RESEARCH ARTICLE

The Study and Investigation of Intra-organizational Communication Audit System in QOM Electrical Power

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Abstract

Communication is heart of management process. It will be followed four duties, planning, organizing, direction and control. Communication is a process by which information flows. Communication of an organization has important effect on organizational success. Understanding of the concept "organizational communication" increases the effectiveness of organization staff and deficit of organizational communication principles causes problems in the organization. One tool for measuring the effectiveness of communication is the communication audit. Communication audit intends to assess communication situation by using intended indicators collection. This research deals with investigation of intra-organizational communication. Assessment domains of communication include communication structure, individual orientation, organizational orientation and team orientation. One-Sample Test, Paired Samples Test and Correlation are used. The results show (1) Intra-Organizational Communication situation is suitable. (2)There is a significant relation between the communication assessment and domains(unless organizational orientation and communication). (3)There is a significant relation between different assessment domains of communication. (4) There is a significant difference between the present and favorite conditions transfer, send and receive information among staff of electrical power Distribution Company. (5) Relation of the different aspects of statistical community's descriptive characteristics and intra-organizational communication (sexuality, married situation, educational level, age, service background) was investigated. There is just a significant relation between sexuality and intra-organizational communication.

Keywords: *Communication, Intra-Organizational Communication, Communication Audit*

Introduction

The etymology of the word communication means to "share, join, unite, or make understanding common. The issue of communication and its integration in all aspects of the organization, as well as its contribution to the achievement of organizational strategy, has become a major focus point in many discussions as indicated by some examples of the proponents of integrated communication such as, Gayeski and Woodward (1996), Jones (1999), Wightman (1999), Duncan and Moriarty (1998), Reukert and Walker (1987), Moenaert, Souder, De Meyer and De school meester (1994), Clark and Fujimoto (1991), and Sriram, Krapfel and Spekman (1992) [1].

Communication is the interaction and understanding of each other, build trust, and coordinate actions for goal accomplishment in organization [2]. Communication is the basis for all human interaction, and interpersonal relationships cannot exist without it. It is through communication that member in relationships interact to exchange information and transmit meaning [2]. Communication of study and

receiving messages are accompanied by their meanings [3]. In similar definitions communications are considered as a channel for information exchanges [4-6]. Information is counted determined factor of success in every organization and life and death of organization depends on information. Today, information systems are going to provide update and accurate information [7]. To review methods of profit increase in industrial and commercial units, a comprehensive research was accepted in 1997, indicated lack of correctly usage of information and of effective communication between decision maker and administrator in the big and small units is the most influential frustration to reach determined aims and compete rivals successfully [8]. Communication is seen as an increasingly important part of all work, as an embedded aspect of organizational existence [9]. Communication of an organization has important effect on organization success [10]. Barker and Du Plessis (2002) define intra organizational communication as "the internal, work-related messages that are shared amongst members of an organization,

whether intrapersonal, interpersonal or in small groups." [1]. One of management scholar has declared a manager's informational and communicative role in an organization as the most fundamental role. He recognizes three main roles for manger. Role of communication between individuals and members of an organization, role of gathering information, role of decision making focuses on information transition. Manger spends his time to make communication and transfer information. As it was presented, all of duties rely on communication and information [11]. Communication is heart of management process. It will be followed four duties, planning, organizing, guidance and control. Henry Mintesberg states mangers are powerful information centers to gather information continuously, and process it. They used it to resolve the problem and share with others [3]. Chester Barnard knows that life of organization depends on making communication effectively, because of communicative importance. He believes manger 'and chief's the most important and the first duty consist of carrying out effective communication system. The study will present importance of communication process to take organization aims in challenge and complex community [12]. Manger's important duties involve the establishment of effective communicative network and development of communicative tact. They can get used to requirements and lack of staff and recognize their motivations through efficient communication [13]. Essentially, communication is the most infrastructural and comprehensive activity of management activities [14]. The primary responsibility of communication is unity and closeness among individuals of an organization [15]. Effective communication can be consisted as foundation of the modern organization [16]. Organizations are the acquisition systems of purpose. The purposes are obtained by resolving problems and operations. The new decisions must transfer to decision makers (managers) or to operations. Thus, decision makers and agents exchange information as a part of information communication network. The networks have functionally important impact on formal and informal organizations in two different formats [15]. Communication flows through two main channels in an organization: formal channels and informal channels. Formal channels are systems of officially sanctioned channels within an organization that are used regulary to communicate information. Formal cannels tend to follow the structure of an organization, with information transmitted up and down a management hierarchy and horizontally between

subunits. Informal channels are unofficial channels that have not been formally established by managers. Informal channels typically do not follow the structure of an organization. Informal channels include communication that flows through the personal networks of employees (that is, gossip networks) [17].

Audit is essential in the business processes and the accountability structure of the organization [18]. One tool for measuring the effectiveness of communication is the communication audit [19]. The aim of the audit is to ensure, primarily, that communication channels and their information flows are supporting the process of decision making [20]. Assessment of communication can provides beginning to benefit. The process is going to find advantages and disadvantages of organizational communications. The difficulties can be given priority and solution will be developed [10]. In order to optimize results, many organizations have employed tools to assess the status of their internal communication. Utilizing communication audits to assess communication that occurs between organizational members is one way to construct a broad view of organizational life [21]. A communication audit has been defined as: "a comprehensive and thorough study of communication philosophy, concepts, structure, flow and practice within an organisation" [22]. A comprehensive Communications Audit-an in-depth analysis of all communications vehicles-allows an organization to determine how it can best provide the information needed by its members. The findings of a comprehensive Communications Audit enable an organization to eliminate superfluous vehicles—streamlining communication with members without compromising efficiency and reach—redesigning the communication vehicles around the needs of the membership for which it exists to support and encourage [23].

System and Structure

The system and structure aspect focuses on the actual communication-related infrastructure, such as communication channels that are used, including issues such as information load and media richness, the levels at which communication takes place, the direction in which communication flows, as well as the communition networks that exist in the organization. It is essentially focused on aspects related to communication efficiency/outputs and therefore the question of whether or not the message is actually accurately being distributed and received, as well as the effectiveness of

communication/ communication outtake and therefore the question of whether the audience received and understood the message.

Individual Orientation

Individual orientation focused on individual perceptions, opinions and experiences of employees and satisfaction with communication, as well as how the interpersonal communication skills and abilities of the individual impact on the effectiveness of the team and ultimately the organization as a whole. It also includes issues such as motivation and job knowledge. Again aspects related to the effectiveness of communication/communication out and there the question of whether the audience received and understood the message is included here. However, the impact/outcome of communication and therefore the question of what opinions, perceptions, and behavior of the audience are and how the communication has changed or influenced it.

Team Orientation

Team orientation is especially focused on the immediate work group and the interdepartmental contact situations with team competence, capabilities, integration and needs blockages impaction on the individual as well as the organization as a whole. It also incorporates issues around management communication, operational processes and information sharing and knowledge management. It consequently includes measurement of issues of output or communication efficiency, outtake or communication effectiveness and outcome or communication impact.

Organizational Orientation

Organizational orientation focuses on the overall systemic view of the organization, including its environment and culture and how communication affects it in terms of achieving its strategic objectives and goals whilst providing an enabling working environment for its employees. It also includes issues such as the vision of the organization and successful communication thereof to all stakeholders. The aspects that are measured here are especially focused on the impact/outcome of the communication and again how the communication has changed or influenced the opinions, attitudes and behavior of the audience [1].

These orientations combined essentially incorporate the various components of intra-

Organizational communication and create a holistic picture of intra-organizational communication and as such provide a framework for evaluating all aspects of communication. essentially one can argue that without an effective communication infrastructure, communication cannot be effective.

Research Literature

In 1954, Odiorne was the first to use the term *communication audit* in academic literature. His research focused on accuracy and direction of communication. His study relied on a communication audit devised by the National Society of Professional Engineers. Odiorne used both a questionnaire and interviews to gather data from top managers and project engineers [24]. The communication assessment was expensively performed by international communication association (ICA) in 1970. From 1971 to 1974, more than 100 researchers from several countries worked together to develop a standard measurement for evaluating communication within organizations[12]. Since the early 1970s, many researchers have used the international communication association (ICA) Audit as a framework for more simplified audit plans). Perhaps most well known among communication audit scholars, Goldhaber and Greenbaum each published books and several articles in the 1970s and 1980s addressing communication audits [24]. Peer-reviewed articles focusing on communication audits are few, especially in the last decade, and seem primarily to rely on former research and frameworks developed in the 1970s and 1980s (Barnett, Hamlin, & Danowski, 1982; DeWine, & James, 1988; Ellis, Barker, Potter, & Pridgeon, 1993) One of the most recent articles, by Kazoleas and Wright (2001), looked at developing and implementing the communication audit building on the international communication association (ICA) Audit and Wiio's (1977) organizational communication survey [24].

According to Hargie and Tourish (1996), beneficial results were gained from communicative assessments, so staff; a) Wants to receive more information; b) Wants to take more chance for remarking objections and assessing supervisors; and c) Wants to receive more information related to work than independent supervisors.

In 1997, Yousefi investigated the communication in physical education organization. According his studies *there* is a significant difference between the present conditions and favorite condition,

according to workers' viewpoints of an organization in components: manners of information transition to others, sending information to others and receiving information from others. Impact of the components including sexuality, marriage, and gradual degree, age, working backgrounds and occupational sector on assessment of communications. There is just a significant relation between age, working backgrounds, gradual degree and intra-organizational communications. In 2005, Henderson investigated the communication assessment in health care circumstance. In 2005, Hogard and his colleagues investigated the communication audit to improve communication on clinical placement in pre-registration nursing. Participants in the audit included students, assessor mentors, ward managers, clinical facilitators and link tutors. Overall there was considerable dissatisfaction with what was perceived to be the insufficient amount of communication received on a number of topics including allocations, the curriculum, students' learning outcomes and commitments in terms of college work. In addition to identifying points for improvement the audit provides a baseline against which progress can be accessed through a future audit. Also, In 2005, Antonis investigated the communication audit.

Hypotheses

The main hypothesis: Intra-Organizational Communication situation is suitable.

Subsidiary hypotheses:

H1: There is a significant relation between systems and organizational structure and intra-organizational communication among staff of electrical power Distribution Company.

H2: There is a significant relation between individual tendencies and intra-organizational communication among staff of electrical power Distribution Company.

H3: There is a significant relation between employment team and intra-organizational communication among staff of electrical power Distribution Company.

H4: There is a significant relation between organizational tendencies and intra-organizational communication among staff of electrical power Distribution Company.

H5: There is a significant relation between the present and favorite conditions for information transfer to other among staff of electrical power Distribution Company.

H6: There is a significant relation between the present and favorite conditions for information send among staff of electrical power Distribution Company.

H7: There is a significant relation between the present and favorite conditions for information receive among staff of electrical power Distribution Company.

H8: There is a significant relation between the different aspects of intra-organizational communication among staff of electrical power Distribution Company.

Statitical Community

Statistical association includes staff of Qom electrical power Distribution Company. Numbers of Qom electrical power distribution company personnel are 272 individuals.

Sampling was on the basis on the randomly classification method. It was divided in two sections: mangers and other staff. To reach the sample, 20 percent of mangers and 80 percent of staff were chosen. The Cochran formula was used to calculate umbers of samples. According to the formula, 71 samples are enough. 86 questionnaires (20 percent more than samples) were distributed among samples and 81 of them were gathered. 80 questionnaires were used to research.

Respondents' the descriptive statistics of sociology characteristics such as age, work experience, education, gender in target society is as following. The number of frequency is noticed to have been less than 80 people in each characteristics not responded by respondents. As showed in the table, the most employees are between 30-40 years old indicating domination of middle-aged people in a target society. The Most of the respondents are between 5 to 10 years in experience.. The employment with records in 15-20 years involve the least of respondents, namely 8 people (10/67%). The Most of them have B.A degree (57/5%), and 85 respondents are males (81%) and 15 respondents are females (19%). 13 respondents are bachelor (18/3%) and 58 respondents are married (81/7%).

Table1: Demographic statistics

Communicate	Percent	Frequency	Domain	
27.27	27.27	21	Less than 30 years	
64.93	37.66	29	30 to 40 years	Age
93.50	28.57	22	40 to 50 years	
100	6.49	5	Over 50 years	
81	81	64	Male	Sex
100	19	15	Female	
12.5	12.5	10	Diploma	
35	22.5	18	Advanced Diploma	Education
92.5	57.5	46	BA	
100	7.5	6	MA	
25.33	25.33	19	Less than 5	
53.33	28	21	5 to 10 years	
65.33	12	9	10 to 15 years	Experience
76	10.67	8	15 to 20 years	
100	24	18	Over 20	
18.3	18.3	13	Single	Marital status
100	81.7	58	Married	
21.3	21.3	17	Manager	Job title
100	78.8	63	staff	

Research Tool

The international communication association (ICA) communication audit is based on a series of research techniques for observation, data gathering and analysis that are standard in social and behavioural sciences and a set of five standardized instruments and procedures can be identified and are summarized in the following table [5].

Table2: Techniques of communication audit

Measurement Method	Focus Area	Session
Survey Questionnaire	Current status of the communication system as well as the ideal or desired status	Group
Interview	Focuses on topics that are important to the organization or the researcher	Individual and/or group
Critical Incident Analysis (CIA)	Provides a description of communication behavior related to a specific area of communication events	Indinidual
Communication Diary	Focus on key personnel and their communication	Individual
Network Analysis	Focus on general patterns of interaction and communication roles	Group

There is some limitation in the study, the questionnaire method was used. The questionnaire of communication involves almost 200 items. Perhaps, staff doesn't incline to complete the questionnaire because of time-consuming. According to experts' viewpoints, some of items were eliminated and items were chosen proportional to statistical community. Finally, items will be 77 numbers.

Validity and Reliability of Research Tool

Because of using certified questionnaire, its reliability is considerable.

Cronbach's Alpha was calculated in each part of questionnaire

Table 3: Cronbach's Alpha of aspects of communication

Aspects of communication	Items	Cronbach's alpha
communication structure	16	0.718
individual orientation	27	0.908
team orientation	19	0.936
organizational orientation	15	0.922

Statistical Method

Software spss 18 was statistically used to investigate the study.

Result and Discussion

To examine importance of the intra-organizational communication system, the research wants to investigate the internal-organizational communication system in the Power Distribution Company in Qom .The Suggestions to improve the intra- organizational communication system are presented at the end of the research. The conceptual censorship model of communication has been indicated as follows, and the different censorship dimensions of communication will be analyzed.

Respondents' descriptive statistics in dimensions of communicative structure, individual orientation, group orientation, organizational orientation in the target society are as follows. As it is obvious, the score of all dimensions of intra-organizational communication is higher than medium limit, so the score of intra- organizational scores are higher than medium limit. Also, group orientation have the most score and organizational orientation have least score. According to standard deviation, the least dissipation is related to communicative structure and most dissipation to organizational orientation.

Table 4: Descriptive statistics of aspects of communication

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
structure	80	2.00	4.44	3.4145	.05083	.45462
individual	80	1.00	4.63	3.2723	.06869	.61441
group	80	1.42	4.78	3.4499	.07345	.65695
organizational	80	1.00	4.53	3.0699	.07920	.70837
total	80	1.82	4.30	3.3017	.05636	.50410
Valid N (listwise)	80					

As it is shown in following table, the significant level is less than 0.05, so the main hypothesis is confirmed in 95% level. Intra-organizational communication in Power Distribution Company is suitable. In following table, the first sub-hypothesis is preceded. According to following table, the rate of significant level of dimension of communicative structure, individual tendencies,

group tendencies are less than 0.05. However, each of them has a suitable condition in level of 95%. Since, significant level of organizational level (0.38%) is more than 0.05%, it doesn't have an appropriate condition in level of 95%; thus, organizational tendencies aren't in a suitable condition.

Table 5: One-Sample Test

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Total (H)	5.352	79	.000	.30165	.1895	.4138
Structure (H1)	8.155	79	.000	.41450	.3133	.5157
Individual (H2)	3.964	79	.000	.27232	.1356	.4091
Group (H3)	6.126	79	.000	.44994	.3037	.5961
Organizational (H4)	.882	79	.380	.06986	-.0878	.2275

The sub-hypothesis has been investigated in the following table. As observed in the table, the results of statistical calculations showed there are significant differences between the present condition and an ideal condition in categories: ways of transferring information to other, topics of sending information to other, topics of receiving information from other, from the viewpoint of organizational employees.

In following table, the condition of the second sub-hypothesis has been investigated. As it is observed in the table, there is a significant relation in level of 0.01 between all four dimensions of intra-organizational communication. However, the second sub-hypothesis is confirmed.

Table 6: Paired Samples Test

	Paired Differences							
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference Lower	Upper	t	df	Sig. (2-tailed)
H5	-.43714	.76927	.09195	-.62057	-.25372	-4.754	69	.000
H6	-.83179	.80446	.09978	-1.03113	-.63246	-8.336	64	.000
H7	-.85979	1.05659	.13312	-1.12589	-.59369	-6.459	62	.000

Correlations(H8)	Communication structure	Individual orientation	Team orientation	organizational orientation
communication structure	1			
individual orientation	0.333**	1		
team orientation	0.321**	0.730**	1	
organizational orientation	0.373**	0.657**	0.826**	1

**. Correlation is significant at the 0.01 level (2-tailed).
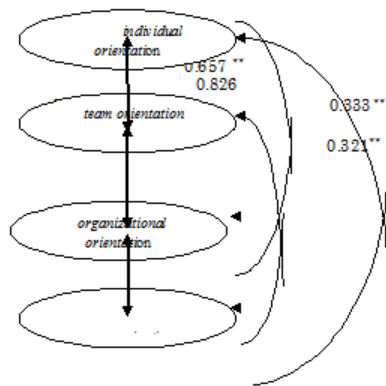
**. Correlation is significant at the 0.01 level (2-tailed).

Relation of the different aspects of statistical community's descriptive characteristics and intra-organizational communication (sexuality, married situation, educational level, age, service background, employment section) was investigated. There is just a significant relation between sexuality and intra-organizational communication.

Just a limited number of employees refused cooperation, because of the fear of disclosing information and its consequences; for example, the questions related to management can be in this group. Since a reliable questionnaire is used for the research and the number of questions have been modified so that employees tend to filling it and the researcher did not add any questions to it, some questions were not related to the research according to respondents' view points and the issue led to refuse responding; for example,

questions related to job consent can be mentioned being in this group.

Temporal limitation is always a problem in a research. Also, cost limitation is usually seen in a research; the most researches, although, are important for organizations from the applied and content point of view, they are not in research priority. Since there are not necessities for employees from the legal and motivate point of view, the result of research is blemished a little.

Information in Power Distribution Company in Qom has increasingly developing, like other governmental and private organizations and institutions. However, information related to organizational and governmental decision-making must be notified employees by strategies, plans, instructions, rules and law in such a way having necessary efficacious. Also, the information related to tendencies, and demands of employees should be notified management in such a way having necessary efficacious. If informative system and structure of organization are not principle and systematic, ,that is, transferring information is efficiently done by communicative channels, and the correct information is received by desired people and groups in the Power Distribution Company on time; individual, group and organizational attempts are spent in direction of organizational purposes and strategies in different levels. However, individual, group and organizational tendencies are promoted and take their correct positions. Also channels and systems of intra- organizational communication in Power Distribution Company must have had necessary officious for organizing, guiding, controlling.

To organize suitably, it is necessary that there will be appropriate communicative structure. The Communicative organizational channels should have had appropriate quality so that guidance and control become effective and efficient.

Conclusion

Although such research is performed in Power Distribution Company in Qom for first time, different dimensions of intra-organizational communications such as communicative structure, individual and group tendencies have quite conditions, and organizational tendencies are in a medium condition, it is worthy that a comprehensive and regular program is performed in temporal period of communicative auditing so that organizational communications are investigated, and results indicated these researches can help managers in direction of improving organizational communications.

Communicative System and Structure

The structure of Information technology of an organization is most important issue which is lower than medium limit according to the employees' point of views. So, serious preparations must be considered to solve this problem. Top-down communications and horizontal communications are suitable and reasonable, but communications being in high direction are less than medium limit. It is better that such kind of communications are strengthened so that management are informed of employee's feedback. Employees believe that they can manage their daily information well. This case indicates that employees are completely familiar with their job issues and choosing and replacing manpower and educational programs of organizations have been proved effective. The condition is appropriate in field of ways of transferring information; Chargon system is the most way of transferring information, then phone, written documents, face to face contact between two individuals, and face to face contact between a few people are the ways of transferring information. It is interesting that the Chagon system and other ways of transferring information must obtain an appropriate level, according to employees' the view point .

Individual Orientation

According to employees, job explanation and work instructions are in good level, so it is considered that the part of human resources has performed its work through explaining personnel's work. In job consent item, employees are satisfied with their works, and the least satisfaction is related to promotion and chances. Totally, it can be mentioned that work consent of employees as quite good level. In sending information field to other, improving measurements must be performed so that it reach the suitable level. The field of receiving information has acceptable condition. It means, employees tend to receive information more than sending it.

Group Orientation

The employees have good interactions with each other and employees of other units; the most score is related to satisfactory of relation to coworkers, and this issue shows that work environment is very friendly in the organization. Remarking mistakes to manager has more score in second item of this part and it is interesting and it results from appropriate relations of employees and managers. Items related to management are appropriate, and employees believe that they are effective on fulfilling organizational purposes, correctly. The potential of employees in performing organizational affairs can be benefited, according to friendly environment between employees and management's support, and the quality of organizational communication can be increased in this dimension by sharing more information, developing management knowledge and involving employees by organizational and group purposes. Finally, fulfilling organizational purposes are ascertained more than before.

Organizational Orientation

Employees have freedom of act in their work. So delegation of authority is done well. The stability of organization is suitable; so, the organization works in form of regular and comprehensive systems. Employees tend to make a suggestion in organizational affairs and decisions related to them. Organizational communications are known quite equitable and healthy. It is noticeable that rumours in organization have medium level. The organizational tendencies which is most weak dimension between these four dimensions can be promoted and improved by holding meetings in suitable time and issues, presenting summary of managers sessions in form of written documents and Chargon system, more communication of supervisors with employees and managers with supervisors for transferring information is related to decision –making of organizations and decisions related to employees. Finally, organizational communications will be developed and expanded.

so four–fold dimensions of internal-organizational communications in females have been less than males; these dimensions must be fortified in women by using suitable approaches. According to different items in women, approaches can be presented; fortifying down -up communication, better expounding in job explanation, increasing the coworker –confidence, free disagreement with supervisor, more fortification of relation to manager, more freedom for making-decision, increasing job consent and fortification of sending information to others.

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