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A Study on the Relationship between Communication Skills and Mental Health and Job Performance

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A B S T R A C T

The aim of this study is to investigate the relation of communication skills and mental health with job performance of the Melli Bank staff of Bandar Abbas in 2005. The study population includes 560 subjects. The sample size is selected using Cochran formula, which is equal to 142 subjects. The research sample is selected randomly. Research required data are collected using field method. Spreitzer Psychological Empowerment Questionnaire (1990), Mental Health Questionnaire (SCL 90 R) and Communication Skills Questionnaire are data collection tools of the study. Multivariate regression test is used to examine the research hypotheses. The results show that there is a significant relationship between communication skills ($p = 0.001$) and mental health dimensions ($p = 0.001$) and job performance. Therefore, communication skills and the dimensions of mental health are good indicators of explaining the staffs' job performance.

Keywords: Job Performance, Communication Skills, Mental Health.

INTRODUCTION

One of the concerns and intellectual challenges of the managers of the organizations and companies is the optimal usage of human resources. In other words, today in these organizations and companies, human resources are considered as a significant potential source of thought, creativity and initiative that much of this capacity is neglected. Accordingly, one of the most effective strategies in increasing the efficiency of organizations and companies is to transform job satisfaction and performance, mental health, and communication skills of the staff¹.

Communication is an important event in the social life, and one of the most important tools of social, political, cultural, and scientific transformations in today's world. Bali (1989) states that communication is one of the most extensive, most important and most complex types of human behaviours. Actually, it is considered as the ability to establish a correct communication at a higher level, separating

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humans from other animals. Communication is a process by which two or more catalysts are somehow involved to provide the possibility of exchanging messages and codes in a flexible manner and to meet a goal².

In general, communication can be defined as the process of exchanging information from the provider of the information through verbal and non-verbal methods to the information recipient. Communication has different dimensions and characteristics. (A) Providing information to others about your goals: this feature has been called by some authors as objectivity. (B) Description of the communication type: the relationship between the parties has been ordered by the message. (C) Multidimensionality of communication: communication continues at two distinct levels, of course, verbal and nonverbal communication. Knowing these definitions, we can say that communication skills are the learnable behaviours that makes living with others possible through communications³.

The concept of mental health is in fact an aspect of the overall concept of health. Although the word health is known to us and has a certain concept, it is not easy to define it, and it has different meanings for different people. The literal definition of health is being perfect, flawless and holy⁴. According to World Health Organization, mental health is "the state of physical, mental and social welfare, not just the absence of disease or infirmity". Some have thought that the opposite of mental health is mental illness, while this is not the case. The concept of mental health is much broader than this. The main goal of mental health is to help all people achieve a perfect, happier, more harmonious life and have a widespread recognition and prevent mood, emotional and behavioural disorders. Coping with mental illnesses to create a healthy society is the responsibility of governments and society. Any society which calls for well-being and happiness of its people, should bring up them consistent and harmonious⁵.

In defining and describing job performance, it should be stated that Bernadine et al believe that performance should be defined as the job results, because the results have the strongest correlation with the strategic objectives of the organization, customer satisfaction and economic roles⁴. Levy also believes that job performance is the result of three job factors correlated with each other. Skill, effort and the nature of working conditions. Skills include knowledge, ability and competence of employees in work. Effort is the degree of employee's motivation, which leads him/her surpass at the work and the nature of working conditions is the degree of these conditions compliance in facilitating the employees' efficiency⁶. On this basis, this paper examines the relation of the components of communication skills and mental health with job performance among the staff of Melli Bank (Iran).

METHODOLOGY

The present study, in terms of the implementation method, it is descriptive and correlational. The population of the study includes all employees of Melli Bank in Bandar Abbas province (40 females and 520 males) in 2015. The research sample

consists of 142 subjects among 35 branches of Melli Bank in the city of Bandar Abbas (in Iran) who are selected using Cochran Formula and stratified random selection. In the present study, the required data are collected using field method. In fact, in this study, with direct reference to the target population (employees of the Melli Bank of Bandar Abbas) the information about communication skills, job performance, and mental health is collected. The questionnaires used to collect data. To analyze the data, descriptive and inferential statistical methods (descriptive statistics: mean, standard deviation), (inferential statistics: Pearson correlation coefficient and multiple regression) are used.

RESULTS

In this section, the mean and standard deviation of the indicators and dimensions of the indicators have been investigated separately.

Table 1. Mean and Standard Deviation of Research Variables

Row	No.	Min.	Max.	Mean	S.D.	
Mental Health	Somatization	142	00	20	5.60	4.52
	Obsessive - Compulsive	142	00	10	3.20	22.48
	Interpersonal Communication Sensitivity	142	00	11	2.78	22.47
	Depression	142	00	8	1.47	1.81
	Anxiety	142	00	13	3.40	2.89
	Phobia	142	00	16	2.37	2.29
	Paranoid Thoughts	142	00	4	1	1.07
	Psychosis	142	24	22	1.97	2.50
	Aggression	142	00	4	0.83	0.95
Communication Skills	Listening Skills	142	8	23	15.11	2.71
	Non-verbal Skills	142	6	22	13.12	3.13
	Verbal Skills	142	7	44	12.88	4.11
Job Performance	Job Performance	142	15	99	53.10	10.47

The study on mental health in the research sample about mental health dimensions indicates that the mean of somatization complaints is equal to 5.6, the mean of obsessive - compulsive is equal to 3.2, the mean of interpersonal communication sensitivity is equal to 2.78, the mean of depression is equal to 1.47, the mean of anxiety is equal to 3.4, the mean of phobia is equal to 2.37, the mean of paranoid thoughts is equal to 1, the mean of psychosis is equal to 1.97, and the mean of aggression s is equal to 0.83. The study on skills and communication empowerment in the research sample about in communication empowerment dimensions shows that the mean of communication and listening skills is equal to 15.11, the mean of communication and non-verbal skills is equal to 13.12, the mean of communication and verbal skills is equal to 12.88. The study on communication empowerment in the research sample about the dimensions of job performance shows that the mean of job performance is equal to 53.10. To predict

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employees' job performance through communication skills, multiple regression test is used.

Table 2. Results of Determination Model of the Role of Communication Skills in Predicting Job Performance

Variable	Correlation Coefficient	Determination Coefficient	Adjusted Coefficient
Communication Skills	0.280	0.078	0.045

Results of regression analysis regard to the prediction of the job performance of employees through communication skills show that the desired model has a determination coefficient of 0.078. This state suggests that the communication skills explain 7.8 percent of the job performance.

Table 3. ANOVA of the Role of Communication Skills in Predicting Job Performance

Model	Sum of Squares	Freedom Degree	Mean of Squares	f	P
Regression	1214.17	5	242.83	12.316	0.001
Error	14257.24	136	104.83		
Total	15471.41	141	-		

Results of variance analysis shows that according to $f = 12.316$ and $p = 0.001$, communication skills significantly explain the employees' job performance.

Table 4. Prediction of Mental Health through Job Performance

Job Performance	Beta	t	P
Listening Skills	0.264	2.576	0.03
Nonverbal Skills	0.183	1.979	0.05
Verbal Skills	-0.24	-2.346	0.03

The results finally show that verbal skills, according to $\beta = -0.181$ and $p = 0.04$, listening skills, according to $\beta = 0.171$ and $p = 0.03$, and nonverbal skills according to $\beta = -0.233$ and $p = 0.04$ are significantly able to explain the employees' job empowerment. To predict the job empowerment of the employees through mental health dimensions, multiple regression test is used.

Table 5. Results of Determination Model of the Role of Mental Health Dimensions in Predicting Job Empowerment

Variable	Correlation Coefficient	Determination Coefficient	Adjusted Coefficient
Mental Health	0.43	0.184	-0.186

Results of regression analysis regard to the prediction of the job performance of employees through mental health show that the desired model has a determination coefficient of 0.184. This state suggests that the mental health explains 18.4 percent of the employees' job performance.

Table 6. ANOVA of the Role of Mental Health in Predicting the Employees' Job Performance

Model	Sum of Squares	Freedom Degree	Mean of Squares	f	P
Regression	27.98	3	9.328	4.083	0.04
Error	15443.43	138	111.90		
Total	15471.41	141		

Analysis of variance show that according to $F = 4.083$ and $P = 0.04$, mental health dimensions significantly explain the job performance.

Table 7. Prediction of the Employees' Job Performance through Mental Health Dimensions

Skills and Job Performance	Beta	t	P
Somatization	-0.43	-2.444	0.03
Obsessive - Compulsive	-0.262	-2.022	0.04
Interpersonal Communication Sensitivity	0.287	3.282	0.02
Depression	0.264	2.576	0.03
Anxiety	0.183	1.979	0.05
Phobia	-0.24	-2.346	0.03
Paranoid Thoughts	0.132	1.177	0.241
Psychosis	0.121	1.181	0.240
Aggression	0.264	2.576	0.03

The results finally show that mental health dimensions, with the exception of paranoia and psychosis, are significantly able to predict the employees' job performance.

CONCLUSION

The aim of this study is to investigate the relationship between communication skills and mental health and the employees' job performance. According to the research findings, communication skills can be a factor in explaining job performance. Skills of establishing effective communication with clients and colleagues in centers such as banks will lead the person to have better job performance and in fact, do his/her business activities more appropriately. Good communication skills in a business environment such as banks make the job affairs to be done faster.

In addition, the results show that mental health is also a factor in determining job performance. Mental health leads to happiness and motivation in the individuals to do better. Accordingly, mental health can lead to the improvement of employees' job performance.

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