

Case Study

**Examine the relationship between the effectiveness of organizational communication and power resources managers
(Case Study: Education Department of Koohdasht)**

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ABSTRACT

This study examines the relationship between resources and the effectiveness of corporate communications executive's power. The aim of this study was to investigate the relationship between each of the power sources according to rankings French and Raven managers, including specialized power supplies, authority, reward, legitimate and forced the effectiveness of organizational communication, work experience and executive management experience them. Applied research is a descriptive study. The study sample included all managers of the various administrative offices as well as all employees of the departments of Education is Kuhdasht city. In this study, considering the limited community of teachers corresponding to a standard questionnaire of the census and the effect of communication between all members of society power distribution test. Data collection questionnaire power sources "Shraykhym and Hynkyn" and the effectiveness of corporate communications questionnaire "Nanchyan et al." is. All coefficients obtained by the two methods of authentication, are good and acceptable and therefore, the validity of the questionnaire is verifiable. In this study, descriptive statistics (distribution table and graphs, frequency, cumulative relative frequency, mean, median, standard deviation, minimum and maximum) and inferential statistics (Pearson correlation coefficient, Spearman correlation coefficient and analysis of variance track and test t) is used. All analyzes were performed using SPSS software. Review and analysis of the data showed that out of the eight studied hypothesis, the hypothesis is rejected and six hypotheses were confirmed.

Keyword: organizational communication, power resources managers, Education Department

INTRODUCTION:

Communication from the fundamentals of corporate identity and the heart and essence of management is as per spring through which the activities of planning, organizing, coordination, leadership and control are performed by management. Communications during the "message" from one person to others through

intermediaries, ie information and understanding of the human elements. John Cutter communication process consists of three elements sender - message - receiver knows. To power in the organization of the communication channels and through the opportunities provided by the communication, initially applied and then

eventually expanded to add the text is maintained [1]. Communication process is one of the most important processes on organizational effectiveness and success of the director plays a key role. Research and investigations in the organizations and working life show that, on average, managers at various levels between 75% to 95% of their time they spend on communications and messaging.

Communication as one of the most important is the management process. Effective communication and proper management is always an important element in the success to come. Has been proven that, if not placed in the correct relationship, the flow is disturbed and disturbing things are. Coordination, planning, organization, control and other tasks not possible in the absence of an effective communication system and the possibility of managing the organization will not be provided.

Gary Bynsvn in studies by asking for western American states sent 175 managers of large companies, both oral and written communication skills made it clear that not only in qualifying but also in the effective performance of the job assigned effective. Questions raised in the context of critical factors and skills to be effective in recruiting graduate students, is conducted in this investigation, it was found that oral communication and written communication skills as the first and second most important skills are considered. Determine the organizational structure of Msyrkhasy Khvdnshanh that determines the type of communication in the organization.

Power, leadership and decision-making (open or closed) related to the communication process, because without the details of this process will be meaningless. Organizational analysts have varying degrees of importance attached to the communication process. Two researchers named Ktzvkan believe that communication and the social system of exchange of information and transfer Mqsvd- spirit forms. On the other hand,

the essential characteristic of a manager's role and the effectiveness of the organization he provides. In fact, an inevitable phenomenon in the organization, but the organization's managers look at it as a negative phenomenon. If the purpose of power, the organization's objectives may be considered a positive phenomenon and function, resulting in system dynamics and organization, but if the goal is to achieve personal goals, it certainly would be a negative phenomenon [2]. David McClelland has shown two sides of the coin of power. A procedure on the positive and negative on the other hand is called.

Two researchers named McClelland and David Byrne Ham believe, successful managers are the ones who benefit the organization (not for pride), the others are leveraging their power to apply it. Who has complete mastery over his rebellious self (only for the benefit of the organization) to others their power (compared with those who abuse power for personal benefit or try to rely on their hearts popular) more effective and more successful.

Meters argued that the power can easily take institutional aspects. Those who no longer believe in the power of faith and have accepted that they have power and are easier on the people around him can thereby leveraging the power-holders are more genuine.

Based on the findings of our study, we aimed to achieve the following questions:

Is divided between different sources of power management based on the life of French and Raven Brett ROM includes: power-based compensation, the strength of force, legal power, authority power, expert power, the effectiveness of organizational communication there?

Statements of this study:

The main purpose: to determine the relationship between the effectiveness of organizational communication and power supply managers.

Partial goals:

Examine the relationship between the effectiveness of organizational communication and power resources managers

1. The relationship between the effectiveness of organizational communication and power supply management bonuses.
2. The relationship between the effectiveness of organizational communication and power source enforced.
3. The relationship between the effectiveness of organizational communication and power supply management authority.
4. The relationship between the effectiveness of organizational communication and power supply management expertise.
5. The relationship between the effectiveness of organizational communication and power supply management legislation.
6. The difference between the different sources of power management and non-management directors in terms of expertise.
7. the relationship between different sources of power directors and their management experience.
8. the relationship between different sources of power directors and their work experience.
6. Between each of the sources of power management and non-management directors in terms of expertise There
7. Between each of them there is a power resource managers and management experience
8. managers of each of the power sources on their work experience there

Background study

[3] Concluded that managers spend a large percentage of their communications. Usually this communication to be established for calls for holding councils. Managers should respond to phone messages and outgoing messages. In short, in relationship summed up the Task Manager and the broad way "sharing of experiences" is also defined. In this sense every living thing within its own experiences and those of others, what kind Guido What other types of shares.artbatat a personal process that is involved is the exchange of behavior [4]. Communications - exchange of information and transfer means - part of what managers do [5].

Community shows how the distribution and exchange of ideas, thoughts and information via written, oral, symbols and gestures to guide the behavior of employees in the exchange of messages. [1]Philip Kvmyz, communications' passing information to the sender (information) to the receiver (information) on the condition that both the sender and the receiver, data was transferred to perceive and understand "is defined. (In organization) horizontal or vertical direction traveled. If you go that route communications vertical direction may be upward or downward. If communication in the organization from one level to a lower flow, the direction is downward. The group or organization, communication path traveled upward. To feed back the results of operations and informing the managers of Miran progress, the path is upwardThe principles of communication are as follows. The technique,

The main hypothesis: the effectiveness of organizational communication and power resources managers there

Partialhypothesis:

1. the effectiveness of organizational communication and power supply there is a reward managers
2. the effectiveness of organizational communication and persuasion power supply managers there
3. the effectiveness of organizational communication and power supply management authority there
4. the effectiveness of organizational communication and power supply management profession there
5. the effectiveness of organizational communication and relationship managers are the legal power source

language, brief, Srahtv positive or negative balance.

The presence of organizations in the communities they are a phenomenon that has no social life, is facing a serious crisis, as Etzioni says, "are born in organizations, education organizations and we are often engaged to work in organizations. Communication barriers are the main reason for the write or understand any message disruption. Disruption in the communication management is an important issue. [4-6] communication barriers: barriers of perception, social status, resistance to change, language barriers, lack of planning, the imagination of people, lack of expression of the message, not listening well, drop and change message When the transfer of distrust and fear, obstacles scientific experimental, noise, effects of incentive and non-verbal signs and contradictory history.

[7]put obstacles in the way of effective communication include: the smoothness offering information, personal characteristics, gender, emotions, language and non-verbal communication is considered. Power as the ability to force someone to do what we want, or the ability of the occurrence of problems in a way that we defined[8].

The allocation of power between the category of middle managers and the forces of great importance, because the power lead to increased efficiency. Managers must have enough power to maneuver a great way to do your tasks. If the organization without power, the category of middle managers in the organization will have no effect and for those who will be authoritarian and arbitrary [3].

Was observed openly, powers applied in different companies in many different horizontal surface [3]. Research was carried out on industrial companies came to the conclusion that the sales offices of these organizations have the most power, the most powerful members of the unit responsible for these units and brought to account for the appearance of the people the way they

behave [9]. [10] in their study concluded that people in different fields, ongoing conflicts and permanent conflicts.

A. Far in 2005 in his study concluded that the organizational strength and resources of all five styles of conflict management are related. Dlyryan result of data analysis in 2003 showed that there is power resources management and organizational climate. Immortal in his study concluded that 2003 power sources used by managers and organizational climate there[10].

Amjadi study in 2003 showed that the use of managers from sources of power, authority, power, expertise, power of persuasion and force of law on the use of high and medium level managers power bonuses Mybashed.byn Comments staff at different levels of education and there is similar work experience.

The results dignity far in 1999 suggests that the highest average use of executive power supplies to the character, expertise, law, organizational rewards and coercion, and the results we can say that the atmosphere of the primary schools closed environments beyond the the atmosphere tend.

The results of the study squirrel in 1999 indicated that between applying coercive power and the managers and the stress of teachers, there, however, the exercise of power, reward, authority and expertise of managers and stress teachers inverse relationship is established [11].

The results of the data analysis by Puri in the academic year 1997 indicated that the special powers and personality of each of the organizational climate, manager behavior and the behavior of teachers, a significant positive correlation there. The power of compulsory school organizational climate, behavior of teachers, principals and significant negative correlation was observed.

School and director of the compensatory power of organizational climate had a significant positive correlation, but there was no significant correlation with teachers' behavior. Also, the force of law school organizational climate, there

was no significant correlation of principals and teachers behavior. Agronomic, Manizheh in 2004 to investigate the barriers for railway communications within the organization's administrators and staff. The results showed that between managers and employees about communication barriers, there is a significant difference. God, Mary, Drsal83-82 to "examine the relationship between organizational commitment and communication skills Teachers city has the chastity and the following results were obtained: between communication skills and commitment of teachers absent managers and between each communication skills managers (verbal, listening, feedback) and organizational commitment of teachers there [12].

Paul Phillips Carson, of Carson, and Patricia liner holders in a study of power and its impact on employees and customers' choice of sources of legitimate power, reward, coercive, professional referral and its impact on employee awareness of organizational support and will improve the delivery of customer service staff recruitment activities examined.

Mini-bars Seleucid, Joseph Schwartz Assyrian parents and Segal conducted a study entitled "The relationship between the reception power sources by sub- and organizational views" on 232 nurses and 32 supervisors from two urban hospitals in Israel, did. The results showed that job satisfaction is positively related to the adoption of appropriate resources and is also negatively associated with inadequate resources.

Research "Krvzyr" in 1964 did the French organizations, to achieve an alternative view of power. The research was conducted on the bodies of the tobacco companies, although the study "Krvzyr" did a sample is unique, however, indicate that the relationship between the horizontal plane could strengthen the powers of the relevant groups[13].

"Student" Forty-production team at the factory of a company's products, household electrical appliances studied. These groups of employers

and employees to obey given five power base "French" and "The Raven" was determined. Legitimate power, has been the strongest reason for obedience and other bases respectively include expert power, reward power, coercive power of referral. The findings Jyzlahs Carmen, in 1994, showed that the failure of development projects in Ecuador, lack of performers, the barriers of communication between cultures. Chartz results in 1984 show that the rate of communication in primary schools, secondary schools is much higher. Mean calls among members of the Board of Education, with an increasing number of them decreased.

In 1980, a survey of physical education in the skills and competencies required Jamysvndr sports managers in military units, hospital managers in the three levels of low, intermediate, high-examined. The results showed that the ability of communication between the two groups of twelve competencies middle and top managers in this unit was in fourth place in terms of importance and priority[14].

Research methodology

Methods: This research applied research and descriptive research type (non-experimental) is. The population in this study population consisted of all directors of various departments and experts Kuhdasht city's education office. Given that the size of the study sample was 120 people, so the population of this study is limited. The sample in this study due to the limitation of review by the supervisors and adviser to the census. Two questionnaires Astandamnab effect of communication between all members of society the power of distributed test after the stage 78 questionnaires were returned to the researcher.

The data collection tool

In this study, questionnaire data gathering tools are as follows:

Aquestionnaire power sources "Shraykhym and Hynkyn": The questionnaire used to determine the power sources used Kuhdasht city education administrator. It should be noted that the questionnaire was answered by managers. Inventory of power "Shraykhym and Hynkyn" is a 20 item questionnaire by which the power of "French and Raven," which includes five sources of power: reward, coercive, authoritative, legal and professional is measured. The questions are multiple-choice based on the Likert scale (strongly agree, agree, no comment, disagree, strongly disagree) is.

B Inventory, "the effectiveness of organizational communication (Nanchyan et al. [15]):the questionnaires to determine the effectiveness of corporate communications departments of education in the city Kuhdasht used. It should be noted that the questionnaire be answered by the staff of the Office of Education Kuhdasht city. The questionnaires were designed to assess data that can pay using a Likert pattern. To measure the variables "sources of power" and "the effectiveness of organizational communication" or ordinal use of an ordinal scale. The questionnaire has 25 questions. The questions are multiple-choice (very low, low, medium, high, very high) and is based on the Likert scale. The effectiveness of corporate communications questionnaire, three variables including variable effective communication, feedback variable and variable number of communication channels is considered. 9 questions regarding variable effective communication, feedback variable 6 variable number of communication channels question has been raised 10 questions.

Validity study

In this study, the validity of the questionnaire "sources of power" and "the effectiveness of organizational communication" Help the Worshipful Master, Worshipful Master consultant and three professors and management were

consulted.Finally, with the approval of respected professors, validity was confirmed.

Validity study:

In this study, the validity of the test - retest and Cronbach's alpha was used.

Test-Retest:

In this study, the primary samples, including 20 managers and 20 employees of the departments of education were randomly selected Kuhdasht. The questionnaire "sources of power" and "the effectiveness of corporate communications" in order to provide managers and employees. After 20 days, two groups qualifying, again the questions questionnaires responded and then the following formula Pearson correlation scores twice for Thus the questionnaire assessed each Grdyd.bh "sources of power" that confirms the validity of the correlation coefficient is equal to 0.615. Also on the staff questionnaire correlation coefficient is equal to 0.584

Cronbach's alpha:

Cronbach's alpha was used to assess the internal consistency of the questionnaire. Cronbach's alpha coefficients related to questionnaires "sources of power" and "the effectiveness of corporate communications:"

Cronbach's alpha coefficient power

sources $r_{\alpha} = 0.8403$

Cronbach's alpha coefficient of efficiency of corporate communications $r_{\alpha} = 0.7865$

Thus, according to the coefficients obtained in the questionnaire are of sufficient validity.

Data collection method

1. **.library:** to collect research data, theoretical part of the work has been done in this part of the books, articles, theses and research, also referring to the Iranian scientific centers of documentation and computer search to obtain papers and dissertations is used abroad.

2.**Field method:** in this phase of the study, the most appropriate method to be used for data collection of the sample. Since direct contact and interviews with each of the participants had a

great time and it was virtually impossible in this study, a questionnaire was used to collect information. Obtaining permits for fieldwork and questionnaires in the areas of education, research and graduate education agency Kuhdasht protective circle presentation after obtaining the required permissions questionnaires distributed by the researchers after the call, the questionnaire was to be taken

Data analysis method:

In this study, descriptive statistics (frequency tables and graphs, frequency, cumulative relative frequency, mean, median, standard deviation, minimum and maximum) and inferential statistics (Pearson correlation coefficient, Spearman correlation coefficient and analysis of variance track and test t) is used. All analyzes were performed using SPSS software.

RESULTS AND FINDINGS

Descriptive statistics hypotheses:

The mean response and standard deviation to the questions of power and effectiveness of corporate communications

standard deviation	mean	N	
.64211	3.9712	78	Reward
.63634	3.9359	78	Compulsion
.42045	4.3205	78	Law
.47442	4.3045	78	Authority
.50472	4.1923	78	Expertise
.51972	3.9558	78	Its effectiveness
.83484	3.6859	78	Feedback
.55875	2.6359	78	The number of communication channels

Inferential Statistics:

Kolmogorov-Smirnov Test

Effectiveness of Corporate Communications	Power sources	
.648	.997	K-S
.795	.274	α

As you can see in the above table significant level of resources and the effectiveness of corporate communications power is greater than 0.05. The data are normally distributed. As a result of analysis of parametric hypothesis test and Pearson's correlation coefficient is used.

The main hypothesis:

The effectiveness of organizational communication and power resources managers there.

(p)	The correlation coefficient	standard deviation	mean	N	Variables
0.001	.379	.40641	3.404	78	The effectiveness of organizational communication
		.43503	4.144	78	Power supply managers' rewards

To test this hypothesis, we used Pearson correlation coefficient. As you can see in the chart above average and standard deviation for indicators of the effectiveness of organizational communication and management of power sources is shown. The significance level of 0.001 for these two variables, the number of alpha test (0.05) is smaller. So the hypothesis is rejected. In other words, the effectiveness of organizational communication and power resources managers there. The correlation coefficient for the two variables is 0.379, which is a positive value. As a result of these two variables is significant positive correlation with each other.

Partial Hypothesis

Examine the relationship between the effectiveness of organizational communication and power resources managers

The effectiveness of organizational communication and power supplies there is a reward managers.

(p)	The correlation coefficient	standard deviation	mean	N	Variables
0.000	.404	.43503	3.404	78	The effectiveness of organizational communication
		.64211	3.971	78	Power supply managers' rewards

To test this hypothesis, we used Pearson correlation coefficient. As you can see in the chart above average and standard deviation for indicators of the effectiveness of organizational communication and power supply management remuneration is shown. The significance level for these two variables is 0.000, the number of alpha test (0.05) is smaller. So the hypothesis is rejected. In other words, the effectiveness of organizational communication and power supply managers, there is a reward. The correlation coefficient for the two variables is 0.404, which is a positive value. As a result of these two variables is significant positive correlation with each other.

The effectiveness of organizational communication and power supplies enforced there.

(p)	The correlation coefficient	standard deviation	mean	N	Variables
.021	.261	.40641	3.404	78	The effectiveness of organizational communication
		.63634	3.935	78	Power sources enforced

To test this hypothesis, we used Pearson correlation coefficient. As you can see in the chart above average and standard deviation for indicators of the effectiveness of organizational communication and power supply are shown enforced. The significance level of 0.021 for these two variables, the number of alpha test (0.05) is smaller. So the hypothesis is rejected. In other words, the effectiveness of organizational communication and power source enforced there. The correlation coefficient for the two variables is 0.261, which is a positive value. As a result of these two variables is significant positive correlation with each other.

(p)	The correlation coefficient	standard deviation	mean	N	Variables
0.01	.176	.4064	3.404	78	The effectiveness of organizational communication
		.4204	4.320	78	Referent power resources managers

To test this hypothesis, we used Pearson correlation coefficient. As you can see in the chart above average and standard deviation for indicators of the effectiveness of organizational communication and power supply management authority is shown. The significance level of 0.012 for these two variables, the number of alpha test (0.05) is smaller. So the hypothesis is rejected. In other words, the effectiveness of organizational communication and power supply management authority there. The correlation coefficient for the two variables is 0.176, which is a positive value. As a result of these two variables is significant positive correlation with each other.

The effectiveness of organizational communication and power supply management expertise there.

p	The correlation coefficient	standard deviation	mean	N	Variables
.002	.341	.4064	3.409	78	The effectiveness of organizational communication
		.4744	4.305	78	Sources of power management expertise

To test this hypothesis, we used Pearson correlation coefficient. As you can see in the chart above average and standard deviation for indicators of the effectiveness of organizational communication and power

Examine the relationship between the effectiveness of organizational communication and power resources managers

supply management expertise shown. The significance level of 0.002 for these two variables, the number of alpha test (0.05) is smaller. So the hypothesis is rejected. In other words, the effectiveness of organizational communication and power supply management expertise there. The correlation coefficient for the two variables is 0.341, which is a positive value. As a result of these two variables is significant positive correlation with each other.

The effectiveness of organizational communication and resource managers, there is a legal power.

p	The correlation coefficient	standard deviation	mean	N	Variables
0.46	.217	.4064	3.404	78	The effectiveness of organizational communication
		.5047	4.192	78	Legal power resources managers

To test this hypothesis, we used Pearson correlation coefficient. As you can see in the chart above average and standard deviation for indicators of the effectiveness of organizational communication and power supply is shown legitimate managers. The significance level for these two variables, the number of alpha test was 0.046 (0.05) is smaller. So the hypothesis is rejected. In other words, the effectiveness of organizational communication and power supply there is a legitimate managers. The correlation coefficient for the two variables is 0.271, which is a positive value. As a result of these two variables is significant positive correlation with each other.

standard error	standard deviation	mean	N	Field of Study
.06630	.39222	4.1614	35	Manage
.06431	.42173	4.1314	43	Non-Management

T-test for equality Posts							Levene test for equality of variances		
Max	Min	The standard error of difference	The difference between mean	α	df	t	α	F	
.215	-.155	.093	.030	.748	76	.323	.577	.313	Given the equality of variance
.214	-.153	.092	.030	.746	74.6	.325			Assuming unequal variances

To test this hypothesis, we used the t test. The first table mean, standard deviation and standard error in the field of management and non-management directors is given power sources. The second table on Equity Average power resources in the fields of management and non-management directors. As noted above 0.748 significance level for this test is that the number of test alpha (0.05) is larger. Therefore, the null hypothesis is accepted. In other words, each of the sources of power between management and non-management directors in terms of expertise, there is no difference.

Between each of them there is a power resource managers and management experience.

α	F	ms	df	ss		
.032	3.102	1.182	3	3.546	Between groups	Reward power sources
		.381	74	28.201	Within group	
			77	31.748	Total	
.387	1.024	.414	3	1.243	Between groups	Power source of coercion

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		.405	74	29.937	Within group	
			77	31.179	Total	
.004	4.823	.742	3	2.226	Between groups	Sources of authority
		.154	74	11.386	Within group	
			77	13.612	Total	
.568	.679	.155	3	.464	Between groups	Sources of expertise
		.228	74	16.867	Within group	
			77	17.331	Total	
.578	.662	.171	3	.513	Between groups	Legal power source
		.258	74	19.103	Within group	
			77	19.615	Total	

To investigate this hypothesis, analysis of variance (ANOVA) was used. As you can see above on the relationship of power management and reward significant level of 0.032, the amount of alpha-test (0.05) is smaller. Therefore, a significant relationship between management experience and reward power supply is on.

Its about having power resources and management experience significant levels of alpha test is 0.387 (0.05) is larger. Thus having a significant relationship between history and power supply management is not in place. About the relationship between power and authority of management experience significant level of 0.004, the amount of alpha-test (0.05) is smaller. So the power supply authority management experience and significant relationship is on.

Its about power supplies expertise and management experience significant levels of alpha test is 0.568 (0.05) is larger. As a result of power management experience and expertise on the relationship is not significant. Its about power supply legal and management experience significant levels of alpha test is 0.578 (0.05) is larger. As a result of the management experience and significant relationship to the power supply is not legal.

Between each of the managers and power of their work experience there.

α	F	ms	df	ss		
.644	.859	.369	22	8.116	Between groups	Reward power sources
		.430	55	23.631	Within group	
			77	31.748	Total	
.985	.427	.207	22	4.545	Between groups	Power source of coercion
		.484	55	26.634	Within group	
			77	31.179	Total	
.378	1.097	.189	22	4.153	Between groups	Sources of authority
		.172	55	9.459	Within group	
			77	13.612	Total	
.146	1.421	.285	22	6.281	Between groups	Sources of expertise
		.201	55	11.050	Within group	
			77	17.331	Total	
.503	.979	.251	22	5.520	Between groups	Legal power source
		.256	55	14.095	Within group	
			77	19.615	Total	

As you can see in the chart above the level of significance for the relationship between years of service and all sources of power from the alpha test (0.05) is larger. Thus the power of each resource managers and their work experience there.

CONCLUSION

According to the analysis of data using SPSS18 software and using Pearson correlation coefficient and Spearman correlation coefficient, t-test and ANOVA, overall results indicate acceptance are all hypotheses.

Consequently, the main hypothesis of 1:

The first main hypothesis: the effectiveness of organizational communication and power resources managers there.

Given the significant level of 0.001 for these two variables, the number of alpha test (0.05) is smaller. So the hypothesis is rejected. In other words, there is a relationship between the effectiveness of organizational communication management power and resources. The correlation coefficient for the two variables is 0.379, which is a positive value. As a result of these two variables is significant positive correlation with each other. The results of this hypothesis is consistent with the results of kit Karnyz (2001) is to analyze the role of power in the institutional analysis of Chinese society that the correlation between two variables organizational value and "power spread" is shown.

Consequently, the first sub-hypothesis:

First hypothesis: the effectiveness of organizational communication and power supply managers, there is a reward.

Given that these two variables is 0.000 significance level for the number of alpha test (0.05) is smaller. Therefore, the null hypothesis rejection occurs. In other words, the effectiveness of organizational communication power source, there are managers' bonuses. The correlation coefficient for the two variables is 0.404, which is a positive value. As a result of these two variables is significant positive correlation with each other. The results of this assumption greatly with communication skills and power Pzhvhsh-Hayy that reward managers leads to increased motivation in the corporate box is consistent Dansth-And such as [16-17-18]which eventually led to job satisfaction.

Consequently, the second hypothesis:

The second hypothesis: the effectiveness of organizational communication and power source enforced there.

Given the significant level of 0.021 for these two variables, the number of alpha test (0.05) is smaller. So the hypothesis is rejected. In other words, the effectiveness of organizational communication power source enforced there. The correlation coefficient for the two variables is 0.261, which is a positive value. As a result of these two variables is significant positive correlation with each other. The results of the study hypothesis with researchers like [19-20-21], the power source of coercion managers with organizational communication and communication with the staff examined have.

Consequently, the third sub-hypothesis:

The second hypothesis: the effectiveness of organizational communication and power supply management authority there.

Given that a significant level of 0.012 for these two variables, the number of alpha test (0.05) is smaller. So reject the null hypothesis is made. In other words, the effectiveness of organizational communication and power supply managers' authority there. The correlation coefficient is 0.176 for the variable amount is positive. As a result, a significant positive relationship between these two variables together.

Consequently, the fourth sub-hypothesis:

The fourth sub-hypothesis: the effectiveness of organizational communication and power supply management expertise there.

Given that a significant level of 0.002 for these two variables, the number of alpha test (0.05) is smaller. So reject the null hypothesis is made. In other words, there is a relationship between the effectiveness of organizational communication management expert power source. The correlation coefficient for the two variables is 0.341, which is a positive value. As a result, a significant positive relationship between these two variables together.

Consequently, the fifth hypothesis:

Fifth hypothesis: the effectiveness of organizational communication and power supply there is a legitimate manager.

Given that a significant level for these two variables, the number of alpha test was 0.046 (0.05) is smaller. So reject the null hypothesis is made. In other words, the effectiveness of organizational communication managers, there is a legal power source. The correlation coefficient for the two variables is 0.271, which is a positive value. As a result of these two variables is significant positive correlation with each other. The results of this hypothesis with the results of [22] which concluded that the barriers between managers and staff to communicate, there is a significant difference, not in line.

Consequently, the sixth hypothesis (reject):

Sixth hypothesis between each power supply managers in management and non-management expertise there.

To test this hypothesis, T-used. Due to the significance level for this test is that the number of alpha-test 0.748 (0.05) is larger. The null hypothesis is accepted is made. In other words, according to the managers of each of the sources of power management expertise Vghyrmdyrt there is no difference.

Results hypothesis seventh:

Seventh hypothesis between each power supply managers and their management experience there. To investigate this hypothesis, analysis of variance (ANOVA) was used. Its about power management experience and reward significant level of 0.032, the amount of alpha-test (0.05) is smaller. Therefore, a significant relationship between management experience and reward power supply is on. Its about power source of coercion and management experience significant levels of alpha test is 0.387 (0.05) is larger. As a result, a significant relationship between management experience and resources to not having power. About the relationship between power and authority of management experience significant level of 0.004, the amount of alpha-test (0.05) is smaller. So the power supply authority management experience and significant

relationship is on. Its about power supply expertise and management experience significant levels of alpha test is 0.568 (0.05) is larger. As a result of power management experience and expertise on the relationship is not significant. Its about power supply legal and management experience significant levels of alpha test is 0.578 (0.05) is larger. As a result of the management experience and significant relationship to the power supply is not legal.

As a result the eighth partial hypothesis (reject):

Eight sub-hypothesis: the managers of each of the power sources on their work experience there. The ANOVA test for significant correlation between years of service and all sources of power from the alpha test (0.05) is larger. So each of the sources of power between managers Vaseno their work there.

Limitations

1. A general limitation of the study, especially in management research, there are variables that can not be limited in any research had been effective but they all looked. In this research, many variables are effective as barriers to economic, political and .
2. Since this study was conducted among employees Kuhdasht city education departments should be careful in generalizing the results to other organizations should be given.
3. One limitation of this study is that certain time interval in this study is not included.

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