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**RELATIONSHIP THE EFFECTIVENESS OF INTERNAL COMMUNICATION AND
ACCEPTANCE OF CHANGE AND ORGANIZATIONAL PERFORMANCE IN
PHYSICAL EDUCATION EXPERTS OF TEHRAN MUNICIPALITY**

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ABSTRACT

The importance of change, communication and organizational performance is notable in several respects. The purpose of this study is to investigate the Relationship the effectiveness of internal communication and acceptance of change and organizational performance in physical education experts of Tehran Municipality. The present study is a correlation study, according to the purpose is the Applied Research. The population of the study consisted of all Physical education experts of Tehran Municipality (310). Due to the size of the population, through accessiblesampling, the sample was selected (200) according to the Morgan. A questionnaire was used to collect data to Assessment of organizational performance (Amir Barghi1388), and scale adoption of organizational change (RoylaNayva 2010). The reliability using Cronbach's alpha was calculated as follows: Identify communication (81%), organizational change (84%), and organizational performance (88%). Descriptive statistical methods were used to calculate measures of central tendency and dispersion, and inferential statistics used for the Pearson test, and logistic regression using the software SPSS 11.5. The results showed that there is a significant correlation between the acceptances of change in all aspects of organizational performance in physical education experts of Tehran Municipality. There was also a significant

correlation between the effectiveness of internal communication with all aspects of organizational performance in physical education experts of Tehran Municipality. As a result, effective communication is a key factor in change management and organizational performance. Therefore, the implementation of several changes in the municipalities there is a need for a model change, and scientific study and careful deterrent force and progressive implementation of the changes. Municipal Sports Organization as one of the centers of physical education and sport is no exception to this, and it is essential that the research done on acceptance and making changes and Relevant factors, including the role of communication in the acceptance of these organizations.

Keywords: Effectiveness, Internal Communications, Acceptance of Change, Organizational Performance, Physical Education

INTRODUCTION

Today, all managers need to understand the fact that change is a constant feature of their working life. The components, and various environmental factors as the strength and weakness, are subject to change, transformation, and managers have to go along with the wanted and unwanted changes. Admittedly, in this context, the main concern of any manager is the human part of their organization and how to deal with the problem of change (Cheney et al, 2004).

The current Effective organizations are a reflection of a series of changes that have emerged in response to changes in its organizational pattern. Successful organizations recognize the fragility of the internal and external nature, and try to adjust the structure and its relationship to show the

developments and changes to the rapid reaction (Appelbaum et al, 1998).

Many companies today are engaged in a complex business environment that requires greater efficiency, effectiveness and competitiveness based on innovation and knowledge (Ardeshiri, 2002).

Change is never easy, even if carried out according to the best of reasons. When you decide to change your behavior, you have to change something of familiar and simple with something of new and challenging. Change always include the acceptance of the risk and the reward (Zeinali Poor, 2010).

In today's changing world, leaving behind the traditional thinking about management, we enter the realm of the intellectual structure that is full of information and communication contemplation up and pay attention to human

relations and cooperation, rather than human resources function (Kohansal, 2005).

The importance of communication in organizations is remarkable in many aspects, Behind the structure and form a cohesive mass of working people, communication as a binding agent, coordination and cooperation, is undeniable necessity and therefore the success of any organization depends on how communication. Communication can be seen as the binding element in the success of all social systems and subsystems (Azizi, 2005).

Many believe that organizations can continue to work and survive in today's competitive world that have superior organizational performance and better than competitors, and the proper use of the opportunities, benefit from threats (Haji Zadeh, 2006).

Organizations with superior performance are specific characteristics in terms of the organization's vision, mission, goals, strategic thinking, leadership, organizational design, technology and organizational processes (Abzari et al., 2010).

In an organization with superior performance, the way of performance could be explained by the mission statement. One of the most important and most fundamental features of a high performance organization is mission and vision, and organizations with superior

performance, are developing clear and measurable objectives (Abraham et al., 1999). Municipalities are trying to help organizational change, match and adapt to internal and external changes, and to counter such crises in the future. Implement changes in the structure, processes, technology and municipalities manpower, to prepare them to deal with these changes, and also leads to Productivity, improve quality, reduce costs, and maintain customer satisfaction and survival (Balogun, J. & Jenkins, 2003).

Implementing several changes in recent years in the municipalities shows that the educational institution has decided to bring in much-needed change, to adapt and Conformity in the physical and environment changes (Muir, 1995).

Ardeshiri (2009) in their study on "the relationship between organizational structure and resistance to change in the Exercise of Tehran Municipality" indicates that there is a significant relationship between organizational structure and resistance to change. There was also a significant correlation between formalization, complexity and focus on decision-making, with resistance to change in the Exercise of Tehran Municipality.

The purpose of this study is to investigate the Relationship the effectiveness of internal

communication and acceptance of change and organizational performance in physical education experts of Tehran Municipality.

Of this title, no research has been done at the municipal level, and this justifies the importance and necessity of theoretical research. Implementing several changes in municipalities require a model change, and scientific study and careful deterrent force and progressive implementation of the changes.

Municipal Sports Organization as one of the centers of physical education and sport is not exception, and it is imperative that research be conducted on the acceptance of change and related factors, including the role of communication in acceptance of these organizations, this suggests the importance and necessity of applied research.

Research hypotheses:

1. There is a significant correlation between the effectiveness of internal communication and performance dimensions (financial, customer, internal processes, learning and growth) in physical education experts of Tehran Municipality.
2. There is a significant correlation between the acceptance of change and the dimensions of performance (financial, customer, internal processes, learning and growth) in physical education experts of Tehran Municipality.

METHODOLOGY

The present study is a correlation study; according to the purpose is the Applied Research. The population of the study consisted of all Physical education experts of Tehran Municipality (310). Due to the size of the population, through accessible sampling, the sample was selected (200) according to the Morgan. Methods of data collection in this study is divided into two categories library and field. A questionnaire was used to collect data to Assessment of organizational performance (Amir Barghi1388), and scale adoption of organizational change (RoyleNayva 2010). The reliability using Cronbach's alpha was calculated as follows: Identify communication (81%), organizational change (84%), and organizational performance (88%). Descriptive statistical methods were used to calculate measures of central tendency and dispersion, and inferential statistics used for the Pearson test, and logistic regression using the software SPSS 11.5.

DESCRIPTIVE FINDINGS OF RESEARCH:

The individual characteristics of population, we can say that was examined 2 features, including the age and experience as follows. The frequency distribution of age, indicating that the most frequent age range of 32 to 37

years, with 90 people constitute over 45% of the sample volume.

The frequency of experience, indicates that the highest frequency of individuals with experience of 4 to 6 years, who constitute 50% of the 100 samples.

ANALYTICAL FINDINGS OF RESEARCH:

The results showed that there is a significant correlation between the acceptances of change in all aspects of organizational performance in

physical education experts of Tehran Municipality. There was also a significant correlation between the effectiveness of internal communication with all aspects of organizational performance in physical education experts of Tehran Municipality. As a result, effective communication is a key factor in change management and organizational performance.

THE RESULTS OF INFERENTIAL STATISTICS:

Table 1: Regression determination coefficient:

No	Hypothesis	Multiple correlation coefficient	determination coefficient	Adjustment factor	Deviation of the estimation error
1	1	0.749	0.451	0.448	3.38
2	1	0.698	0.453	0.398	3.27
3	1	0.624	0.521	0.482	4.42
4	1	0.564	0.497	0.479	4.25
5	2	0.865	0.401	0.399	3.13
6	2	0.741	0.368	0.345	3.45
7	2	0.753	0.510	0.478	3.56
8	2	0.654	0.458	0.412	2.19

These results are relevant to determining the regression coefficient between the effectiveness of internal communication and acceptance of change by their performance. According to the coefficient of determination obtained in the above table, it can be found on the percentage of relationship between the effectiveness of internal communication and acceptance of change with performance (by hypothesis).

No 1 (Hypothesis 1): There is a significant correlation between the effectiveness of

internal communication with financial performance in physical education experts of Tehran Municipality.

No 2 (Hypothesis 1): There is a significant correlation between the effectiveness of internal communication with the customer performance in physical education experts of Tehran Municipality.

No 3 (Hypothesis 1): There is a significant correlation between the effectiveness of internal communication with the internal

processes in physical education experts of Tehran Municipality.

No 4 (Hypothesis 1): There is a significant correlation between the effectiveness of internal communication with the growth and learning in physical education experts of Tehran Municipality.

No 5 (Hypothesis 2): There is a significant correlation between the acceptance of change with the financial performance of physical education experts of Tehran Municipality.

No 6 (Hypothesis 2): There is a significant correlation between the acceptance of change with the customer performance in physical education experts of Tehran Municipality.

No 7 (Hypothesis 2): There is a significant correlation between the acceptance of change with the internal processes performance in physical education experts of Tehran Municipality.

No 8 (Hypothesis 2): There is a significant correlation between the acceptance of change with the growth and learning in physical education experts of Tehran Municipality.

DISCUSSION & CONCLUSION

According to results there is a significant correlation between the effectiveness of internal communication with financial performance in physical education experts of Tehran Municipality. This result suggests that the greater the effectiveness of internal

communication, Improved financial performance, the results of this study are consistent with previous results Kohansal (2005), Akbari (2007), Man min Chew and et al (2006), ,and contrasts with the results Ardeshiri (2009), and Nelissen and Van selm (2008) and Elving (2005).

According to results there is a significant correlation between the effectiveness of internal communication with the customer performance in physical education experts of Tehran Municipality. This result suggests that the greater the effectiveness of internal communication will improve customer performance.

The results of this study are consistent with previous results Kohansal (2005) Akbari (2007), Man min Cho and et al (2006), Rangriz and Moradi (2014) and contrasts with results Tavalaei research (2014), and Nelissen and Van selm (2008) and Elving (2007).

According to results There is a significant correlation between the effectiveness of internal communication with the internal processes in physical education experts of Tehran Municipality. This result suggests that the greater the effectiveness of internal communication will improve internal processes performance. The results of this study are consistent with previous results

Tavalaei research (2014), Tavakoli and Taghikhah (2013), Man min Cho and et al (2006), Rangriz and Moradi (2014) and and contrasts with results Nelissen and Van selm (2008) and Elving (2007).

According to results there is a significant correlation between the effectiveness of internal communication with the growth and learning performance in physical education experts of Tehran Municipality. This result suggests that the greater the effectiveness of internal communication will improve the growth and learning performance. The results of this study are consistent with previous results Tavalaei research (2014), Tavakoli and Taghikhah (2013), Kohansal (2005), Haji zade (2006), Akbari (2007), and contrasts with results Nelissen and Van selm (2008) and Elving (2005).

According to results there is a significant correlation between the acceptances of change with the financial performance of physical education experts of Tehran Municipality. This result suggests that the greater the acceptances of change will improve the financial performance. The results of this study are consistent with previous results Tavalaei research (2014), Tavakoli and Taghikhah (2013), and contrasts with results Hansema (2008).

According to results there is a significant correlation between the acceptances of change with the customer performance of physical education experts of Tehran Municipality. This result suggests that the greater the acceptances of change will improve the customer performance. The results of this study are consistent with previous results Tavalaei research (2014), Tavakoli and Taghikhah (2013), Elving(2007), Rngriz and Moradi (2014).

According to results there is a significant correlation between the acceptances of change with the internal processes performance of physical education experts of Tehran Municipality. This result suggests that the greater the acceptances of change will improve the internal processes performance. The results of this study are consistent with previous results Tavalaei research (2014), Akbari (2007), Rngriz and Moradi (2014), and contrasts with results Elving(2004) , Elving(2005), Elving (2006), Man min Chew and et al (2006).

According to results there is a significant correlation between the acceptances of change with the learning and growth performance of physical education experts of Tehran Municipality. This result suggests that the greater the acceptances of change will improve the learning and growth

performance. The results of this study are consistent with previous results Tavalaei research (2014), Elving(2004) , Elving(2005), Elving (2006), Man min Chew and et al (2006), and contrasts with results Kohansal (2005), Haji zade (2006), Akbari (2007).

As can be seen in the background of an internal investigation, the majority of studies have examined the relationship between effective communication and acceptance of or resistance to change, with other managerial and organizational factors, and not doing research on the relationship between effective communications with acceptance of change in the country. Elving (2004) sees the lack of information is an important factor in the rejection of the change, Man min Chew et al (2006) suggests that effective communication is a key factor in supporting change, Hansma (2008) states that information and communication in support of the change is effective.

Effective communication is an important factor to increase the efficiency and effectiveness of organizations. Do any work of organizational is require to a network of communication. Managers to make decisions, changes in policy, project management, staff training and properly, require to be communicating properly. Accepting change is the requirement for an organization to be

successful in dealing with organizational change. During organizational change, the organization has to be about what is really changing, how do the change, and whether the organization after the change, how to communicate with employees (Kohansal 2005).

What is the most important is that we are led by management, change to benefit the organization. The significant role of humans as the main pillars of success and effectiveness of organizational change is undeniable. In this regard, one of the most important parts that must understand change, and in line with the policy change, is the organization staff. Employees of an organization are the anchors of organizational change; therefore, if employees do not accept organizational changes, Failure of the change program is inevitable.

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