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Presenting a Model of Effective Communication with Organizational Commitment Based on Professional Ethics in the Social Security Organization

Presentar un modelo de comunicación eficaz con compromiso organizacional basado en la ética profesional en la organización de la seguridad social

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Resumen

Hoy en día, las organizaciones, especialmente las organizaciones de servicios, tienen una gran necesidad de aplicar un enfoque orientado al compromiso y enfatizar la ética profesional para la promoción, trayectorias profesionales claras y capacitación a largo plazo para preservar sus recursos humanos, especialmente en los rangos superiores y gerenciales. Debido a la trascendencia del tema, el objetivo de este artículo es brindar un modelo de comunicación eficaz con compromiso organizacional basado en la ética profesional en la organización de la seguridad social. Esta investigación se aplica en términos de propósito, es descriptiva de tipo correlacional en términos de naturaleza y es encuesta en términos de método. La población estadística del estudio actual incluye 1) expertos familiarizados con el tema que incluyó a 15 personas elegidas selectivamente. 2) Empleados de la Organización de Seguridad Social (3474 personas) que según la fórmula de Cochran, 346 personas fueron seleccionadas mediante el método de muestreo por conglomerados de etapas múltiples. Para recopilar datos, se prepararon cuestionarios basados en estudios previos, literatura de investigación y encuestas a expertos. La validez de contenido o RCV de los cuestionarios fue superior a 0.8 y fue aceptable. Su coeficiente alfa de Cronbach fue superior a 0.7 y se confirmó la fiabilidad. Para el análisis de los datos se utilizó el modelado de ecuaciones estructurales mediante el software LISREL. Con base en las estadísticas de la prueba t, que fue mayor que el valor crítico de t en el nivel de error del 5%, es decir, 1.96, la fuerza de la relación entre las variables de comunicación efectiva y compromiso organizacional fue de 0.53, y la fuerza de la relación entre La ética profesional y el compromiso organizacional se ha calculado en 0.69, lo que indica una correlación fuerte y deseable de tipo directo.

Palabras clave: Comunicación eficaz, compromiso organizacional, ética profesional, organización de la seguridad social.

Abstract

Nowadays, organizations, especially service organizations, greatly need to apply a commitment-oriented approach and emphasize on professional ethics for promotion, clear career paths and long-term training to preserve their human resources, especially in senior and managerial ranks. Due to the significance of the subject, the goal of this article is to provide a model of effective communication with organizational commitment based on professional ethics in the social security organization. This research is applied in terms of purpose, it is descriptive of correlational type in terms of nature, and is survey in terms of method. The statistical population of the current study includes 1) experts familiar with the subject that included 15 people chosen selectively. 2) Employees of the Social Security Organization (3474 people) that based on Cochran's formula, 346 people were selected by multi-stage cluster sampling method. In order to collect data, questionnaires were prepared based on previous studies, research literature and surveys of experts. The content validity or CVR of the questionnaires was higher than 0.8 and was acceptable. Their Cronbach's alpha coefficient was greater than 0.7, and the reliability was confirmed. In order to analyze the data, structural equation modeling using LISREL software was

used. Based on t-test statistics, which was greater than the critical value of t at the 5% error level, ie 1.96, the strength of the relationship between the variables of effective communication and organizational commitment was 0.53, and the strength of the relationship between professional ethics and organizational commitment has been calculated to be 0.69, which indicates a strong and desirable correlation of a direct type.

Keywords: Effective Communication, Organizational Commitment, Professional Ethics, Social Security Organization.

Introducción

Nowadays, throughout the world, business has become very challenging and competitive, and in order to remain profitable in such a situation, all organizations, especially service and insurance organizations such as the Social Security Organization, must be managed properly and wisely. Among such organizations, the most challenge and effort has been spent on the administration and management of human resources, unlike other factors, employee management requires the use of intellectual and emotional skills to ensure increased productivity, organizational commitment and professional ethics, and in this regard, effective organizational communication plays a significant role (Shapira Lishchinsky & Tsemach, 2014).

Effective communication is a factor in reviving the organization and its persistence and dynamism, and is one of the key factors in the success of managers, and it not only provides the basis for organizational development, but also the permanence of life and organizational commitment based on professional ethics of employees in any organization depends on it (Rahman Seresht et al., 2016).

Effective communication focuses on the performance of managers, and most managers devote more than 75% of their working time communicating that these communications provide more opportunities for the exchange of feelings, information and expression of problems and lead to ethical and professional commitment of employees toward the organization (Mir Hosseini et al., 2015).

Organizations are progressively asking their employees to be committed to the organization and be ethical, remark their viewpoints, and feel more responsible for realizing great customer expectations due to increasing competition, and focus on the quality that reveals the changing world, and thereby, they haste to aid their organization and help their organization in the current world full of problems and challenges (Remus & Aurelian, 2012).

And in this case, it can be stated that effective communication and organizational commitment based on professional ethics form the basis of organizations, especially service and insurance organizations such as the Social Security Organization; because the Social Security Organization daily deals with a large number of insurance and medical workers and retirees, which are generally composed of low-income groups of society, and

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it is better for the employees of this organization to put a constructive and effective communication with commitment and ethics on their agenda in order to maintain the presence of this organization and help it in critical and sensitive situations (Asri Golnaz, 2017).

In our society, in spite of many positive elements in the national and religious culture (where a lot of value is placed on commitment and professional ethics at work), in the general structures of society, values weakening organizational commitment, followed by professional ethics and work conscience, are prevailing (Tirgar & Kamali, 2016). And considering the role of the Social Security Organization and its huge mission, recognizing the characteristics and needs of employees, responding appropriately and in a timely manner to these needs by officials, leads to the creation of commitment and motivation, as well as observation of professional ethics in the workplace, and this is one of the priorities for improving services in this organization, because the issues of organizational commitment based on professional ethics and effective organizational communication are each of the most significant issues that should be considered when investing in the Social Security Organization (Creswell & Creswell, 2017).

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Thus, it is important to pay special attention to effective communication with organizational commitment based on professional ethics in the Social Security Organization in order to witness the promotion of health services and insurance, as well as the development of social security system in the country in the next few years through supporting effective communication and the development of organizational commitment and professional ethics of employees. Regarding what stated above, the main question of the research is what is the model of effective communication with organizational commitment based on professional ethics in the Social Security Organization? (Kerasen, 2020).

Materials and Methods

This research study is applied in terms of purpose, is descriptive of correlational in terms of nature. The statistical population of the current study includes two groups; 1) Experts familiar with the field of effective communication, organizational commitment and professional ethics, the number of which is unknown and they have been spread throughout the country, and they have been chosen selectively. They should have had characteristics such as knowledge and experience in the subject, willingness, sufficient time to participate and effective communication skills (Akmali Mehr, 2020), having conducted scientific research and papers related to the research subject, availability, experience, suitability of the field of study, having PhD degree, and teaching at the university (Mason, 2018).

In order to choose a suitable sample from the community of experts and university professors, non-random sampling method of selective type has been used. Based on this, 15 people were selected from among the community of experts and university professors who had the necessary criteria to be selected as the suitable sample. 2) All employees of the Social Security Organization (3474 people), who work in 31 general departments of

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social security, that based on Cochran's formula, 346 of them were selected by multi-stage cluster sampling according to (Table 1).

Table 1. Statistical sample size of the Social Security Organization for each province selected in the sample

Type of province	Row	Province name	Sample size
Developed	1	Tehran	101
	2	Esfahan	44
	3	Razavi Khorasan	41
Relatively developed	4	Kerman	31
	5	Gilan	38
Less developed	6	Golestan	22
	7	Kermanshah	29
	8	Semnan	21
Not developed	9	Sistan and Balouchestan	19
Total			346

In order to collect data, questionnaires were prepared based on previous studies, research literature and surveys of experts. The questionnaire of effective communication includes components of (interpersonal communication, interpersonal communication, organizational communication, use of multiple communication channels, communication openness levels, exchange of ideas and information) and 45 questions; the questionnaire of organizational commitment includes components of (emotional commitment, persistent commitment, normative commitment) and 24 questions; and the questionnaire of professional ethics includes components of (responsibility, honesty, justice and fairness, loyalty, seeking superiority and competitiveness, respect for others, empathy with others, observance and respect for social values and norms) and 16 questions, was arranged in a five-point Likert scale from completely appropriate to completely inappropriate.

The questionnaires of the current study were first reviewed and approved in terms of surface and conceptual validity by 15 experts, and then the content validity ratio or CVR method was used to assess its content validity. The formula of this method is as follows:

$$CVR = \frac{n_e - \frac{N}{2}}{\frac{N}{2}}$$

Where N represents the total number of responding experts, n_e is the number of experts who have approved the item. The CVR value can be calculated for all indices and factors. The CVR value can change between -1 and +1. When CVR = 0.00. The closer the CVR value is to one, the more respondents have identified the item as appropriate. The validity of the effective communication questionnaire was calculated as 0.915, the validity of the

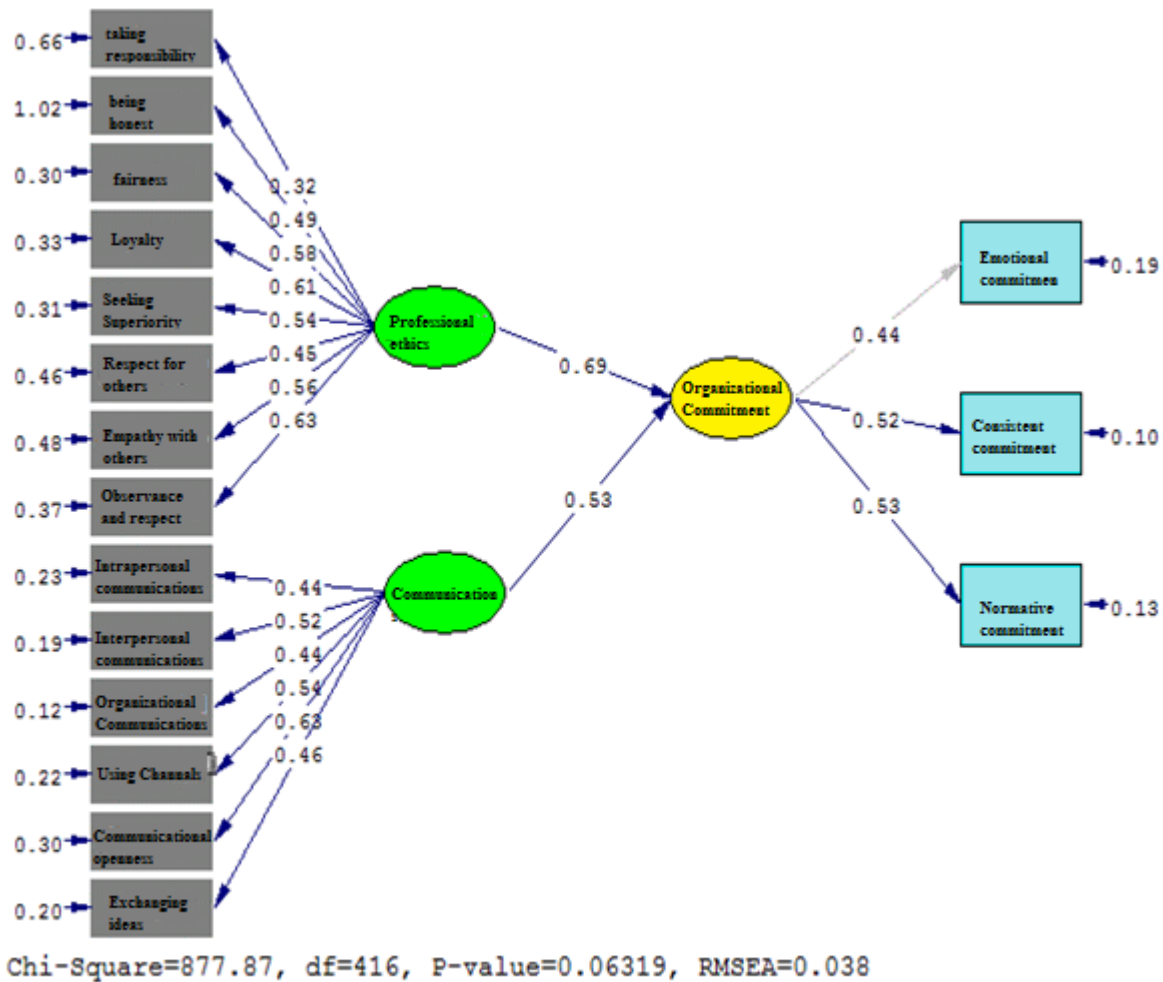
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organizational commitment questionnaire was found to be 0.94 and the validity of the questionnaire of professional ethics was 0.87.1. Cronbach's alpha coefficient of the questionnaires of effective communication was estimated (0.86), organizational commitment (99.1) and professional ethics (0.89.3), that these values are acceptable in terms of research (higher than 0.7). In order to analyze the data, structural equation modeling using LISREL software was used.

Result and discussion

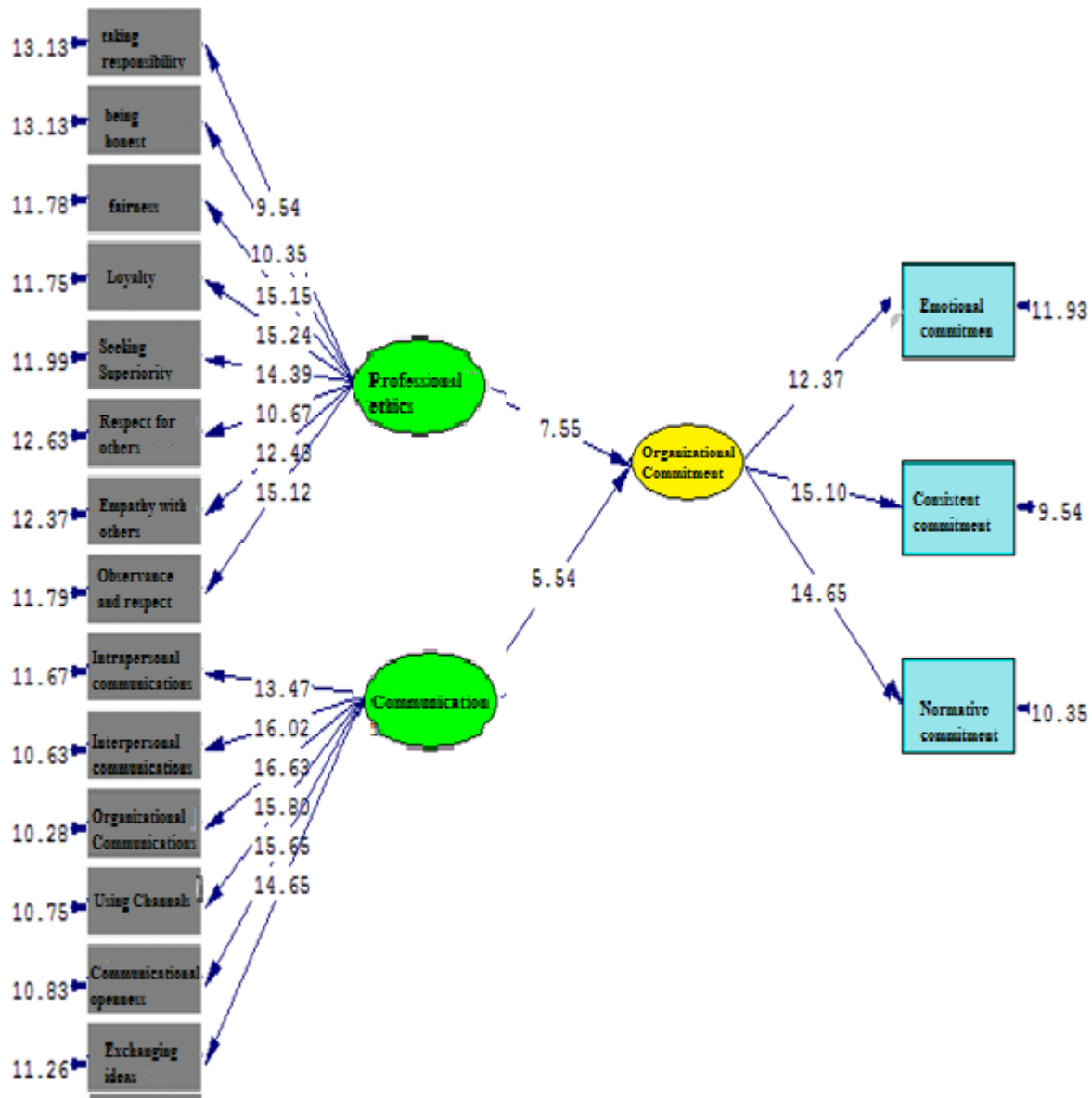
Results

Figure 1. Results of confirmation of the final model of relationship between the main components of the research



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Figure 2. t-value statistic, Results of confirmation of the final model of relationship between the main components of the research



Chi-Square=877.87, df=416, P-value=0.06319, RMSEA=0.038

Hypothesis 1: There is a significant relationship between effective communication and organizational commitment based on professional ethics in the social security organization.

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Based on (Figure 1) and (Figure 2), the strength of the relationship between the variables of effective communication and organizational commitment is calculated to be 0.53, which indicates that the correlation is strong and desirable and of direct type. The t-statistic of the test has been obtained 5.54, which is greater than the critical value of t at the error level of 5%, ie 1.96, and shows that the observed correlation is significant. Also, the strength of the relationship between the variables of professional ethics and organizational commitment is calculated to be 0.69, which shows that the correlation is strong and desirable and of a direct type. The t-statistic of the test is 7.55 which is greater than the critical value of t at the error level of 5%, ie 1.96, and shows that the observed correlation is significant.

Table 2. Fitness indices of the main research model

Indices	Reported value	Acceptable limit
root mean square error of approximation (RMSEA)	0.038	Equal to or less than 1
Normalized Chi-square (CMIN / DF)	2.110	Equal to or less than 3
Goodness of Fit Index (GFI)	0.96	Equal to or greater than 0.9
Adjusted Goodness of Fit Index (AGFI)	0.97	Equal to or greater than 0.9
Comparative Fit Index (CFI)	0.96	Equal to or greater than 0.9
Normalized Fit Index (NFI)	0.98	Equal to or greater than 0.9
Tucker-Lewis Index (TLI)	0.97	Equal to or greater than 0.9
Incremental Fit Index (IFI)	0.96	Equal to or greater than 0.9

The output of LISREL software indicates the appropriateness of the proposed research model, in a way that the root mean square error of approximation (RMSEA) is equal to 0.38, the value of the normalized chi-square (CMIN / DF) is equal to 2.011 and the value of the goodness-of-fit indices (GFI) is equal to 0.96. Other indices for fitting the proposed research model have been presented in (Table 2).

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Figure 3. Results of confirmation of the final model of relationship between the components of effective communication and organizational commitment

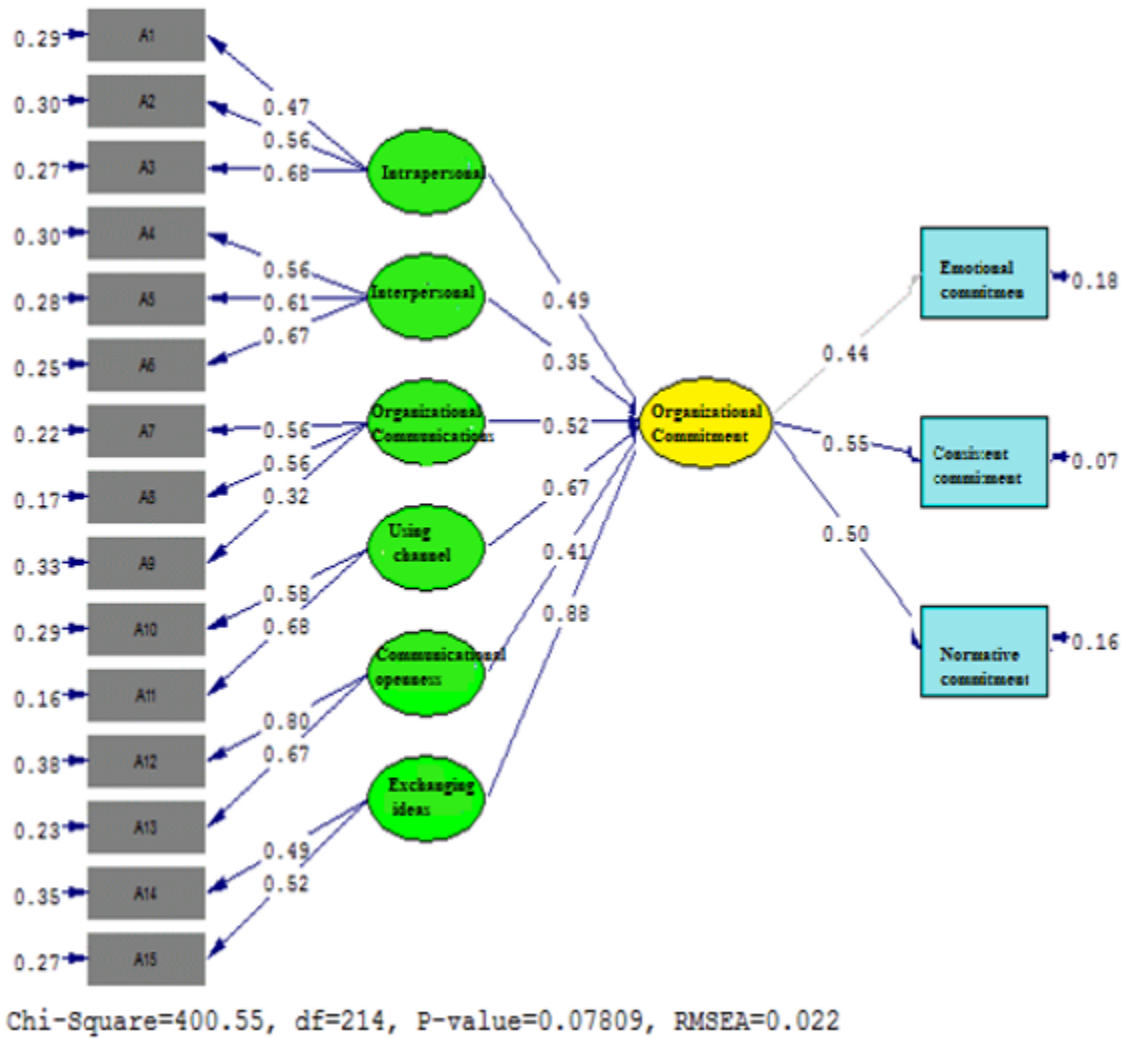
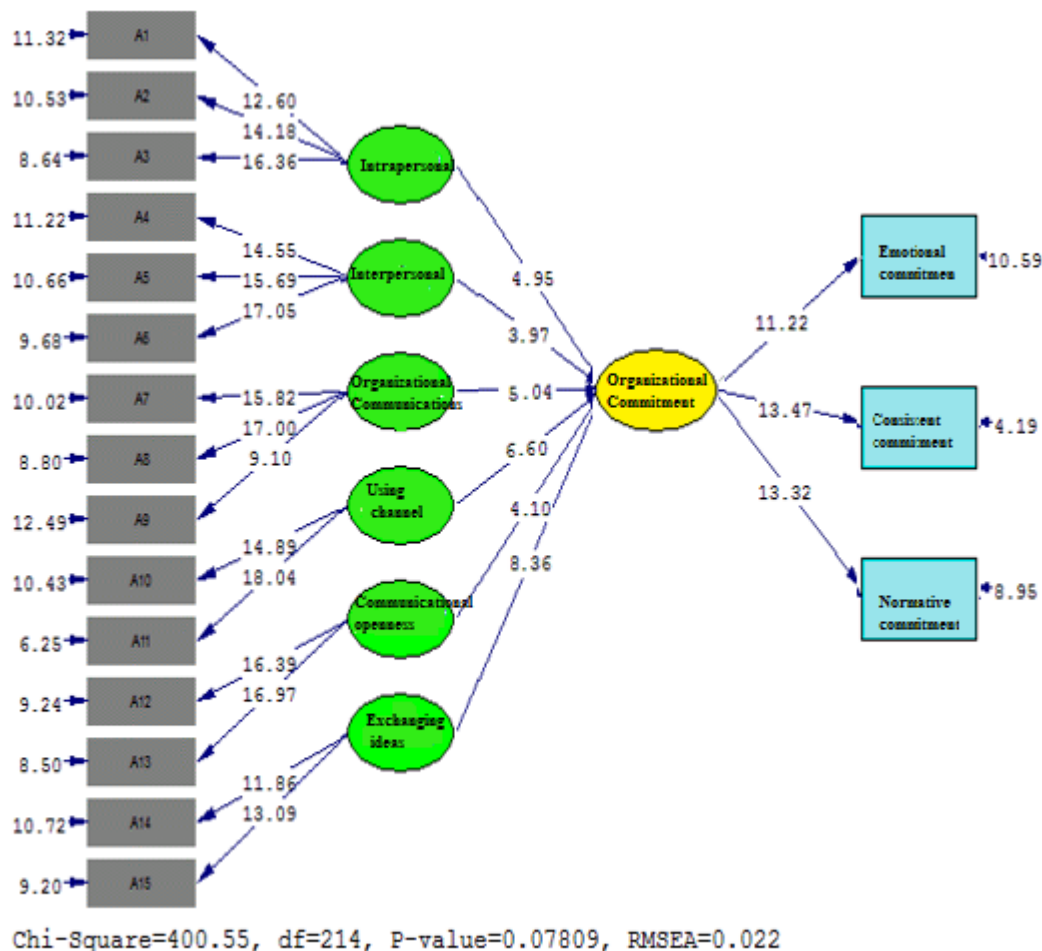


Figure 4. t-value statistic Results of confirmation of the final model of relationship between the components of effective communication and organizational commitment



Based on (Figure 3) and (Figure 4), the research sub-hypotheses are tested:

Hypothesis 1-1- There is a significant relationship between intrapersonal communication in the organization and organizational commitment based on professional ethics in the social security organization.

The strength of the relationship between the variables of intrapersonal communication in the organization and organizational commitment is calculated to be 0.49, which indicates that the correlation is strong, and desirable and of a direct type. The t-statistic of the test is 4.95, which is greater than the critical value of t at an error level of 5%, ie 1.96, and it shows that the observed correlation is significant.

Hypothesis 1-2- There is a significant relationship between interpersonal communication in the organization and organizational commitment based on professional ethics in the social security organization.

The strength of the relationship between the variables of interpersonal communication in the organization and organizational commitment is calculated to be 0.35, which indicates that the correlation is strong, and desirable and of a direct type. The t-statistic of the test is 3.97, which is greater than the critical value of t at an error level of 5%, ie 1.96, and it shows that the observed correlation is significant.

Hypothesis 1-3- There is a significant relationship between organizational communication in the organization and organizational commitment based on professional ethics in the social security organization.

The strength of the relationship between the variables of organizational communication in the organization and organizational commitment is calculated to be 0.52, which indicates that the correlation is strong, and desirable and of a direct type. The t-statistic of the test is 5.04, which is greater than the critical value of t at an error level of 5%, ie 1.96, and it shows that the observed correlation is significant.

Hypothesis 1-4- There is a significant relationship between using multiple communicational channels in the organization and organizational commitment based on professional ethics in the social security organization.

The strength of the relationship between the variables of using multiple communicational channels in the organization and organizational commitment is calculated to be 0.67, which indicates that the correlation is strong, and desirable and of a direct type. The t-statistic of the test is 6.06, which is greater than the critical value of t at an error level of 5%, ie 1.96, and it shows that the observed correlation is significant.

Hypothesis 1-5- There is a significant relationship between the levels of communication openness and organizational commitment based on professional ethics in the social security organization.

The strength of the relationship between the variables of the levels of communication openness and organizational commitment is calculated to be 0.41, which indicates that the correlation is strong, and desirable and of a direct type. The t-statistic of the test is 4.10, which is greater than the critical value of t at an error level of 5%, ie 1.96, and it shows that the observed correlation is significant.

Hypothesis 1-5- There is a significant relationship between exchanging thoughts and information and organizational commitment based on professional ethics in the social security organization.

The strength of the relationship between the variables of exchanging thoughts and information and organizational commitment is calculated to be 0.88, which indicates that the correlation is strong, and desirable and of a direct type. The t-statistic of the test is

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8.36, which is greater than the critical value of t at an error level of 5%, ie 1.96, and it shows that the observed correlation is significant.

Table 3. Fitness indices of the main research model

Indices	Reported value	Acceptable limit
root mean square error of approximation (RMSEA)	0.022	Equal to or less than 1
Normalized Chi-square (CMIN / DF)	1.872	Equal to or less than 3
Goodness of Fit Index (GFI)	0.99	Equal to or greater than 0.9
Adjusted Goodness of Fit Index (AGFI)	0.98	Equal to or greater than 0.9
Comparative Fit Index (CFI)	0.98	Equal to or greater than 0.9
Normalized Fit Index (NFI)	0.98	Equal to or greater than 0.9
Tucker-Lewis Index (TLI)	0.96	Equal to or greater than 0.9
Incremental Fit Index (IFI)	0.97	Equal to or greater than 0.9

The output of LISREL software indicates the appropriateness of the proposed research model, in a way that the root mean square error of approximation (RMSEA) is equal to 0.22, the value of the normalized chi-square (CMIN / DF) is equal to 1.872 and the value of the goodness-of-fit indices (GFI) is equal to 0.99. Other indices for fitting the proposed research model have been presented in (Table 3).

Based on the results, it was found that the correlation and strength of the relationship between *effective communication and organizational commitment based on professional ethics* is desirable, and these results are consistent with the findings of the research done by (Martin & To, 2015) that showed effective communication affects on organizational commitment and reducing corruption in the judiciary of Qom province, and with the findings of the study conducted by (Nurdan, 2017) that showed that there is a significant relationship between effective communication and organizational commitment and ethical climate in the General Directorate of Cultural Heritage, Handicrafts and Tourism of Markazi Province. In explaining this finding, it can be declared that an organization is similar to the human body in that management is at the head, and the organization is a living being.

Based on the results of correlation and strength, the relationship between *intrapersonal communication in the organization and organizational commitment based on professional ethics* is desirable. And these results are in line with the findings of (Miller, 2017) that indicated that there is a significant relationship between effective organizational relationships and organizational commitment and ethical behavior of managers of post

company in the greater Tehran; and with the findings of the study conducted by (Miranda, 2017) that indicated there is a significant relationship between effective employee communication and manpower productivity at Apple company. In explaining this finding, it can be stated that the importance of intrapersonal communication in the organization is such that it can be declared that the most important task of the manager is to develop communication. The process by which the management of the organization plans, organizes and controls the current affairs of an organization. An organization that pursues great goals and communicating with other economic enterprises must first have organizational unity. In the sense that team members preserve their communication to strive to achieve a common goal that is ultimately the progress of the organization.

Based on the results, the correlation and strength of the relationship between *interpersonal communication in the organization with organizational commitment based on professional ethics* is desirable, and these results are consistent with the findings of (Babin & Anderson, 2018) that indicated effective communication has a significant effect on professional ethics of Iranian port and maritime staff, and with the findings of (Tehrani Moghadam, 2015) that represented that effective organizational communication has a significant effect on organizational commitment and desire for change in the program and budget organization. In explaining these findings, it can be stated that by communicating in a healthy and dynamic environment, the people of the organization with more confidence express their personal ideas about the work and management style, and all move together to achieve the success of the organization. Working and living in new organizations have opened new horizons of communication for human beings. Managers and employees have to sit together to make decisions and discuss different ways with each other and finally find the best solution. Therefore, it can be stated that interpersonal communication in the organization plays a useful and effective role in organizational commitment based on professional ethics.

Based on the results, the correlation and strength of the relationship between *organizational communication in the organization and organizational commitment based on professional ethics* is desirable, and these results are in line with the findings of (Golshanpour, 2017)) that showed that effective organizational communication has a significant effect on organizational commitment and professional ethics in the newly established industries of Nigeria, and with the findings of the study done by (Miranda, 2017), who found that there is a significant relationship between effective communication with organizational commitment and professional ethics, considering the mediating role of organizational performance of Treasury Department staff. In explaining this finding, it can be stated that transferring organizational decisions and organizational policies from the highest hierarchy of the organization to lower levels of implementation requires going through various communication channels.

Based on the results, the correlation and strength of the relationship between *using multiple communication channels in the organization with organizational commitment based on professional ethics* is desirable. These results are in line with (Mohsenifard, 2019) findings that indicated that there is a significant relationship between effective communication and job motivation of employees and organizational commitment and professional ethics in Swedish car companies, and with the findings of the study done by

(Mason, 2018) that showed that there is a significant relationship between effective organizational communication and organizational commitment of managers of a power distribution company. In explaining this finding, it can be stated that today, it is one of the topics that is considered in all management systems and is even considered as one of the basic principles of management. "Effective organizational communication" as an introduction to the Effective communication in organizations is necessary and at the same time sensitive and non-negligible due to the breadth of their field of activity, both within the organization, outside the organization and even in the international dimension. The need for mutual familiarity and understanding in order to accelerate the achievement of goals and objectives and to establish a principled and efficient communication has now been accepted as a basic principle in management.

Based on the results, the correlation and strength of the relationship between *the levels of communication openness in the organization and organizational commitment based on professional ethics* is desirable. These results are in line with the findings of (Valdman, 2020) that showed that there is a significant relationship between effective communication with organizational commitment and professional ethics of the German Federal Police, and with the findings of (Nihof, 2020) that indicated that there is a significant relationship between effective organizational relationships with perceived organizational commitment and professional ethics in Stockholm public universities. In explaining this finding, it can be stated that most of the time of management is spent in face-to-face communication or on the phone with the subordinates, co-workers or customers, and when the manager is not negotiating with others, he or she may be busy writing or dictating notes, letters, or reports, and perhaps reading letters sent to him or her. Thus, it is logical to say that the root of many individual, organizational and social problems can be traced to the lack of effective communication, the role of the communication system or communication misinterpretations in general. Therefore, it should be stated that effective communication is important for managers, and can lead to organizational commitment and professional ethics in the organization.

Conclusion

Based on the results of correlation and strength, the relationship between exchanging ideas and information in the organization and organizational commitment based on professional ethics is desirable. And these results are in line with the findings of (Rahman Seresht et al., 2016) who showed that there is a significant relationship between effective communication with professional ethics and organizational commitment in Spanish multinational corporations, and with the findings of (Akmali Mehr, 2020) that showed that effective organizational communication has a positive and significant effect on the professional ethics of organizational commitment of employees in Norwegian commercial banks. In explaining this finding, it can be stated that the existence of the organization depends on communication, and each manager usually spends most of his time establishing communication. In order to create coordination between the material and human elements of the organization it is necessary to establish optimal communication as an effective and efficient work network, because when communication is not established, the activity of the organization discontinues, and in fact, it can be declared that effective management depends on effective communication.

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