

Studying the Relationship between Managers Communicational Style and Maturity Rate of Employees in Executive Systems

Mohammad Ziaadini¹, Raziieh Hashemi²

¹Department of Management, Rafsanjan Branch, Islamic Azad University Rafsanjan, Iran

²Student of Governmental Management(M.A) , Rafsanjan Branch, Islamic Azad University Rafsanjan, Iran

ABSTRACT

This research basically aims to study the relationship between communicational styles of managers with maturity rate of employees in executive systems in Nehbandan. So dimensions of communicational styles include: control, Equalitarian, structural, dynamic, surrender option, and Withdrawal styles. Also dimensions of employee maturity include: being active, independence, capable of behaving in many ways, deep and strong interested, long term perspective, equal or subordinate position, awareness and control of self. Statistical society of this research contains all employees of executive systems in Nehbandan comprising 38 companies, government offices and centers with 323 people. Because of statistical society limitation, sample size was considered equal to statistical society. Instruments of collecting data in this research include two questionnaires of manager's relational styles and employee's maturity. Questionnaire validity and reliability of managers communicational style were considered 0/93 and 0/804 and of employees maturity were considered 0/83 and 0/803 respectively. In order to describe and analyze obtained data by questionnaires, several frequency distribution tables, several curves, average coefficient of determination (r^2), Pierson correlation test, and independency test were used and all statistical analysis was done by computer and Spss software. Data analysis explains this fact that there is a meaningful and reverse relation between Controlling style and employees maturity ,also there is a meaningful and direct relation between Equalitarian , dynamic styles and Relinquish style with employees maturity of executive systems in Nehbandan and there is no meaningful relation between Structuring style and employees maturity of executive systems in Nehbandan but there is a meaningful and reverse relation between Withdrawal style and employees maturity of executive systems in Nehbandan. **KEYWORDS:** Communications, Communicational style, Maturity, Employees maturity.

1. INTRODUCTION

Many individual, organizational and social problems result from the weakness of effective relations, deficiency of communicational systems or generally relational misinterpretation and changes (Rezaian, 2003:198).

Determining that how and when something should be transformed to employees, often relates to people decisions in emergency conditions. In other words, when an exigency or an important event happens which certainly needs to consider communications, strategies of home communications are compiled passively. Studying home communications shows that communications in organizations aren't merely to educate managers to be efficient speakers and have the skills of inter-individual communications. In addition, studies show that all organizations not merely commercial organizations hold communicational needs and challenges. Home organizational communications are not only more complicated and several in today organizations but also are more important for general success and performance of organization (Ghalich li & Imani pour, 2004:121).

Mature character is a treasure in organization. If they accompany with high-level job skills, they will be rare treasures of organization and the most important potential factor of revolution and renovation and effective continuation of product, service and education parts (Saatchi2003:125).

Problem explanation

Maturity means ability and tendency which everyone has in some degree. Ability means knowledge (education) and experience which a person has to do a special job or activity and tendency means development motivation (competitiveness, hard-working , responsibility and purposivism) (Zaree Nazari, 2001: 67,9).

Argis believes if organizational programs, policies and procedures are determined in details, employees will be overcome and lose their innovation. When mature employees encounter these conditions, they show these reactions:

- Evasion: Employees may leave their jobs or be absent from their jobs repeatedly.
- Fight: Employees may take action against organization publicly by informal groups or sometimes by formal organizations such as unions, councils and courts of justice.

Corresponding Author: Raziieh Hashemi, Student of Governmental Management (M.A), Rafsanjan Branch, Islamic Azad University Rafsanjan, Iran ,Email: faridhashemirazieh@yahoo.com

- Adoption: An ordinary reaction of employees towards mentioned conditions is adoption. Adoption comes by indifference or insensitivity. They elude doing their jobs and consider their salaries as the fine of staying in work group (Moshabaki, 2002:144).

However today a majority of people are treated as immature and undeveloped humans in workspace. In fact they make many organizational problems (Hersey, Blanchard, Alegheband translation, 2010:72).

When people reach a higher level of maturity and there are more environmental expectations for dependency, compliance and doing job, as the employee goes down the official hierarchy, so frustration, defeat and short view will be resulted (Korman, Shokrkon translation, 2005:201).

Current indifference among industrial workers and lack of their efforts don't result only from their laziness. In many cases when people connect to workforce, they won't grow and develop because of managers' actions. (Hersey Blanchard, Alagheband translation, 2012:73). Researches show that about %70 of mistakes in workplace result from ineffective communications (Rashidi, 2005:2).

So according to above subjects there are some questions in for which this research is going to find proper answers:

1. Is there a relation between controlling style and employee's maturity of executive systems in Nehbandan?
2. Is there a relation between equalitarian style and employee's maturity of executive systems in Nehbandan?
3. Is there a relation between Structuring style and employees maturity of executive systems in Nehbandan?
4. Is there a relation between Dynamic style and employee's maturity of executive systems in Nehbandan?
5. Is there a relation between Relinquish style and employees maturity of executive systems in Nehbandan?
6. Is there a relation between Withdrawal style and employees maturity of executive systems in Nehbandan?

Research purposes:

1. Studying and describing the position of Controlling style and analyzing its relationship with employees maturity of executive systems in Nehbandan
2. Studying and describing the position of Equalitarian style and analyzing its relationship with employees maturity of executive systems in Nehbandan
3. Studying and describing the position of Structuring style and analyzing its relationship with employees maturity of executive systems in Nehbandan
4. Studying and describing the position of Dynamic style and analyzing its relationship with employees maturity of executive systems in Nehbandan
5. Studying and describing the position of Relinquish style and analyzing its relationship with employees maturity of executive systems in Nehbandan
6. Studying and describing the position of Withdrawal style and analyzing its relationship with employees maturity of executive systems in Nehbandan

Theoretical grounds

Communications style: A collection of inter-individual behaviors which in special organizational positions results from people in organization (Farhangi and colleagues, 2004:71).

There are four communicational styles (Feizi, 2004:308):

A) Directive style:

This style is for a position which the level of employees' readiness is low and employees are unable and reluctant. In this state, employees are told "how" to do "something".

B) Supportive style

Satiating style (deductive-inductive) is for a position in which employees' readiness level is under average and people are unable to accept a responsibility but they are interested in and self-confident. In this case employees are also accounted for while issuing a command and the instruments of encouragement are used to make them enthusiast.

C) Participative style

Participative style (Participative-facilitating) is for a position in which employees' readiness level is above average and employees have enough ability to accept a responsibility, but their interest and confidence is low. In this state manager and leader emphasize on bilateral communication and cooperation based on confidence.

D) Surrender option

Surrender option is for a position in which employees' readiness level is high and their interest is good. In this state, people don't need so much support and guidance (Feizi, 2004:308).

Communicational styles from view point of Kiniki include: Assertive style, Aggressive style and Participative styles.

Assertive style is purposive and has the ability of self- promotion. In addition to having the properties of assertive style, supportive style opposing aggressive style tries to get others' advantages. It is simply recognized because of some properties such as modesty and denial. This style isn't so popular, because it can't give so special advantages for others. (Kiniki & Kreitner, translation of Farhangi & Safarzadeh, 2012:426).

Speaking method of people to others is like one of four prominent items of communicational style and listening method of humans is also in the frame of these four items. Using speaking and listening skills in a special style while conversation can give more flexibility.

First style: speaking and talking about business (formal listening), speaking and talking about business and formal listening are popular styles which people often use to keep the position of information exchange. It contains usual and ordinary speech.

Second style: this style aims to speak dominantly, hostilely and ironically which is done by force and violence, mutual agreement or resistance against revolution. In dominant speaking some positive messages are sent for constructiveness and in hostile and ironical speaking some negative and potentially destructive messages are sent. Most sentences are about thoughts and actions.

Third style : seeking speaking (explorative listening), seeking speaking and explorative listening, are about unusual subjects with complicated and unclear problems which may be so important but undefined. These are cold, subjective and rational styles of communication to find facts and study solutions. These styles are suitable to come back and see bigger picture (reviewing dynamics around problem).

Fourth style: (justifiable listening), explicit speaking and justifiable listening start when other speaking styles aren't effective. In this style appears information which haven't said in other styles(such as feeling and willing). This style aims to contact and communicate by self and other one(Miller & colleagues, translation of Bahari, 2009 :129-146).

Norton (1978) has established a foundational communication style construct which includes nine verbal/nonverbal communication styles: animated, attentive, contentious, dominant, dramatic, friendly, impression leaving, open, and relaxed (Norton, 1978: 99–112).

To set human communications, several styles and models are presented from different authorities. Goomse and colleagues considered non-functional styles of communications in 2005 which people should reform the corporate explained in these styles to communicate effectively and improve their communicational skills. A non-functional communication styles include:

1. Passive communications: A person, who involves passive communications, doesn't allow others to be directly aware of what he/she wants or needs. People by this style believe that their needs will be met without help of others. They are worried that how other ones think about them. They don't reveal their feelings or needs, because they don't want to make others sad.

2. Aggressive communications: Aggressive communication style is a powerful approach to communicate as the person reveals his/her priority and even anger. The owner of this style neglect others needs and rights and reach everything he/she wants by shouting. This person frightens others by threading words to meet his/her needs and shouts on them. The cost of this style equals to destroy communications, as others don't believe people by this style and hate them and tries to avoid confronting them.

3. Passive- aggressive communications: People by this style avoid to answer others ask and feedback directly. Instead they try to compensate their actions because of real unfairness or imagination of created unfairness by others. Because of their passiveness these people fear to give direct feedback to others and in other hand show their anger by taunts and also potential attack and indirect criticism. Most people who have passive-aggressive style try to frighten others and create an unsafe space in order to reach what they need and want.

People who have these non-functional communication styles should learn and exercise to keep away these behaviors (Moghimi & Ramezan, 2011:21-23).

A full definition of communication style needs to include these six key points:

1. communication style is a situational tendency, not a type
2. The style we use is influenced by many factors
3. As with culture, everything's relative with communication style
4. Natural descriptions are needed, yet those descriptions have their own weaknesses and liabilities.
5. Communication style provides a link between the observable and the unconscious-between our behavior and its underlying motivation
6. There are advantages and disadvantages to every style (Saphiere and colleagues ,2005,5).

Theoretical grounds of maturity

Mirkamali defines maturity as having ability to communicate and create great purposes, but attainable, motivation to achieve success, interest and ability to accept responsibility and education or experience in a person or group (Mirkamali, 2001:132).

Four stages of maturity or growth are defined as following (Robbins, translation of Parsian and Erabi, 2006:659).

First stage: In this stage people have neither ability nor desire to accept a responsibility.

Second stage: In this stage people don't have ability to do jobs but they have readiness and desire to accept responsibility. They have strong motives but not necessary skills.

Third stage : In this stage people have ability to do job but they don't want to do what the leader wants.

Fourth stage: In this stage people have either ability or desire to do what they are asked.

In Argris point of view (mentioned in Moshabaki,2002:69), properties of maturity are :being active, independent, capable of behaving in many ways, deep and strong interested, long term perspective, equal or subordinate position, awareness and control of self . He assumes that these changes are connected to a appendix and a healthy person changes from immaturity to maturity during this appendix (Moshabaki, 2002:69).

Argris believes that sometimes the character of a mature person doesn't match to work chances and companies may neglect dimensions of maturity. They may reach direct leadership and control which is appropriate for children who don't have a mature character (Shermerhoon & colleagues, translation of Iran nejad parizi and others, 1999:77).

Theoretical framework of research

In this research communicational styles are examined as provident or independent variables and employees' maturity as support and dependent variable.

Maturity is defined as having ability to communicate and create great purposes, but attainable, motivation to achieve success, interest and ability to accept responsibility and education or experience in a person or group (Mirkamali, 2001:132).

Argris (as Hashemi mentioned, 2008) explains employees' maturity having seven corporate:

Being active: No limitation for employees and using their abilities to do responsibilities.

Independence: Allowing employees to present their ideas and participate in making decision and freedom of action.

Capable of behaving in many ways: Creating a position in order to participate people to do jobs in several ways.

Deep and strong interested: Collaborating people to do organizational works and their desires towards general function of organization.

Long term perspective: Awareness of employees about long term purposes and their cooperation in long term strategies.

Equal or subordinate position: Mature behavior of company with their employees in order to create truth and confidence for them to have mature and responsible behavior.

Awareness and control of self: Preparing necessary chances by organization to make active high potential work force (Hashemi, 2008:61).

Wofford & colleagues (1998) believe that generally six styles and methods of communication are studied in organizational framework:

1. Controlling style: One of purpose to take this style is that people communicate to collect special ideas about work (Farhangi & colleagues, 2004:73).

2. Equalitarian style: This style of communication is much more efficient than the controlling style above since it facilitates healthy two-way communication wherein information is shared mutually. This style of communication encourages the participants to express their ideas and hence creates a co-operative and healthy atmosphere (Clandestine, 2011).

3. The structuring style of interpersonal communication is used to establish schedules or impose organization. Managers using this style would be likely to cite company standards or rules. Though the structuring style may be necessary to inform others of goals or procedures when complex tasks must be performed by a group, it should usually be counterbalanced with the egalitarian style(Bateman & Zeithaml, 1990).

4. Dynamic style: Most people who use this style are bold, fearless and risk taker and do works by a high power to bear ambiguity. Dynamic style avoids emphasizing on special policies, procedures and principals in organization (Farhangi & colleagues, 2004:76).

5. The relinquishing style of interpersonal communication is deferential rather than directive. It is highly receptive to the ideas of others, to the point of shifting responsibility for communication to the receiver. For example, a manger employing this style might allow her staff to discuss and develop the final solution to a problem while making little comment. This style is particularly effective when the receivers have the knowledge, experience, and willingness to assume responsibility (Bateman & Zeithaml, 1990).

6. The withdrawal style is more like a lack of communication. Managers using this style try to avoid using their influence and may indicate a disinterest or unwillingness to participate in the discussion (Bateman & Zeithaml, 1990).

Recognizing bilateral analysis method helps people in organization to study problems by a behavior based on mental maturity and can solve them rationally. This analyzes different states of people to avoid communication problems and helps people to communicate correctly by recognizing addressing party. If addressing one is in an immature state, so communicates comprehensibly. If a person who is in state of mental maturity thinks that the opposite party is in state of mental mature too and behaves in a mature manner, so obtained result won't be well (Alvani,2008: 193-195).

Research hypotheses

1. There is a relationship between controlling style employees' maturity of executive systems in Nehbandan.
2. There is a relationship between equalitarian style employees' maturity of executive systems in Nehbandan.
3. There is a relationship between Structuring style employees' maturity of executive systems in Nehbandan.
4. There is a relationship between Dynamic style employees' maturity of executive systems in Nehbandan.

5. There is a relationship between Relinquish style employees' maturity of executive systems in Nehbandan.
6. There is a relationship between Withdrawal style employees' maturity of executive systems in Nehbandan.

RESEARCH METHODOLOGY

This research belongs to applied researches regarding its purpose and to correlation ones regarding descriptive method and nature which collects data using field methods. Statistical society of the research includes employees in Nehbandan executive systems that are 323 people in 38 executive systems.

Instruments of collecting data

In this research instruments of collecting data are two questionnaires.

A) Questionnaire of manager's communication style:

Questionnaire of managers' communication style has made by author and contains 33 questions. To study the position of all mentioned corporates in Likert scale of five degrees some options comprising too much, much, average, low and too low were used. Validity and reliability of it was 0/93 and 0/804 respectively.

B) Questionnaire of employee's maturity:

Questionnaire of employee's maturity contains 26 questions. To study the position of all mentioned corporates in Likert scale of five degrees some options comprising Too much, much, average, low and too low were used. Validity and reliability of it was 0/83 and 0/803 respectively.

Methods of data analysis

In this research, frequency table was used to describe variables and coefficient test of Pierson and Spearman correlation was used to study the relationship between variables and data was analyzed using spss software, 18th edition.

Findings related to demographic properties

Studied sample of the research contains 323 people of employees in Nehbandan executive systems which has following demographic properties:

Regarding data analysis, studying sample contains 250 men (%77/4) and 73 women (%22/6).

Regarding data analysis, studying sample contains 60 single people (%18/6) and 263 married people (%81/4).

Regarding data analysis, studying sample from education point of view contains 15 people (%4/6) under diploma, 49 people (%15/2) diploma, 72 people (%22/3) associate of arts (A.A), 158 people (%48/9) bachelor of arts (B.A) and 29 people (%9) master of arts (M.A) and higher.

Regarding data analysis, studying sample contains 204 people (%63/2) by 1-10 years of service, 84 people (%26), 11-20 years, and 35 people (%10/8) 21-30 years.

RESULTS AND HYPOTHESES OF RESEARCH

1. Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of Controlling style and employees' maturity equal to $-0/350$, $-0/572$ and $-p$ (meaningfulness) respectively and equal to $0/00$, $0/001$ lower than meaningful level of $\alpha=0/05$ respectively, so this hypothesis rejects H_0 , that is lacking a relation and finally there is a meaningful relationship between Controlling style and employees' mental maturity in Nehbandan executive systems. Also, regarding negative correlation coefficients the relationship between two variables is reverse.

2. Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of Equalitarian style and employees' maturity equal to $0/198$, $0/240$ and $-p$ (meaningfulness) respectively and equal to $0/00$, $0/00$ lower than meaningful level of $\alpha=0/05$ respectively, so this hypothesis rejects H_0 , that is lacking a relation and finally there is a direct and meaningful relationship between Equalitarian style and employees' maturity of Nehbandan executive systems.

3. Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of Structuring style and employees' maturity equal to $0/053$, $0/109$ and $-p$ (meaningfulness) respectively and equal to $0/340$, $0/050$ more than meaningful level of $\alpha=0/05$ respectively, So in this hypothesis, H_0 , that is lacking a relation isn't rejected and finally there isn't a meaningful relationship between Structuring style and employees' mental maturity in Nehbandan executive systems.

4. Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of Dynamic style and employees' maturity equal to $0/143$, $0/200$ and $-p$ (meaningfulness) respectively and equal to $0/010$, $0/00$ lower than meaningful level of $\alpha=0/05$ respectively, so this hypothesis rejects H_0 , that is lacking a relation and finally there is a direct and meaningful relationship between Dynamic style and employees' maturity of Nehbandan executive systems

5. Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of Relinquish style and employees' maturity equal to $0/203$, $0/210$ and $-p$ (meaningfulness) respectively and equal to $0/000$, $0/00$ lower

than meaningful level of $\alpha=0/05$ respectively, so this hypothesis rejects H_0 , that is lacking a relation and finally there is a direct and meaningful relationship between Relinquish style and employees' maturity of Nehbandan executive systems

6 Data analysis shows that correlation coefficients of Pearson and Spearman test between two variables of Withdrawal style and employees' maturity equal to $-0/124$, $-0/193$ and $-p$ (meaningfulness) respectively and equal to $0/025$, $0/00$ lower than meaningful level of $\alpha=0/05$ respectively, so this hypothesis rejects H_0 , that is lacking a relation and Finally there is a reverse and meaningful relationship between Withdrawal style and employees' maturity of Nehbandan executive systems. Meanwhile negative correlation coefficients and slope of line show a reverse relationship between both variables.

Statistics of Pearson and Spearman correlation test related to relation between corporate of communication styles and employees' mental maturity

Determination coefficient (R2)	Kind of relationship	Relationship	Mental maturity rate						Variable Test
			Spearman			Pearson			
			Numbers	Meaningfulness	Correlation coefficient	Numbers	Meaningfulness	Correlation coefficient	
0/12	Reverse	Yes	323	0/001	-0/572	323	0/000	0/350-	Controlling style
0/04	Direct	Yes	323	0/000	0/240	323	0/000	0.198	Equalitarian style
0/053		No	323	0/050	0/109	323	0.340	0/053	Structuring style
0/02	Direct	Yes	323	0/000	0/200	323	0/010	0.143	Dynamic style
0/04	Direct	Yes	323	0/000	0/210	323	0/000	0/230	Relinquish style
0/015	Reverse	Yes	323	0/000	-0/193	323	0.025	0/124-	Withdrawal style

DISCUSSION AND CONCLUSION

Communicational style of everyone shows his/her skill to communicate. (Rezaian, 2007:485) As Westcott (2006:22) points, employees' maturity includes: the ability of a person to accept work and duty and desire to accept duty.

Results show that there is a reverse and meaningful relationship between Controlling style and employees' maturity of Nehbandan executive systems. It means increasing manager control rate (Controlling style) decreases employees' maturity rate. As Clandestine (2001) explains, managers don't make allowed feedback or answer for employees in controlling style. Although this style is effective in critical conditions, but makes employees fearful and creates a gap and distance in communication. As feedback and answer aren't allowed, but misunderstanding is potentially exists. Also results match to findings of Feyzi (2004) and Rezaian(2007), who believe Controlling style matches to a position in which employees' readiness level is low and employees are unable and undesired or their maturity is low.

Results of research show that there is a direct and meaningful relation between equalitarian style and employees' maturity of Nehbandan executive systems. As a result increasing equalitarian style increases employees' maturity. Leader and followers participate in decision making using equalitarian style, performing the role of leader will be easy and a strong communicational system exists. Also Robbins explains that the maturity of employees is in a way which they have the ability to do work but don't want to do everything leader wants. Finding of the research match with findings by Likert(1967), Bennis(1966) who believe that managers prefer using participative management and if we regard an appendix in which a complete participation is in one side and absolute control (without no participation) in other side, so managers prefer to be in participation side and organizational philosophy moves to participation and democracy. So in this regard generally equalitarian style should be used which is in the same side?

Results show that there is no relation between Structuring style and employees' maturity of Nehbandan executive. That is, structuring style has no effect on employees' maturity. Based on the results of research, 204 employees have 1-10 years of service. Although people regard their maturity in high level but want clear explicit and harmonious messages by other co-workers. According to Robbins (2002), when formality is high, so jobs are determined, principles are high and procedures are explicit. Farhangi and colleagues (2004) explain that in organization managers select Structuring style who believes to set and hold principles of organization by programming, time programs, and structures using communication processes. These people emphasize on people, standards, tables and programs, principles and procedure which should be performed. As Clandestine (2011) points, structuring style is generally used to communicate in order to meet special and harmonious purposes in an organization. So people have to accept principles or Structuring style from managers to receive clear, explicit and harmonious messages by other co-workers.

Also results show that there is a direct and meaningful relation between dynamic style and employees' maturity of Nehbandan executive systems. As a result increasing use of dynamic style increases employees' maturity. Adopting dynamic communication style managers confer a big part of their duties to others and try to enforce them. So regarding that the main purpose of this style is motivating others, so it is expected that motivation and capability of others or in other words employees' maturity is regarded by manager or director to perform presented duties. This finding matches the findings of Farhangi & colleagues (2004), Bateman, & Zeithaml (1990) who believe that while using dynamic style communication parties (employees), should be capable to do duties (maturity).

Also there is a direct and meaningful relation between Relinquish style and employees' maturity of Nehbandan executive systems. As a result increasing use of Relinquish style increases employees' maturity. It means that this style is

for a position in which employees' readiness level is high and their abilities and desires are well. While using Relinquish style managers believe to support their subordinates but in a way that no dependency exists. Of course they aim to enforce the self-confidence and capability of subordinates. Results of this research match the results of Farhangi and colleagues (2004), Feyzi (2004) and Robbins (2002) who believe that this communicational style can be used in a manner which subordinates and employees have high experiences, understanding and information. In this style leader doesn't issue no directive and recipe and employees' maturity is in a state that they have either necessary ability or desire to do what they want.

Also there is a reverse and meaningful relation between withdrawal style and employees' maturity of Nehbandan executive systems. That is increasing managers' withdrawal (Withdrawal style) decreases employees' maturity. As it is rare to begin withdrawal style as a communication method and it rarely solves the problems of organization or improve the position of organization and usually adopting this style postpones solving a problem. This is more similar to lack of communication. In a certain position it is better to use a determined style and using this style is based on special time factors and environmental conditions. This finding matches the findings of Farhangi and colleagues (2004) and Clandestine (2011) who believe that choosing this style means escaping from work together in which there is no desire to communicate.

Suggestions

1-Regarding that there is a reverse relation between Controlling style and employees' maturity, it is suggested that managers decrease their control behaviors and behaviors resulted from the equality between bosses and them to decrease misunderstandings and increase employees' maturity.

2-Regarding that there is a relation between equalitarian style and employees' maturity and passing time organization's employees will be more educated and skilled, it is suggested that managers regard their maturity level in organization and don't spare participating employees in jobs and make them independent. So organizational philosophy moves to participation philosophy and democracy.

3-According to that there is a direct relation between dynamic style and employees' maturity of Nehbandan executive systems. So regarding motivation and capability of others or in other words employees' maturity to do duties is necessary from managers or directors. So using this style managers should ever remember that communicational parties (employees) should be in a proper capability.

4-There is a direct relation between Relinquish style and employees' maturity of Nehbandan executive systems. So it is suggested when managers use this style, subordinates and employees should have high understanding, experience and information. An important point in adopting this style by managers and director is that subordinates and employees should have desire and capability to accept responsibility. But managers shouldn't use this style to scope from responsibility. As if in this position surrender option is used so the relationship between employees and them will be disappeared.

5-There is a reverse relation between Withdrawal style and employees' maturity of Nehbandan executive systems. It is suggested that managers use special style in a certain position and using this style relates to special environmental conditions.

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