0.87. Descriptive and inferential statistics were used for data analysis. Descriptive statistics were used to describe demographic characteristics as well as confirmatory factor analysis for examining structural relationships between variables and SPSS and LISREL software packages is used too. Based on the results, all hypotheses were confirmed at 99% level. Between Effective communication and organizational performance there is a positive and meaningful relationship. Ann also there is a significant relationship between multiple channels and unofficial communication with the environment



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and also there is a positive and significant relationship between emotion control and simplification with ability.

**Keywords:** Organizational Communication, Organizational Performance, Achieve Model, Bank Keshavarzi Khuzestan Province, JEL Classification: M10, M11, M14

### **Introduction**

The importance of organizational communication is often taken into account in the timely and appropriate decision-making process. In large organizations, which do not have a direct and individual decision-making approach, it is important to use the appropriate communication system in such a way that is used by all peoples appropriately. The communication, on the other hand, is a tool for implementing the organization's basic strategies and approaches. Identifying the organization's perspectives, organizational priorities for employees and motivating them is a prerequisite for the effective implementation of the organization's strategies and plans, which none of them can be developed without designing the appropriate communication mechanism between the organization and the employees as the main organizational assets. And this highlights the role of communication as an essential component of a business mix (Kim et al., 2017). Communication in the organization is so important that the first and most important task of any manager in the organization is the issue of communication system. Therefore, communication is a very important skill and a necessary basis for efficient management through which interpersonal managers establish and maintain relationships that are essential for the daily routine of their employees. Communication allows employees of all levels in the organization to interact with each other, to achieve the desired goals and to support the organization's formal structure. At the organizational level, communication also creates cohesion between the various components and helps the organization to empower and advance its missions and ultimately improve organizational performance. (Md Norbin et al., 2011)

### **Organizational Communication:**

Today, business environments face a variety of challenges, such as the growing internal and external interactions of the organization, and also with the need for more organizational units to communicate and continuous monitoring of progress. Organizational managers need to monitor and track the process more quickly and accurately. The daily interactions of the organization and the volume of information exchanges in intensive working hours increase to a large extent, that managing them, both manually



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and traditionally, is actually imposible and also may be associated with many problems (Moradi Aidishhe et al., 2012). Office automation has been most used in the communications sector. This system takes over and transforms most of the organization's communication. Office and administrative correspondence create the most areas of communication. By using the office automation system, all office correspondence are covered by this system. The current scope of office automation is also outsourced. With this system, it's not even necessary that meetings and conferences be conducted in the traditional way, ie, the physical assembly of individuals alongside each other, because The teleconference has overcome this constraint. (Doaei and malekzadeh, 2012). By use of automation system in organization it will be accompanied by a profound transformation in the traditional and traditional communications of the organization. Many communications, such as sending or referring letters, will be possible with the least time that spent by the system. The system even provides new communication facilities to its employees, such as sending emails or personal messages. This system seems to have a solution for most of the organizational areas related to communications. Therefore, it can be said that its effects on organizational communication is inevitable. it can be said that the existence of this system has a positive effect on the relationships and has increased speed and ease of communication channels in organizational . (Momeni and Taslimi, 2015). Any kind of action taken by an individual in whom another person can understand called a communication, whether this is done by using a device or without a device (Kim et al., 2017). The communication is defined "message sending and receiving process". Communication is effective when the desired response get to sender of the message. It is obvious that communication should be discussed within a two-way system of information exchange. An effective communication has characteristics such as: being complete, paying attention and meeting the need for communication, being strong, clear and correct, all of which must be considered in the design of an efficient communication system (Clavafemi et al. 2016). A direct and personal communication is created without the intermediary between the messenger person and the recipient's person. In this type of communication, messages are exchanged directly between the two sides. In advanced human societies it is not possible for face-to-face conversations; they interact with each other through Indirect and impersonal communication (newspapers, magazines, etc.) (Lee and Noah, 2015) .

### **Communications in official organizations**



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In an organization with a formal structure, the communication process can be divided into:

1. formal communication; some communication channels that are formally designed and implemented by managers and other beneficiaries and designed to create low, horizontal, and upstream information flows. The existence of these channels is essential for organizing and also coordinating the activities of people at different positions.
2. Informal communication; many organizations do not limit their communications to only designated channels, but tend to communicate with their colleagues more than they are in formal channels. Such tendencies lead to the emergence of various communication channels, called unofficial communication channels. These channels are in organizations are used such as the satisfaction of personal needs, need for relationships with others, the elimination of work uniformity and the acquisition of work-related information (Naz & Gul, 2014).

The difference in organizational communication with other types of communication:

- Organizational relationship is task-oriented; organizations are goal-oriented collections; their activities are aligned with the goals of individual and organization.
- Organizational relationships are affected by organizational structure; patterns of behavior coordination create structures, in a way that is somewhat hierarchical. This organizational structure that has led organizations to be recognized as structured systems affects organizational relationships and can prevent or facilitate communication.
- Organizational communication takes place both within the organization's boundaries and beyond, and indeed has a transboundary function (Mustamil et al et al., 2014).

The communication is the mechanism by which human relationships are created and and all the manifestations of thought and means of transmission, and their preservation in the place and time on which it develops. Face-to-Face Relationship - Behavior - Movements - Voice Records - Words - Writings - Printing - Railways - Telegraphs - The telephone and all the devices that have recently been built to overcome man's place and time (Oyemomi et al., 2016) . Effective communication with employees and their understanding of the motivations is a critical factor in the success of managers to achieve the goals of the organization. According to the studies, more directors spend their time communicating with people (Liu et al., 2012). The time is effective in considering the stimulus as the intended initiator of the transmitter with the receiver's perceived stimulus and the two closely related to



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each other (Haghighi, 2009). Effective communication occurs when the recipient of the message interprets it as it is intended by the sender. What a manager intends to achieve is to establish an effective communication in the most efficient way. Efficient communication requires less time and resources (Kim et al., 2017). Interpersonal communication allows employees of all levels in the organization to interact with each other, to achieve the desired goals, and to use the official organization structure. These goals serve the needs of all individuals, and their larger purpose is to improve the quality of work life and organizational effectiveness (Hur et al., 2015).

In present study, after studying the effective communication models, the Robbins model has been studied because the components of effective communication in this model are practical and therefore have the capability of measuring (Robbins, 2006). Effective communication is measured by the following six factors:

- Using multiple communication channels: When multiple channels are used for message transmission, it increases the probability of clarity for two reasons. First, a number of receptive emotions are involved, and secondly, people have different abilities to absorb information.
- Simplification: Communication is effective when a message is received and understood. Understanding the message through language simplification increases depending on the type of audience.
- Active listening: listening, searching actively and understanding the real content makes the message easier.
- Controls the Excitement: • the Excitement changes the emotions
- Using the feedback: Many communication problems are directly related to misunderstandings. But when the management is sure of the feedback loop in the communication process, these problems become less.
- using informal communications networks: Managers can use informal communication networks to quickly transfer information, evaluate how to react to different decisions before their final selection, and serve as valuable inputs for feedback (when their directors are members).

### **Organizational Performance:**



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The equivalent function of Latin word performance means doing it. Functionality in the word means the mode of operation quality. In the following, some of the definitions presented in the concept of performance are referred to:

Some of the learning outcomes may be converted to actual behavior, due to favorable conditions, (Julia et al 2016). "Performance should be defined as the results of the work, because they have the strongest link to the organization's strategic goals, customer satisfaction, and financial revenues." (Jayaram, 2013). Performance is the same behavior and should be distinguished from results, because they can be distorted by the influence of system factors (De Clercq et al., 2011). Organizational performance is one of the most important structures discussed in management research and is undoubtedly the most important measure of success in business firms. In general, however, the variables and indicators of organizational performance are not fully accepted with researchers. In general, organizational performance indicators can be divided into objective and subjective categories. The objective indicators of organizational performance are indicators that are completely realistic and measured based on objective data. Among the objective indicators of organizational performance, profitability indicators such as return on assets, return on equity, return on investment, and stock returns can be mentioned. Subjective Indicators are based on the stakeholder's judgment of the organization. One of these indicators can be performance evaluation, especially when financial performance of the organization is not available for various reasons. Non-financial performance dimensions include customer orientation, innovation and improvement, optimal use of financial resources, error reduction and product quality (Julia et al., 2016).

The performance of the organization is influenced by the set of organizational factors. Organizational performance is a complex phenomenon that perhaps the simplest interpretation can be given to the collection of activities aimed at gaining an understanding of organizational goals. In many worldwide organizations, managers and leaders are constantly upgrading and improving the performance of their organizations. The performance of the organization is also a combination of both intangible incomes, such as organizational knowledge and tangible as well as economic and financial outcomes (Julia et al., 2016).

Measuring the performance of organizations should be based on appropriate indicators. In this way, four performance variables are considered in order to measure the performance of organizations that



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include employee satisfaction, customer satisfaction, organizational effectiveness, and financial and market outcomes (De Clercq et al., 2011). The objectives of performance evaluation are divided into two categories: the first one refer to human resource development and the other refer to doing evaluation. He defiend feedback on performance, the determination of the future path job, and the identification of educational needs related to human resource development as a subset of the first goals and making decisions about the payment system (recruiting, selecting, hiring and evaluating the selection system ) as the second set of objectives for classification (Llorens & García, 2005).

The objectives of performance evaluation are as follows: 1) Determine the labor productivity: the production power or production amount of a person or a team in a given time frame; 2) efficiency: the ratio of the work done or the energy consumed to the consumables or ratio of the amount Generated by the number of factors that have been used. 3) Determining Effectiveness: It is the rate of success in achieving goals or performing missions. 4) Employee wise classification: Achieving the existing talent and ability of the existing human resources and moving the hidden talents towards desirable goals in the organization and using this information in future appointments and advancements, and estimating the training needs of the staff, and finally determining the class Fairness of employees in different occupational groups (Jayaram, 2013).

A common problem in the management process is that managers have the ability to put their followers in the way of existing problems, but these managers do not have the effectiveness to determine the cause of these problems. In other words, many managers are strong in identifying problems, but they are much weaker in analyzing or identifying problems. To have the maximum effectiveness in evaluating and solving performance problems, managers should determine the cause of the problems (Jaram, 2013). The Achieve Model is designed by Hersey and Goldsmith to help managers determine the cause of performance problems and develop change strategies to solve these problems. In developing a model for human performance analysis, Hersey and Goldsmith considered two main goals: (1) determining the key factors that can affect the performance of individual employees. 2) Presenting these factors so that they can be remembered and used (Abbaspour and Baroutian, 2010). The stages of the development of the ECO model are as follows: The first step in the development of the model is to exclude factors that affect the performance of the managers. Factors such as incentive, ability, perception, organizational support, environmental compilation, feedback, and reliability. The



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next step is that managers combine these factors so that they can be remembered and used (Hur et al., 2015).

### **Ability (knowledge and skills):**

In achieve model the term ability refers to the employee's knowledge and skills - the ability to complete the specific task successfully. It is important to remember that people are not universally competent. Key components of ability include relevant formal and informal education, prior work experience and task-relevant aptitudes (potential or traits that enhance the successful completion of the task). In analysing employee performance, the manager should ask, "Does this employee have the knowledge and skills to complete this task successfully?" If the person has an ability problem, solutions may include specific training, coaching, formal educational courses, or reassignment of specific duties or responsibilities. These alternatives should be considered from the viewpoint of effectiveness and expediency (Abbaspour and Baroudian, 2010)

### **Clarity (understanding or role perception)**

Clarity refers how much the employee understands the job. It refers to his or her understanding and acceptance of what to do, when to do it, and how to do it. To have a thorough understanding of the job, the employee needs to be clear on the major goals and objectives, how these goals and objectives should be accomplished, and the priority of goals and objectives (which objectives are most important at what times). If the employee has a problem in clarity or understanding, there may well be a problem in the planning of the work. In many cases, oral agreement on objectives is insufficient. The manager should assure that all objectives are formally recorded and accessible for referral. The employee should be encouraged to ask questions for further clarification.

### **Help (organizational support)**

The term refers to the organizational help or support that the employee needs to effective task completion. Some organizational support factors might include adequate budget, equipment and facilities that are suitable for task completion, necessary support from other departments, product availability and quality, and an adequate supply of human resources. If there is a lack of help or organizational support, managers should clearly identify where the problem exists. If the problem is lack of money, human resources, equipment, or facilities, the manager should see whether the necessary resources could be acquired in a cost-effective manner. If the resources cannot be acquired,





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the manager may have to revise objectives to avoid holding employees responsible for circumstances beyond their control. (Abbaspour and Baroudian, 2010).

### **Incentive (motivation or willingness):**

The term incentive refers to the rewards (tangible or intangible) that will satisfy his need. In evaluating incentive it is important to remember that most people are not equally motivated to complete the same tasks. Many employees tend to be more motivated toward the successful completion of tasks that will bring them either intrinsic or extrinsic rewards. If the employee has an incentive problem; the first step is to check the use of rewards and punishments. The employee should clearly understand that performance on this task is related to pay, promotion, recognition, and job security. Research indicates that managers sometimes hope employees will engage in certain behaviours without rewarding these behaviours. People have a natural tendency to pursue tasks that are rewarded and to avoid tasks that are not. Rewards can be tangible or intangible; feedback on performance, such as recognition or a pat on the back, can be an important part of the overall incentive system (Robbins, 2006).

### **Evaluation (coaching and performance feedback):**

Evaluation refers to informal day-to-day performance feedback as well as formal periodic reviews. An effective feedback process lets employees know how well they are doing the job on a regular basis. It is unrealistic to expect employees to improve performance if they are unaware that performance problems exist. People should know how they are being evaluated on a regular basis before their formal periodic evaluation occurs. (Jaram, 2013).

### **Validity (valid and legal personnel practices):**

The term validity refers to the reality, appropriateness and legality of human resources decisions made by the manager. Managers need to make sure that decisions about people are appropriate in light of laws, social practices, and company policies. The manager should make sure that personnel practices do not discriminate against any specific group or individual and should be aware that organizations need valid and legal performance evaluations, training and promotion criteria selection techniques, and so on. If there is a validity problem, the manager should check the truthfulness of their assumptions. Experiences should be documented and justified on the basis of performance-oriented criteria. Managers uncertain about validity issues should discuss them with the personnel department or the organization's leaders



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### **Environment (environmental fit)**

The term environment refers to the external factors that can influence performance even if the individual has all the ability, clarity, help, and incentive needed to do the job. Key elements of the environmental factors include competition, changing market conditions, government regulations, suppliers, and so on. If there is an environmental problem beyond their control, and employees should not be rewarded or reprimanded for performance. In short, employees should be expected to perform at a Level consistent with the limitations of their environment. Using the ACHIEVE model will enable the manager to isolate the key factors that influence performance. Management experts are reaching agreement that performance is a function of motivation, ability, role perception, the organization and the environment. Put in simple terms, the employee has to have a certain degree of willingness to do the job, the necessary skills for task completion, a clear understanding of the task, organizational support and environment. (Lawrence & Carcay, 2005).

### **Bank Keshavarzi**

The Bank Keshavarzi is one of the specialized banks approved by the Central Bank of the Islamic Republic of Iran whose mission is to support the agricultural sector and its sub-sectors. The Bank Keshavarzi was established on June 21, 1932. The bank is now serving 83 years of service experience as a leading bank in providing services to all people throughout the country. Improvement of staff performance, empowerment, internal and external communication, and social responsibilities have recently been recognized by organizations and the international community in recent years. The Bank Keshavarzi is one of the few organizations that has consistently worked throughout its lifecycle to promote these issues and achieve ambitious and democratic goals. Promotion of livelihoods and life of farmers, empowerment of rural women, development and prosperity of agriculture, investment and improve the quality of food industry in the country, and contribute to agricultural projects in order to preserve natural resources and protect the environment, development Sustainable economic, social and environmental activities, humanitarian and charitable activities, the material and spiritual support of scientific, educational, sports, cultural and artistic activities is only a small part of the activities and objectives of the Bank Keshavarzi for community. In this regard, considering the objectives and strategies of the Agricultural Bank and the localization of the researcher in Khuzestan province, we



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have tried to study the relationship between the effective communication and organizational performance (based on the Achieve model) in Bank Keshavarzi in Khuzestan province.

### **Background research**

Moradi Aidishhe et al. (2012) explored the organizational culture affecting the communication function in a study of middle managers of the Air Force. The results showed that organizational culture has a positive significant relationship with the organizational communication function. There are a significant and direct relationship between organizational development culture and organizational communication function. There is no relationship between communication performance and hierarchical organizational culture. Doaei and Malekzade in research, entitled "Investigating Organizational Relationship on Effectiveness of Managers' Performance and Staff Satisfaction in Higher Education", 150 employees of non-faculty members of higher education centers of Mashhad who were selected randomly were collected and analyzed. The results show that most senior executives in the supervised area use supportive behavior. Managers who have taken supportive behaviors in organizational communication have more job efficiency and higher satisfaction and found that creating interactive engagement can help employee participate in providing their feedback to organizational improvement and increase effectiveness of management and employee satisfaction from their work.

Haghighi et al. (2009) investigated the impact of organizational justice on employees' performance, surveyed 350 employees of the central Jihad-e-Agriculture Organization of Tehran province. The results showed that employees' perceptions about the degree of observance of distributed and procedural justice on performance had an impact but a lot of communication there was no strong correlation between staff perceptions and the performance of staff in this organization. Momeni and Taslimi (1394) in a study entitled The Relationship between Effective Organizational Communication and Organizational Performance among the Employees of the General Directorate for Tax Affairs surveyed 562 employees of Shemiranat, and the results indicated that effective organizational communication has a positive and significant relationship with organizational performance. There are significant relationships between the dimensions of effective organizational communication between multiple communication channels, simplification, active listening, emotional control, feedback, and the use of informal communication networks with organizational performance. The results of Friedman's test showed that ranking the statements of respondents about the components related to effective



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organizational communication among employees of the Shemiran Tax Administration, respectively, included the dimensions of emotional control, the use of informal communication network, simplification, active listening, Use of feedback and multiple communication channels. Friedman's test suggests that the ranking of respondents' statements about the components related to organizational performance among employees of the General Directorate of Tax Affairs in Shemiran, respectively, included: organizational support dimensions, motivation, environmental compatibility, job recognition, power, feedback Performance and validity of the decisions that the results of the test showed to be meaningful. Kim et al. (2017) reviewed a sample of flight crew for a major airline company in South Korea in a study entitled Moderator effects of observer relationships, co-workers, and organizational support for the relationship between work and job performance. The results showed that there are different effects of the three types of support relationships in the work. There is a positive and significant relationship between performance and communication with supervisors and colleagues. There is an inverse relationship between employee communications and supervisors. Perceived organizational support a positive and significant effect on employee performance without moderating effects. Clavafemi et al. (2016), in a research entitled How Knowledge Sharing and Business Process Contributes to Organizational Performance: Using the FSQCA approach, examine the empirical data collected from 28 cases in the United States, which results Suggesting that the factors of organizational operation on the sharing of knowledge and business knowledge have a positive effect, which directly contributes to improving organizational performance.

### **Theoretical framework**

Based on the necessity of finding organizational relationships in the scientific literature of management and considering the vital role of performance and role of communication in the process of organizational performance , in this research, from results of researches in the field of effective communication and organizational performance conducted both inside and outside the country, the relationship between communication and performance has been tested in a survey and by studying the determination of communication in the headquarters of Bank keshavarzi in Khuzestan and determining the rate of use Effective communication strategies , Effective communication is measured by using a questionnaire that will be prepared. The organizational performance items derived from the Acheive model in 7 cases, as shown in figure 1, were identified behavioral-practical examples and the



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characteristics of effective communication are: 1. Using multiple communication channels, 2 . Simplification, 3. Active listening, 4. Emotion control, 5. Use of cluster communication network 6. Uses of feedback and 7. Informal communications.



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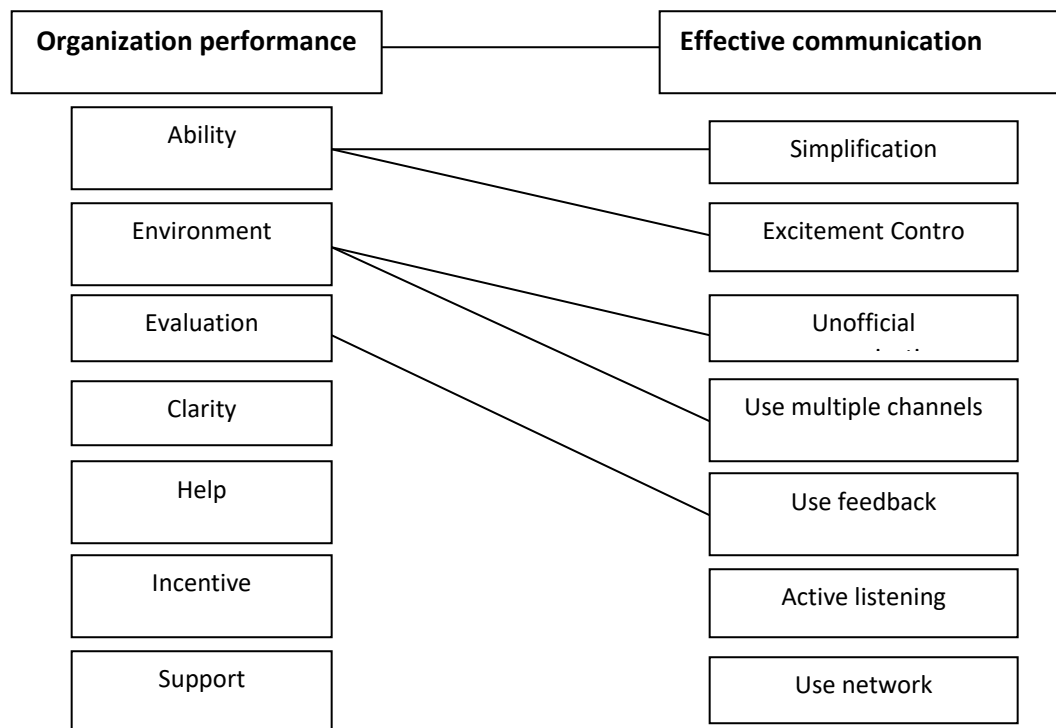


FIG1. Suggested research model

## Research hypotheses:

Main hypothesis: Effective communication and organizational performance of Bank Keshavarzi Khuzestan have a significant relationship.

Hypotheses:

- 1) Simplification and Ability in Bank Keshavarzi Khuzestan have a significant relationship.
- 2) Control of excitement and ability in Bank Keshavarzi Khuzestan have a significant relationship.
- 3) Unofficial communication and environment in Bank Keshavarzi Khuzestan have a significant relationship.
- 4) Using multiple channels and environment Bank Keshavarzi Khuzestan have a significant relationship.
- 5) Communication from feedback and evaluation Bank Keshavarzi Khuzestan have a significant relationship.



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### **Methodology of research**

A) Type of research: This research is considered as descriptive-survey research in terms of the level of analysis. In terms of application, the results are considered as applied research, it examines the relationship between organizational communication and organizational performance.

B) Subject area of research: This research is in the field of organizational communication and organizational performance, and management science examines the impact of these variables.

C) Spatial Survey: In this research, the employees of Bank Keshavarzi Khuzestan were surveyed.

D) Time domain research: This study was conducted from early May 2012 to the end of September, 2016.

### **Society and statistical sample**

The statistical population of this research includes employees of Bank Keshavarzi Khuzestan employees. For estimating the sample, the Cochran formula was used from the statistical population. 350 questionnaires were randomly collected from the staff.

### **Information gathering tool**

The method of collecting data in this study is through questionnaires and library resources. In topic of theoretical foundations and subject literature, as well as the history of research, library resources such as books and internal publications will be used to validate domestic and foreign websites. To collect data, the questionnaire tool is used so that for question of each variable, different questionnaire has been used. After writing a questionnaire, the professors will be asked about the questionnaire and the ordering of the questions in the questionnaire and the comments presented by the professors were used in the design of the questionnaire. Finally, a questionnaire was used to measure the variables of the research. Validity of the questionnaire was also done using confirmatory factor analysis, which is presented below. Cronbach's Alpha, is used to measure the reliability of the questionnaire. To do this, 40 people were randomly selected and implemented on them. After collecting the questionnaires, the Cronbach's alpha for all variables was higher than 0.7 and the total reliability was 0.87 Therefore, the reliability obtained for the research tool indicates the appropriateness of the tool's reliability.

### **Research findings**

In this section, we first examine the demographic variables of research. Table (1) provides a summary of the demographic findings of these study. The main presuppositions of using parametric statistics such





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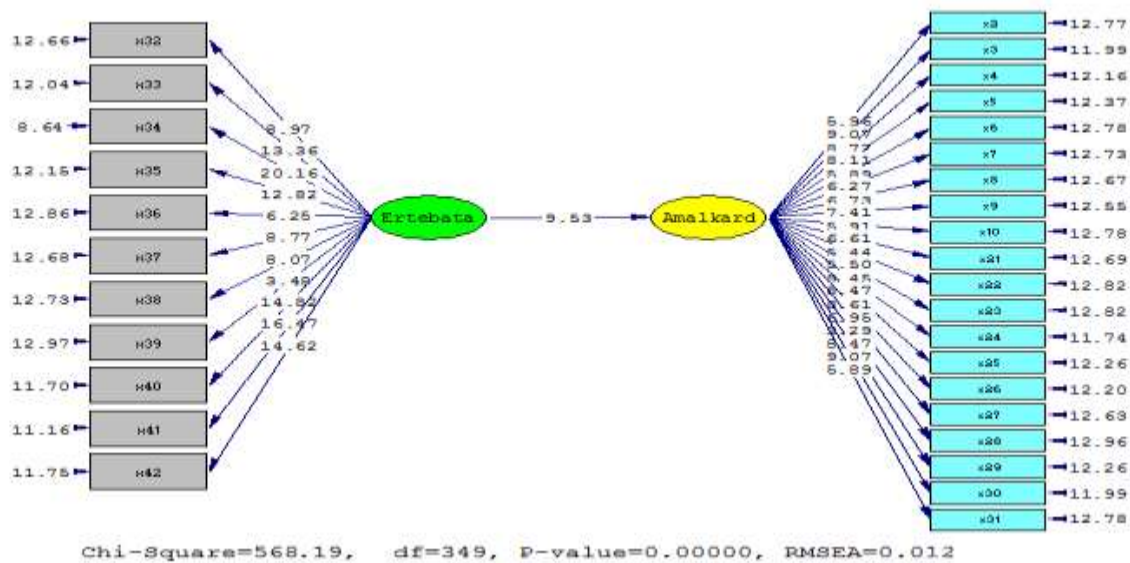
as structural equation modeling is normal distribution. A single-sample Kolmogorov-Smirnov test was used to check the distribution. the level of significance for all variables was greater than 0.05. So, the null assumption, , is confirmed at 95% confidence level.

Total	Work Experience					Sex		Age				
	Over 20 years old	15-20	10-15	5-10	Less than 5 years	female	male	Over 50 years old	40-50	30-40	20-30	
350	25	77	141	56	51	122	228	7	98	169	76	Frequency

Table 1. Demographic variables of research

### Path analysis (hypothesis testing)

For testing hypotheses and studying the relationship between elements, LISREL software was used. The results of the analysis with path coefficients and the state of the coefficients are presented in Figures 2 to 9.





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Fig2.Structural equation model (t-value)

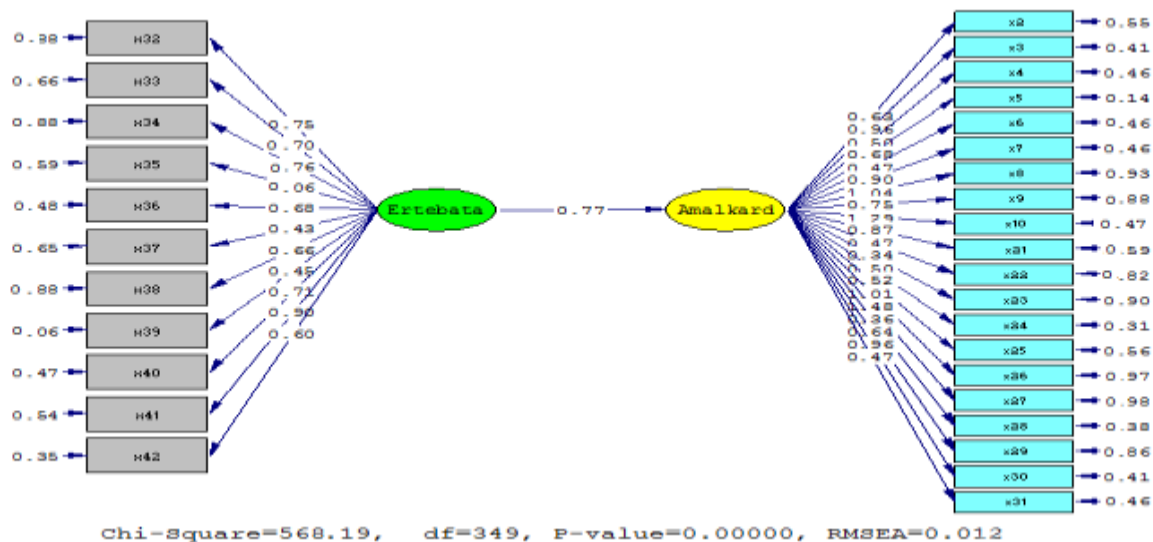


Fig3.Structural equation model -estimation of standard coefficients



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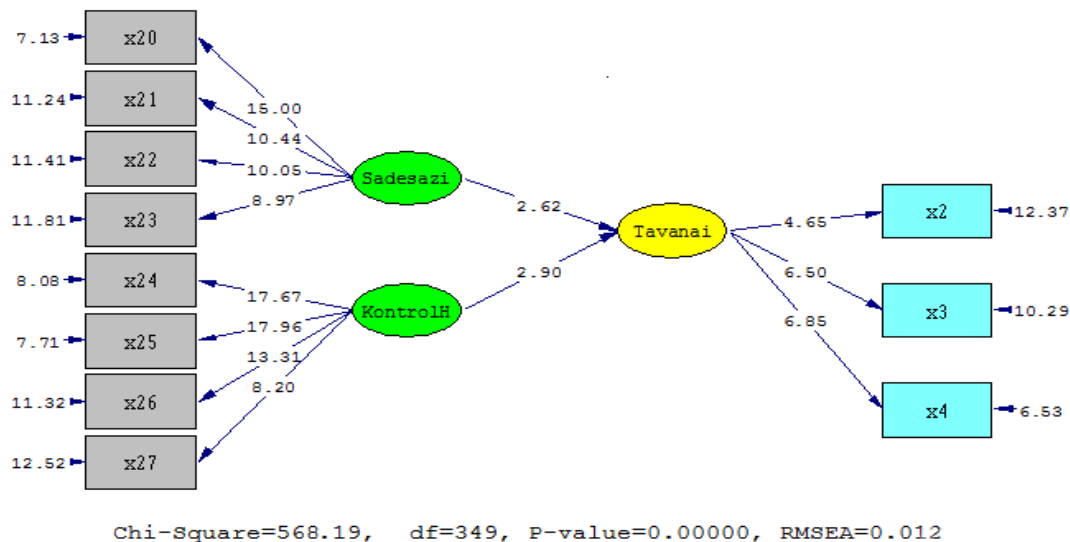


Fig4.structural equations of ability variables, simplification and control of emotions

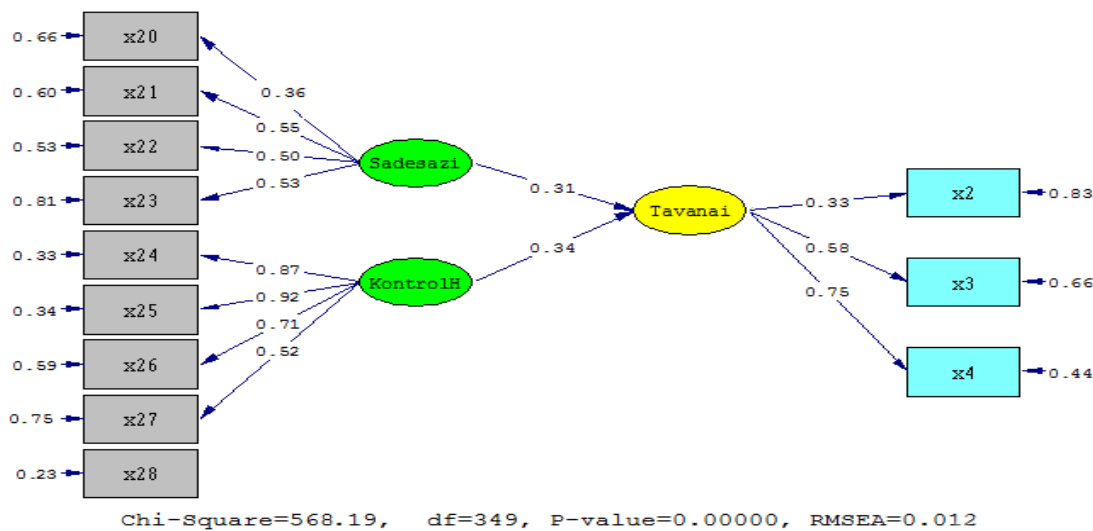


Fig5. Structural equation modeling (ability variables, simplification and emotion control) in Estimating the standard coefficients (t-value)



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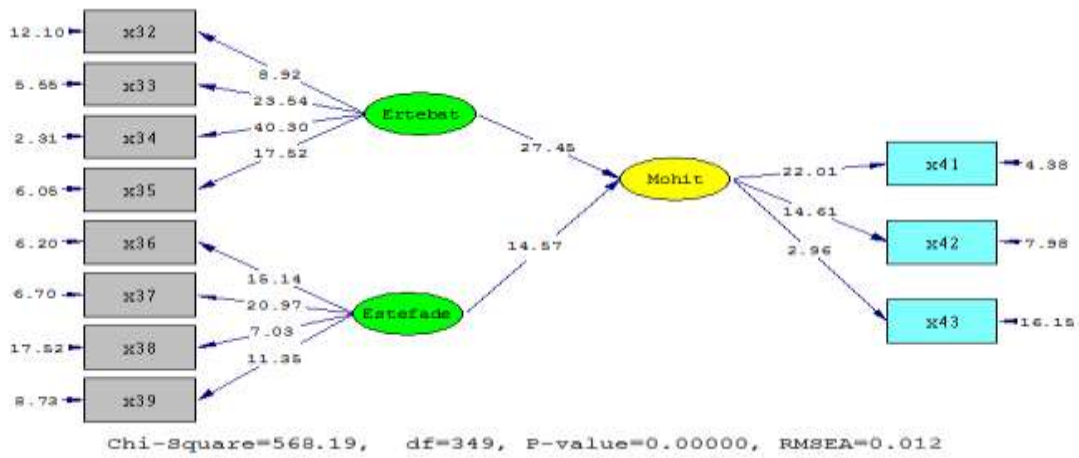


Fig6. structural equations of environment variables, informal communication and use of multiple channels(t-value)

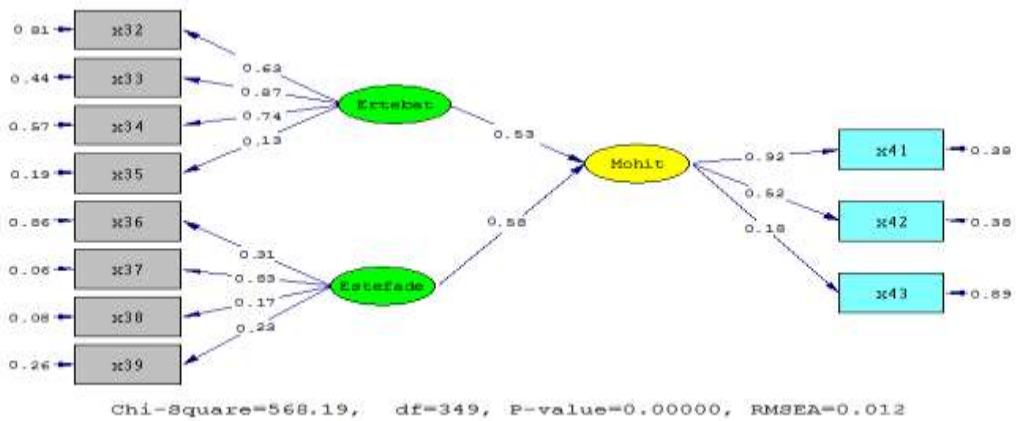


Fig7. Structural equations (environment variables, informal communications, and multiple channels)



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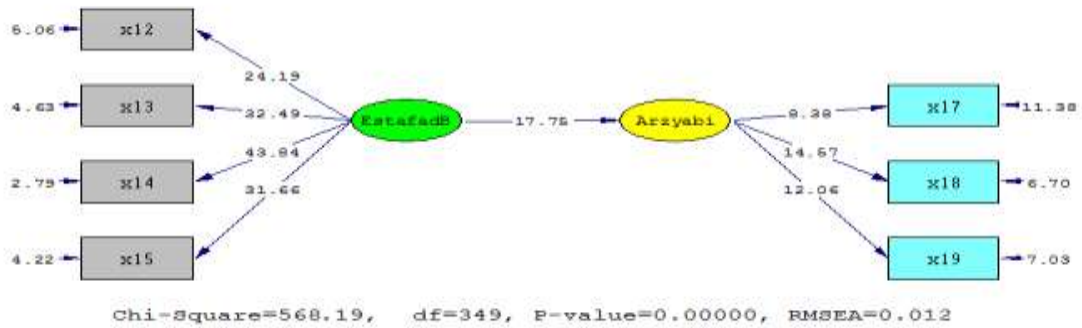


Fig8. Structural Equation Modeling (variables of using feedback and evaluation) (t-value)

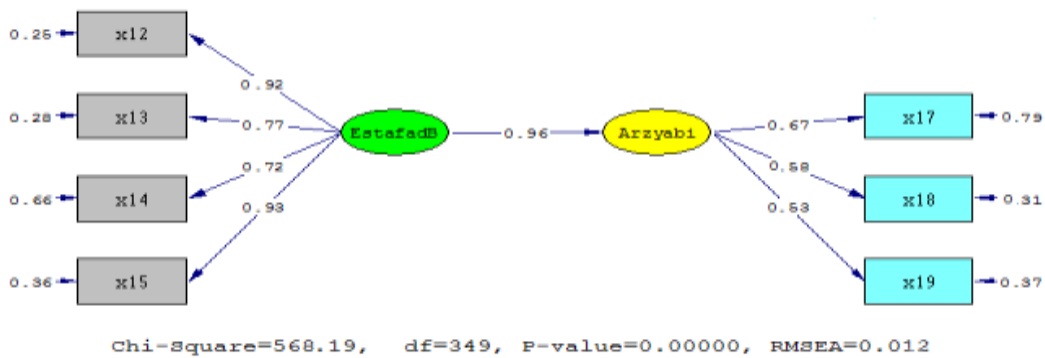


Fig9. Structural Equation Modeling (feedback and evaluation variables) standard coefficients

Result	Allowed limit	Estimates of the original model	Index name
confirm	Less than 3	1.628	(Chi-2 degrees of freedom)
confirm	More than 0.9	0.91	(Goodness fitness) GFI



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confirm	less than 0.09	0.012	Root Mean Squares ) RMSEA (Estimated Error
confirm	More than 0.9	1	(Comparative fit) CFI
confirm	More than 0.9	0.96	(Normed fit) NFI
confirm	More than 0.9	0.97	(Not Normed fit) NNFI
confirm	More than 0.9	0.97	(Increasing fit) IFI
confirm	More than 0.8	0.90	(Averaged Goodness fit ) AGFI

Table.2 fit indices Model

In LISREL software, each of the indicators obtained is not the reason for the model's fitness or disorientation, but these indicators should be interpreted together and mutually. There are several fitness attributes for evaluating the confirmatory factor analysis model and path model. In this study, for evaluating the confirmatory factor analysis model, the chi-square (2), residual mean squares (RMR), fitness index (GFI), fitness adjustment index (AGFI), Normed fit index (NFI), Not Normed fit index (NNFI) Incremental Flexibility Index (IFI), Comparative Factor Index (CFI), and very important second-order indicator of RMSEA are used. The chi-square test is often referred to as the success index. This indicator simply shows if it describe the structure of the relations between the observed variables. The smaller number is the better. This index usually is true under the normal conditions of the multivariate and is sensitive to the size of the sample, since a model may fit in a small sample size, but in a large sample it does not fit. Some researchers use the ratio as an alternative, but this index also has the same limitations. There is no certainty about the chi-square ratio to degree of freedom, and in resources, the value below 3 is acceptable, which is calculated in the present model of 1.628. The GFI criterion represents a measure of the relative value of variances and covariance that is explained by the



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model. This criterion is between zero and one variable, the closer one is to the number one, the better the fit of the model with the more data observed. The reported GFI for this model is equal to 0.91. To combine fitness and consistency into the model, the highly robust index of the second root estimate of RMSEA is used. The RMSEA index is the root of the mean square of the approximation. This index is good for 0.05 or less. The RMSEA is closer to zero for the tested model, the small amount of RMSEA in this model (0.122) is good explanation of covariance. When the average of the variance-covariance matrix is known, this index is a valuable indicator. It is difficult to assess the non-standard variance-covariance matrix. To check a model, especially in comparison with other models as possible, in terms of defining a data set of observed how well, the index values (NFI), (NNFI), indicators (IFI) and index (CFI) has been used. High values of 0.9 indicate a fit for the design model compared to other possible models. In research, various types of tests are used to determine the fitness of a model (Hooman, 2005). Usually 3 to 5 indicators are sufficient to validate the model (Tabatabaei, 2002).

### Test of research hypotheses

According to the above and Figures 1 to 9, all research assumptions are approved at a level of 99%, that summarized in Table 3.

Result	Significance level	Statistics t	Path coefficient	Hypothesis	NO
Confirm	<0.01	9.53	0.77	Org Performance Effective communication	Main Hyph
Confirm	<0.01	2.62	0.33	Ability ↔ Simplification	1
Confirm	<0.01	2.90	0.34	Ability → control the excitement	2
Confirm	<0.01	14.57	0.58	Use multiple channels environment	3
Confirm	<0.01	27.45	0.53	Unofficial communication environment	4
Confirm	<0.01	17.25	0.96	Use feedback Evaluation	5



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Table3. Summary of research findings

### **Conclusion**

The aim of this study is to investigate the relationship between effective communication and organizational performance (based on the Achieve model) in Bank Keshavarzi Khuzestan. Based on the results, there is a direct, significant and positive relationship between these two variables and their characteristics were mentioned, and most importantly That these relationships and their impact were confirmed at a level of 99% and were consistent with the results of earlier studies in other societies. According to the findings of the research, it can be concluded by creating a safe and secure environment in the organization, activities and performance of the individual and as a result organizational performance, will be improved. Managers should communicate with their employees easily to get to know their emotions and feelings and to do better in this way. Managers and staff should be able to control their emotions and feelings in order to have better function. Organizational communication can be a very effective and effective tool, and it determines the success and failure of efforts to achieve organizational strategies and goals. organizational performance Promote by using the competencies of managers and providing the necessary factors to support, helping the staff, creating a suitable environment for growth and prosperity and using these abilities can help Bank Keshavarzi Khuzestan's staff understand better The demands of senior executives, strategic goals and will help to establish a more positive relationship with them and thus offer better suggestions that will lead to satisfaction of managers and clients and achieve organizational goals that enhance the level of organizational performance .

### **Proposals for future research**

Organizational communication and performance, and its affecting factors, are an important issue requiring continuous and ongoing research. One of the reasons for this update is the change in the demographic, psychological, cultural and social characteristics of the staff. With continuous changes, it's increasingly difficult to generalize outcomes for the future. We will continue to provide suggestions for future research:

- Extending the scope of the model examined: Extending the research model to other factors affecting performance as well as implementing the model in another statistical society. In this regard, it is





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necessary to repeat and extend the studies done in the field of organizational performance in order to prove the hypotheses and also add new variables.

- Using Qualitative Techniques in Data Collection: Different methods for collecting information can be used in future research; approaches such as focus groups, observation, Zemet and deep interviewing can help identify factors Effective on the attitude and discovery of new models.
- Investigating the attitude of employees toward organizational communication and performance
- The effect of organizational communication on job satisfaction and organizational performance

### **research limitations**

In researches that examine humanity and its properties, always there are limitations due to the complex nature of mankind. Also, the impact of variables beyond the control of the researcher. In the following, some of the limitations of this research briefly summarized:

- ✓ the most important constraints in every research is the lack of resources. For many reasons, access to science resources that are predominantly up-to-date and valid in the second place is difficult (limited access to databases, sites, articles and Latin journals).
- ✓ Another is the lack of cooperation of members of the statistical community. Due to the lack of time and sometimes the lack of belief and stereotyping of reading these researches by members, people refuse to cooperate and respond to the researcher.
- ✓ The restriction is due to the effect of the interventional variables: the researcher has not been able to control all other effective variables, and therefore research is associated with the limitations of the terms of the research. In research, there was a problem of lack of time, high costs, and lack of research facilities.
- ✓ Also, in place sense, the data of this research has belonged to Bank Keshavarzi of Khuzestan Province, so as it is mentioned more often, different results can be obtained in other organizations of the country as well as in other environments.

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